

## Business Risk Management Planning for Staff in the Division of Public Relations in a Government Agency

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### Abstract

In today's fast-paced and interconnected world, managing risk has become essential to effective public relations (PR) in government agencies. The public sector is highly vulnerable to a variety of risks, including reputational, legal, financial, and operational risks, which can have significant consequences for the government's ability to serve the public. This research was conducted to determine business risk management plans that might occur in the Public Relations division of a government agency and can take action to prevent and minimize the risks that will occur. This study uses a contextual descriptive analysis approach. Data collection techniques in this study are interviews with staff who have a good understanding of that field. The results of the study show that there are 4 low risks and 1 medium risk, for this reason, the public relations sector must convey to the public the positive performance of the government so that public trust increases.

### Keywords:

Risk Management, Government Agencies, Public Relations

### Introduction

Public relations is a discipline within the communication sciences. Public Relations carries out management tasks that aid in maintaining and responding to the public. Public Relations exists to bridge information between an organization and the public (Handin et al., 2020). Public relations is used by the government to improve the government's image, socialize public policies, and also to promote the achievements of the performance of a government agency to the public. In addition, public relations can also be used to generate positive media coverage, address conflict and criticism, and also increase public understanding of a government agency and its goals.

In addition, every business and individual action is dependent on government regulations. Consequently, business and society depend directly or indirectly on government public relations, particularly government relations that emphasize official communication with the public about national laws and regulations.

Risk management is a necessity for all agencies, including government agencies (Oktapiani & Rosmiati, 2021), effective risk management is also an important element of good governance (Nurhadi, 2021). As part of work related to policies and regulations, public relations are closely related to risk, especially risks related to communication, for example, the risk of maintaining a good reputation and image of an organization in the public eye, the risk that government objectives can be conveyed efficiently. to the public, the risk of resolving public criticism and misunderstanding of a government institution, and the risk of maintaining a public understanding of the regulations conveyed.

Good governance refers to a process and aspiration towards a governance system that is attached to several values, one of which is public institutions that are efficient, open, transparent, clean, and accountable at all levels including clear decision-making procedures (Saputra & Nugroho, 2021). With an open and transparent model,

effective communication is needed between government agencies and their communities to build public trust in the government.

There have been several previous studies related to risk management in government agencies including the application of risk management to that government agencies (Bisma, 2022; Jauhari et al., 2021; Nurhadi, 2021; Rosmiati & Kunci, 2019). Therefore, this research will focus on the public relations department in government agencies that have a role in maintaining a positive image of the institution, knowing the risks, risk triggers, risk analysis, and response to these risks.

## Literature Review

### 1. Public relations

Based on the book *The Practice of Government Public Relations*, public relations is the management of communication between the organization and the public. In the context of public relations in government. Public Relations is also required to not only be a disseminator but also a good communication manager (Maulida, 2021)

Public Relations plays a role in maintaining communication between the government and the public. to provide understanding to the public about government policies, services, and products through various types of communication media, both two-way communication such as outreach and technical guidance as well as one-way communication such as advertisements and social media.

### 2. Government

Government is a system of government or a group of people who manage an organized community or country (Maidin, et al, 2019). In Indonesia, the government consists of legislative, executive, and judicative. Each government agency in Indonesia has its ministry which is chaired by Ministers. Government Public Relations is tasked with providing information and explanations to the public regarding policies and steps/actions taken by the government, as well as creating harmonious relations between institutions/agencies and the public and providing understanding to the public/society (Lani & Handayani, 2021).

### 3. Risk Management

Risk management refers to strategies, methods, and supporting tools for identifying and controlling acceptable levels of risk. In addition, risk management can also be referred to as a series of synchronized actions and approaches to direct the organization to minimize risks to achieve organizational goals (Gurtu & Johnny, 2020).

Managing risk enables decision-makers to understand and assess the impact of risk on their work. Risk management can also be defined as a process with the aim of planning, organizing, directing, and controlling resources to achieve certain goals, even when unexpected, good, or bad events occur (Crovini et al., 2020).

Within the context of an organization, the risk management system allows for the direct participation of technical specialists for each risk category, whose job it is to identify, quantify, and mitigate the risks negative effects (Settembre-Blundo et al., 2021).

