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Implementing of Risk Management on the Public Appraisal Service Office (KJPP) Febriman Siregar

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Abstract: The work of the Public Appraisal Service Office employees who are mostly in the field to meet audit candidates makes them also often receive rejections. Prolonged psychological and physical fatigue will be a challenge faced by employees. To deal with these conditions, it is important for an employee to have Risk Management in dealing with situations in the field. In doing so, we contribute to the debate in recent research on Risk Management which conceptualizes it as a series of proactive and countermeasures that employees undertake to deal with work events and uncertainties and which are linked to important organizational-level performance indicators, such as increased well-being and productivity. Thus, the context of the Public Appraisal Service Office Employees as marketers of the Public Appraisal Service Office company is a very suitable background to explore the results of the HR development strategy as an adaptive process that promotes the first individual level Risk Management which ultimately leads to team Risk Management.

Keywords: Risk, Management, Employee

INTRODUCTION

The concept of implementing Safety Performance and understanding Risk Management is seen from the success of product providers in meeting consumer expectations and definitively influencing changes in attitudes, repeat purchases and loyalty. These three things are the expected results of the company's overall activities (Ruggles & Webster, 1998).

The difference between service and manufacturing organizations lies in the role of humans or employees. The inseparable nature of services where production and consumption are carried out simultaneously makes the interactions that occur between employees and consumers during the service transfer process very influential on consumer perceptions of service quality and this makes employees play an important role in the service process even employees are often perceived as the service itself. Kotler & Armstrong, 2018a). This inseparable nature of services often leads to non-uniformity of production results so that

employee behavior can affect consumer evaluations of products and consumer loyalty in the future (Kotler & Armstrong, 2018b).

In service marketing, the key element is the interaction between employees and consumers, so actually the success of service marketing is closely related to activities such as selection, training, motivation and human management (Kotler & Armstrong, 2018b). In this competitive era, marketing success lies in competitive advantage (Joseph et al., 2003a). The real competitive advantage is differentiation. According to Coyne (in Handoko, 2002) competitive advantage exists when it can be "felt" by the market or in other words differentiation must be reflected in product or service attributes which are the main purchasing criteria, the differentiation becomes more meaningful when the advantage is not owned by competitors. The most difficult source of competitive advantage to imitate and last longer is human resources through human resource practices within the company (Joseph et al., 2003b).

Today, Safety Performance is used in many aspects of human resource management, from individual selection, development, and performance management to Risk Management planning. By incorporating competencies into the job analysis methodology, Office Personal Management (OPM) has developed a robust competency model that can form the foundation for each initiative. OPM has put these models into automated systems to ensure access for employees, human resources professionals, and managers. Shared access to data creates a common frame of reference and a common language of competence which has provided the basis for competency application in public sector institutions. Wiley Periodicals, Inc. (2002). Garavan and Guire (2001) in Boon (2000) reveal that competence is defined in three different perspectives: competence as an individual characteristic, competence as an organization and competence as a tool.

In this era of globalization, all companies must have a good strategy according to each company. Adding and finding customers is one of the strategies prioritized by every company, considering that many companies are competing to maintain or even seize the market. This condition makes the company to continue to innovate in increasing the advantages of its products, with the hope of being able to increase its market and win in the competition.

One of the companies competing to win this competition is the consulting firm Public Appraisal Service Office (KPP) Febriman Siregar. The Public Appraisal Service Office is an example of an industry in the service sector, where the Public Appraisal Service Office provides protection to prospective customers or shareholders if something happens in the future, by getting reimbursement from the Public Appraisal Service Office for unexpected events such as illness. , death or loss where the Public Appraisal Service Office replaces it in accordance with the premium that has been agreed upon by the insured party. If the premium rate is not adjusted to the level of risk of the prospective shareholder, it can jeopardize the purchase transaction of the Public Appraisal Service Office. Therefore, the Public Appraisal Service Office company must be clear in explaining the premise and risks before prospective shareholders accept it or problems in certain cases and calculating inventory procurement.

Pickens (2005) in Lindsay and Norman (1977). Perception is the process by which a person interprets and organizes sensations to produce a meaningful experience of the world. From this understanding, it can be interpreted that the perception of insurance mainded is someone's interpretation of the primacy of the Public Appraisal Service Office.

Aware of the role of employees of the Public Appraisal Service Office in giving a good perception to the public of the importance of the Public Appraisal Service Office for their lives. The Public Appraisal Service Firm, which is a service provider for the Public Appraisal Service Office, attaches great importance to the quality of service so that the quality of the company's services must always be improved for its audit candidates because there are still

many people who still do not understand the importance of having a Public Appraisal Service Office. Quality in this service can be a good strategy to achieve success in the world of Public Appraisal Services Office. According to Parasuraman et al (1988) there are five main dimensions in service quality, namely reliability, responsiveness, assurance, empathy and physical evidence (tangibility). These dimensions will form a service quality.

The challenges in the Public Appraisal Service Office business are increasingly competitive, so there needs to be cohesiveness from all parties, both internal and external to a Public Appraisal Service Office company in order to continue to advance, develop and be able to compete with many competitors. One of the threats to the Public Appraisal Service Firm in general is the entry of foreign companies, the increase in similar companies and various new products with varied offerings. For this reason, a Public Appraisal Service company really needs to have the right and effective business strategy to be implemented, and of course in accordance with the existing conditions and situations in order to achieve success so that it can continue to compete and develop.

Increasingly competitive competition in the business world of Public Appraisal Service Offices, spurred Public Appraisal Services companies in Indonesia to further improve the quality of their employees. Therefore, in creating Service Excellence for its audits, it is very necessary to carry out human resource development strategies, especially for its employees.

With the existence of qualified and competent employees, it is hoped that they can help the community in choosing the right financial planning needs for the long term and more importantly, form or change the main side of the community who are anti-Public Appraisal Service Offices so that they know the benefits of the Public Appraisal Service Office. Public Appraiser.

This study will empirically examine the concept of Risk Management associated with employees of the Public Appraisal Service Office. We are interested in researching Risk Management for employees of the Public Appraisal Service Office, because an employee is the spearhead for the company's Public Appraisal Service Office. It has been observed that the Public Appraisal Services sector is facing a crisis in the learning skills and competencies of marketers in the field as the main task force. It stands out because of the parameters defined for their recruitment. Anyone with a basic educational background can become an employee and start promoting and selling the products of the Public Appraisal Service Office. (Mehrishi, 2014). A Public Appraisal Service Firm requires a reliable and strong team so that the company's performance continues to improve, so that it can still compete and develop. In order to have a reliable marketing team, especially in the service company of the Public Appraisal Service Office, it takes employees who are strong and smart in educating the public, especially audit candidates about the benefits of the Public Appraisal Service Office, as well as having Risk Management. In fact, employees of the Public Appraisal Service Office have obstacles in their work. The results of researcher interviews with employees of the Public Appraisal Service Office found that their work was underestimated which resulted in them being ostracized from friendship or family relationships at the beginning of starting their profession as employees of the Public Appraisal Service Office. Even though an employee has primary needs and social and self needs in carrying out his work. Primary Needs and Social & Self Needs are factors related to job satisfaction; Stress, Career Improvement and Work Environment emerged as factors to leave the company. (Rana & Javed, 2019).

Based on the description above, the main problem in this research is how to apply Safety Performance and establish employee Risk Management, so that a Risk Management team is formed at the Febriman Siregar Public Appraisal Service Office?

LITERATURE REVIEW

Risk Management

Understanding Risk Management strategies is very necessary, especially in an era like today, namely the era of globalization. HR development is carried out with the aim of forming personal qualities by having skills, work abilities, and work loyalty to the company or organization. In addition to developing the potential of human resources by forming personal qualities, it can also be done by giving rewards or prizes for employees who excel, it is supported by San and Then (2012) in Armstrong (2000) reward strategy is a policy that provides specific directions for organizations to develop and designing programs that will ensure rewards for performance results that support the achievement of its business objectives (Garavan & McGuire, 2001).