### 4. Risk Identification

Risk identification is the first step of risk management which involves screening potential risks in a situation. The level of severity depends on early detection, so companies must implement risk identification to find the source of risk accurately (Baz & Ruel, 2021).

### 5. Risk Register

The risk register contains detailed information on identified risks and can help one assess, review, track, mitigate, and control a risk periodically throughout the project cycle. In addition, a well-documented risk register can be a useful reference for future risk identification and a primary source of information (Siraj & Faye, 2019).

## 6. Risk Events

Risk event is an event or situation that has the potential to cause loss, damage, to the organization or stakeholders. This is a type of risk that is identified as a potential threat to the achievement of an organization's objectives. Risk events can be caused by internal or external factors. The impact of a risk event may vary depending on the severity of the event, the readiness of the organization, and the effectiveness of the response (Ahmeti & Vladi, 2019).

## 7. Risk Breakdown Structure (RBS)

RBS can be defined as the grouping of risks in an organization with a hierarchical position (logical, systematic, and structured) something with an organizational or project structure in nature (Siraj & Fayek, 2019).

## 8. Risk Analysis

Risk analysis is the process of identifying risks to a system's security and determining the likelihood of their occurrence, the resulting impact, and additional safeguards that reduce this impact. Risk analysis is part of risk management (Siraj & Fayek, 2019).

## 9. Risk Response

Risk response refers to the actions taken to address or mitigate the risks that have been identified during the risk assessment process. Risk response is an important part of the risk management process because it helps reduce the likelihood or impact of negative events and increases the chances of achieving the goals of the organization (Yang et al., 2020). Respond can be Escalated, Avoid, Transfer, Mitigate, Accept (Rahman et al., 2021)

## 10. Risk Evaluation

Risk evaluation is a process of assessing the identified risks of a project or business (Berliana et al., 2020). The risk assessment calculates whether the risk is acceptable based on the level of risk in the risk matrix created.

## 11. Risk Treatment

Risk treatment is a very important process of risk management to determine an appropriate plan for dealing with risks that will occur. By implementing effective risk management, organizations can reduce and eliminate the impact of risks on projects or business activities (Berliana et al., 2020).

## Research Methods

This study uses a contextual descriptive analysis approach. In this study, the authors explored and observed in-depth risk management by examining risk identification, risk registers, risk events and triggers, risk breakdown structure (RBS), risk analysis, risk response, and risk treatment, in the public relations profession within a government agency. Descriptive analysis is a method of analysis by first collecting, classifying, and interpreting data so that it can provide a clear picture of the problem under study (Aisyah & Dahlia, 2022). Data collection was carried out by interviewing Public Relations staff at a government agency in February 2023 at that government agency office. The data used in this study are primary data and secondary data. Primary data is the result of interviews. Secondary data obtained from previous research, journals, and documentation (Sholihin, 2021)

## Results and Discussion

### 1. Risk Register

In this phase, identification is carried out of possible risks that may occur in the division of public relations in government agencies. Identification was carried out by interviewing public relations staff in a government agency who understand the business processes of their part of the job. Every risk that can occur will have a negative impact on the Agency.

**Table 1.** Risks for Public Relations Staff in Government Agencies

No	Risk	Opportunities/Threats	Person in Charge
1	Error answering public questions regarding the latest regulations	Threat	Staff
2	Lack of instructor	Threat	Staffing
3	The target of educational/socialization activities was not achieved	Threat	Staff
4	Negative Perceptions about the Agency	Threat	Staff /Leader
5	News publish mistake	Threat	Staff

## 2. Risk Events and Risk Triggers

Every risk that may occur must have a trigger and impact, in the table below the risks, risk triggers, and the impact that will be caused by the occurrence of these risks are described.

**Table 2.** Risks to Public Relations Staff in Government Agencies

Risk	Risk Triggers	Impact
Error answering public questions regarding the latest regulations	- Staff do not fully understand the latest regulations	- Misunderstanding in public society - lacking trust of the Institution
Lack of instructor	- Lack of instructor - many requests for education/counseling by the community and associations	- Requests for counseling by the community were not carried out - Regulation is not socialized to the layers of society
The target of educational/socialization activities was not achieved	- educational activity targets are not achieved - there are other urgent ad-hoc tasks	- Organizational performance value is not achieved - Lack of public understanding
Negative Perceptions about the Agency	- Unpopulist government policies - Reporting on violations/fraud of elements/staff in the government	- Lack of public trust in institutions
News publish mistake	- Miss Communication between division - Data Publish mistake	- Misunderstanding in public society - Lack of public trust in institutions

## 3. Risk Breakdown Structure

RBS is a hierarchical chart that breaks down or detailing risks starting with categorizing risks from the highest category and continuing to sub-categories of risk. Risk Breakdown Structure consists of internal and external factors.