According to Stewart (2003) strategic human resource management is the practice of attracting, developing, rewarding, and retaining employees for the benefit of employees as individuals and the organization as a whole. HR departments that practice strategic human resource management do not work independently within an organization; they interact with other departments in an organization to understand their goals and then create strategies that are aligned with those goals, as well as the people of the organization (Yean & Yahya, 2013a). As a result, the goals of the human resources department reflect and support the goals of the entire organization. Strategic RISK MANAGEMENT is seen as a partner in organizational success, as opposed to the need for legal compliance or compensation. Strategic RISK MANAGEMENT leverages talents and opportunities within the human resources department to make other departments stronger and more effective.

In improving strategies to develop RISK MANAGEMENT, Peddikayil and Mathiri (2018) reveal that an economist uses the term 'standard human capital' to mean that human capital is a resource in people in the form of skills, knowledge, and abilities that significantly affect their productive capacity. and that determines individual workability. People with the right talents, skills and experience can understand their individual and team roles, as well as their responsibilities in relation to the vision, mission and goals of the companies they work for. Compared to other resources, human capital can be easily adapted, as people behave and act according to the organizational context. This is the reason why academics argue that human capital is the most valued, powerful and beneficial asset for business firms (Murale et al., 2010). Moreover, knowledge, skills and experience are transferred and exchanged from person to person, if there is a favorable organizational climate in the company.

In contrast to Moti (2001) revealing the RISK MANAGEMENT competency that supports other talent management components by managing performance where this competency helps provide the level of knowledge, skills, and types of behavior expected of employees who fill each position, career development, where when employees map out goals future and desired position, they can see the specific competencies needed to achieve it, plan succession, where managers who are looking for candidates for succession to a position can compare the competency requirements of that position, and look for candidates who meet these requirements, manage learning, where to improve competence and to meet performance, career development, or succession goals, employees engage in learning activities related to those competencies, and arrange compensation where RISK MANAGEMENT undertakes compensation planning for their organization . Many times, bonuses and promotions are directly linked to an individual's competency rating. This may be difficult in an inflexible public sector environment, and workforce acquisition, where competencies set the right expectations for each position, and ensure that job descriptions lead to a more effective and successful hiring effort.

Human resource development has a broad dimension that aims to increase the potential possessed by human resources, as an effort to increase professionalism in the organization.

The development of directed and planned human resources with good management will be able to save other resources or at least the processing and use of organizational resources can be efficient and effective. Human resource development in a broad perspective has the aim of increasing the potential of human resources. The better the development of human resources, the better the company or industry.

The development of human resources is an absolute must for an organization in facing the demands of current tasks and especially to answer future challenges (Yean & Yahya, 2013b). This “condition sine quanon” can be categorized as a form of investment, namely human investment. Although these development orientation programs take time and money, all organizations have an obligation to implement them, and call the costs of these programs an investment in human resources. There are two main objectives in this case, first, development is carried out to close the "gap" between the skills or abilities of employees and job requests. Second, the program can improve the efficiency and effectiveness of employees' work in achieving the work targets set (Yean & Yahya, 2013b).

Achieving the alignment of these objectives must of course be pursued through a long process, starting from planning to managing and maintaining the potential of human resources. Human resource development is a process of improving human quality or capability, which includes planning, developing and managing human resources (Yean & Yahya, 2013b). In this case, the development of human resources has a wider scope in an effort to improve and improve knowledge, abilities, attitudes and personality traits, so that they can hold responsibilities in the future (Yean & Yahya, 2013b).

On the other hand, the development of human resources is not only limited to internal human resources themselves (which include knowledge, abilities, attitudes, responsibilities) but also related to external conditions, such as the organizational environment and society. This is reflected in the demands for the development of human resources itself which basically arises because of considerations: (1) employee knowledge that needs updating, (2) society is always developing dynamically by experiencing a shift in certain values, (3) equal rights to get a job, (4) the possibility of employee turnover which is a reality in organizational life (Yean & Yahya, 2013b).

Specifically in the development of human resources, which involves increasing all internal potential of human abilities, this is based on the fact that an employee will need a developed set of knowledge, skills and abilities to work well in a succession of positions encountered during his career. In this case it is a person's long-term career preparation (Henry, 2003a). So that the scope of further human resource development is related to the career system implemented by the organization and how existing human resources can access the existing system in order to support their work expectations (Henry, 2003b).

Human resource management requires various elements in improving the human resource management system. According to Noe, Hollenbeck, Gerhart, Wright (2008:4), human resources are policies, practices, and systems that influence employee behavior, attitudes and performance. Organizational management system is very influential on the development of human resource management. This is accompanied by changes in the behavior of each individual in working in an organization. The better and more structured the organizational system is, it can be ascertained that human resource management in the organization is running well.

RESEARCH METHODS

Processing and analyzing data using descriptive analysis conducted to identify the development of Risk Management, employees at the Public Appraisal Service Firm. Descriptive research is based on descriptive data from status, circumstances, attitudes, relationships or thinking systems of a problem that is the object of research. After getting the

data, then the data will be processed by analyzing, describing and drawing conclusions. The data analysis technique in this study utilizes a cyber media analysis model as a component of netnography. This analytical technique elaborates on online and offline observations by analyzing at the micro to macro level. This cyber media analysis technique can be compared with the case study model of Robert K Yin on pattern matchmaking. The research context can be described as textual and utilizes pattern matchmaking.

At the micro-macro level analysis technique is practically divided into four levels (Lang et al., 2013). The first level is media space with objectivity on the subject structure of a medium. The second level is the media archive as an aspect of the meaning of the text. The third level is the media object, namely the interactions that occur in cyber media. Finally, experiential stories, namely objectively, are motives, electability and reality which are connected and then analyzed. Furthermore, the researcher uses descriptive qualitative analysis to describe how the implementation of Risk Management development in Public Appraisal Service Firms.

FINDINGS AND DISCUSSION

Competition in the field of Public Appraisal Service Offices has begun to grow massively in Indonesia. Several companies in the Office of Public Appraisal Services have begun to improve the quality of human resources to increase the value of the company. Employees are an important asset that determines the company's performance. The quality of employees has become a responsibility that must be carried out by companies to compete in certain fields. The field of the Public Appraisal Service Office is one of the fields that requires high quality human resources. This is in line with the company's vision and mission that focuses on human needs.

The Public Appraisal Service Office is very important for everyone. Of course, the quality of human resources is an important spotlight in the competition in the Public Appraisal Service Office business. Human resource management is a solution in developing the quality of human resources. Strategic managerial of the company is interrelated with human resource management. The high demand for the Public Appraisal Service Office must be accompanied by the high quality of the company's human resources for the Public Appraisal Service Office.

The Public Appraisal Service Office involves humans as important employees in the Public Appraisal Service Office industry. The diversity of offerings from the Public Appraisal Service Office is an important thing in the management of human resource management. Currently the company still has not found a good strategic managerial in human resource management. The lack of solutions and synergies in human resource management makes the company's Public Appraisal Service Office experience instability in the value of the company in the business competition of the Public Appraisal Service Office. Strategic managerial in developing employee competence is important in building the company's image. Employees of the company's Public Appraisal Service Office are the main key in the success of the company's Public Appraisal Service Office. The course of strategic managerial accompanied by good human resource management can improve the performance of the Public Appraisal Service Office and can increase the value of the company.

Human Resources Management and Development (MPSDM) is an activity carried out by companies to improve the quality of employees in working and doing business. This is one of the benchmarks in the company's success in building the development of quality human resources. Human resource management according to Dessler (2011: 4) is a policy and practice in mobilizing human resources or aspects related to management positions in human resources which include recruitment, screening, training, awarding and evaluating employees in an organization. industry. Human resource management is also influenced by

environmental conditions which often cannot be controlled by the company. The various abilities and experiences possessed by employees of the Public Appraisal Service Office are a challenge for the company in developing management and human resource development.