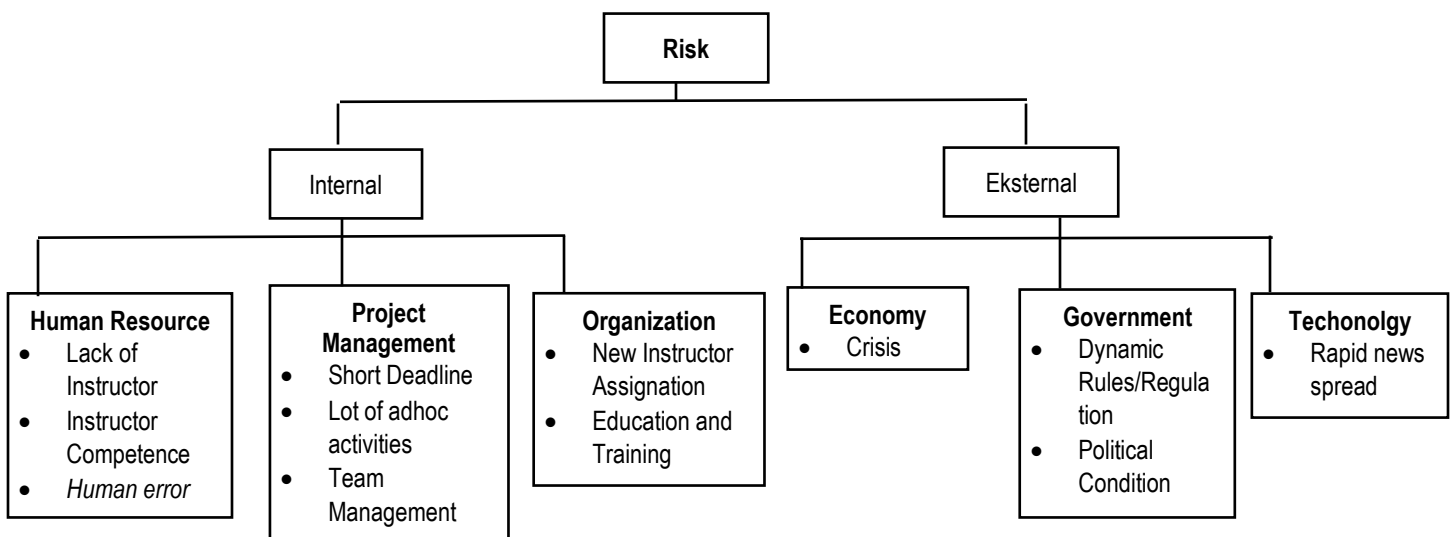


Figure 1. Risk Breakdown Structure for Public Relations Staff in Government Agencies

4. Risk Analysis

Done by determining the level of probability and consequences that will occur. Then determine the level of risk that exists by multiplying the two variables (probability X consequences) (Hendrawan, 2022).

Table 3. Risk Analysis in the Public Relations Section in Government Agencies

Risk	Probability (%)	Probability Score	Impact Score	Risk Value	Risk Level
Error answering public questions regarding the latest regulations	20	2	3	6	low
Lack of instructor	40	3	2	6	low
The target of educational/socialization activities was not achieved	10	2	2	4	low
Negative perceptions about the Agency	5	2	4	8	Midle
News publish mistake	2	1	5	5	low

Table 4. Criteria for Likelihood

Level	Risk	Probability	Frequency of Events
5	Extreme	P > 95%	Every (0-3) months
4	High	65% > P < 95%	Every (3-6) months
3	Midle	35% > P < 65%	Every (6-9) months
2	Low	5% > P < 35%	Every (9-12) months
1	Very Low	P < 5%	Every 12 months or so

Table 5. Impact Criteria

NO	CATEGORIES/ PARAMETERS	NOT SIGNIFICANT	MINOR (Small)	MEDIUM (Midle)	SIGNIFICANT (High)	VERY SIGNIFICANT
		1	2	3	4	5
1	Reputation Risk	There is no reputational impact	Reputation was slightly affected	Reputation was quite affected	Reputation was greatly affected	Reputation Destroyed
2	Service	Has no impact on service quality	The decline in service quality, there are complaints of <10% of the total consumers	The decline in service quality, there are complaints as much as 10-25% of total consumers	The decline in service quality, there are complaints as much as 25-50% of total consumers	The decline in service quality and has complaints as much as > 50% of total consumers
3	Project	No impact on the project schedule	10% delay	10-25% delay	25-50% delay	Delay > 50%
4	Performance	No performance degradation	10% performance drop	10-25% performance drop	25-50% performance drop	Performance degradation > 50%

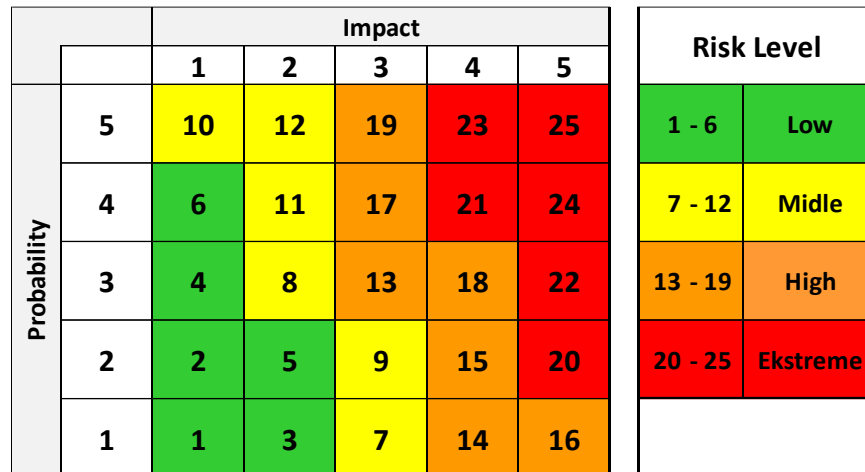


Figure 2. Risk Matrix

### 5. Risk Treatment

After the preceding risk analysis, the risk treatment phase will commence. At this stage a risk action proposal is made for possible risks that have been grouped based on the level of risk (Yunita Wulan Dewi & Sri Darma, 2019)

Table 6. Risk Response of Public Relations Staff in Government Agencies

Risk	Response / Treatment
Error answering public questions regarding the latest regulations	Mitigate <ul style="list-style-type: none"> <li>- create a question dictionary (Frequently Asked Question) as a guide for employees</li> <li>- It should be coordinated with the vertical unit above for questions relating to affirmation that are crucial.</li> <li>- Conduct routine education and training to improve staff competency</li> </ul>
Lack of instructor	Mitigate <ul style="list-style-type: none"> <li>- New Instructor Assignment based on workload analysis</li> <li>- Effective scheduling management of educational activities by a team with a high sense of urgency</li> </ul>
The target of educational/socialization activities was not achieved	Mitigate <ul style="list-style-type: none"> <li>- Monthly evaluation of the achievements of education and outreach activities,</li> <li>- Create a timetable and deadline schedule of activities</li> </ul>
Negative perceptions about the Agency	Mitigate <ul style="list-style-type: none"> <li>- Publishing clarification</li> <li>- Publication of positive content regarding government performance</li> </ul>
News publish mistake	Mitigate <ul style="list-style-type: none"> <li>- Publication data validation</li> <li>- Layered verification and approval of publication issuance</li> <li>- Competency enhancement training</li> <li>- Publishing clarification</li> </ul>

### Conclusions

Public relations is one of the important elements in building the image of an institution, and risk management is one of the important things to be able to ensure that organizational goals are achieved. To help government agencies achieve organizational goals, government agencies can form a special section or team that manages and evaluates the implementation of risk management on a regular schedule. Employees must focus on increasing



competency and be careful in publishing and answering public questions so that there are no misperceptions and increasing public trust in government agencies. To avoid negative perceptions regarding agencies, employees can publish positive content on government performance in general and agencies in particular. .

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