Learning Objectives (LO) is one of the elements in human resource management. In this element, human resource management focuses on learning tasks/sections within the company. Understanding of Learning Objectives (LO) is determined by whether or not the company's strategic managerial system is good. Learning Objectives are accompanied by individual performance. Individual performance is an individual benchmark in getting things done. This is in the spotlight because individual performance has an effect on human resource management. Mondy (2010:4-5) argues that human resource management is the utilization of individuals to achieve organizational goals.

The Public Appraisal Service Office is an agreement between two parties, where the first party or commonly called the audit has the obligation to pay a premium, and the other party has the obligation to provide guarantees to the audit if something happens to the audit in accordance with the agreement that has been made. Like Kandelousi and Seong (2011) who said that the army of employees of the Public Appraisal Service Office, especially employees of the Public Appraisal Service Office, played an important role in the sale of shares of the Public Appraisal Service Office. They are considered as the face of a Public Appraisal Service Office company which is a major contributor to the success of a Public Appraisal Service company.

According to Mashayekhi (2007) in his research, Patrick (1966) The Public Appraisal Service Office Sector is the infrastructure pillar of the financial services sector and the economy as a whole. It plays a key role in economic development. Several empirical studies show a strong correlation between the development of financial intermediaries and economic growth (Umanath et al., 1993). There are two relationships between the financial sector and economic growth.

The first is the case where the financial sector has a supply-leading relationship with growth, and where economic growth can be induced through the supply of financial services. The second is a demand-following relationship in which the demand for financial services can drive the growth of a financial institution and its assets. Developing countries have the advantage of supplying development causality patterns and have considered the Public Appraisal Service Office with a local legal entity or monopoly owned by the state as an important element of economic development.

An employee of the Public Appraisal Service Office is a person or professional legal entity that provides services and activities to market the products of the Public Appraisal Service Office by representing a company of the Public Appraisal Service Office.

According to Seong and Kandelousi (2011) said that employees of the Public Appraisal Service Office, are a group that plays an important role in the sale of shares of the Public Appraisal Service Office. They are considered as the face of a Public Appraisal Service company which is a major contributor to the success of a Public Appraisal Service company. Meanwhile, according to Bala and Sandhu in Tam and Wong (2001) sales employees are salespeople who provide sufficient information to customers, which they form their judgments about products or services, which ultimately become customer value. In marketing the Public Appraisal Services Office, employees of the Appraisal Services Office often consider it to be a complex marketing service and sales employees of the Appraisal Services Office fully understand the needs and requirements of customers and build a trusting relationship between them and their clients to promote long-term mutually beneficial relationships. Profitable.

Application of Risk Management in the company of Public Appraisal Services Office Febriman Siregar

The ability of each individual greatly influences the development of human resource management. Human resource management relates to the total set of knowledge, skills, and attitudes that companies need to complete (Lepak & Snell, 1999). It involves caring and action in the management of people, including: selection, training and development, employee relations, and compensation. These actions can be bound together by the creation of a human resource management philosophy in a learning and human resource development.

When recruiting employees, many companies do not consider the characteristics of the competencies needed by the company. Risk Management competence itself is the attitude and behavior of a person where that person can produce superior outputs that benefit the company.

According to Peddikayi and Mathiri (2018), the RBV theory proposes that a company's competitive advantage can be achieved when it has human resources that cannot be imitated by its competitors. It is the talents, skills, knowledge and abilities that create the right pool of human resources for a company. Dan Inkson (2008) emphasizes that the basic principle of RBV is that organizations must look within the company to create and develop sources of competitive advantage, because there are no substantial costs and risks. So, in theory, it is more strategic to create and develop the best human resource values that are very valuable, rare and inimitable, to ultimately contribute to the company's competitive advantage.

According to Garavan and McGuire (2001) in Boon (2000) revealed that competence is defined in three different perspectives: competence as individual characteristics where this perspective argues that competence is basically related to individual characteristics. However, in this perspective, there is a difference of emphasis. The most important difference in emphasis here has to do with whether these characteristics can be learned or whether they are innate, competence as organizational characteristics is to conceptualize competence as organizational characteristic. This perspective serves as a starting point for the view that human competence is one of the resources available to organizations, and lastly the idea of competence as a tool to structure and facilitate communication between education and the labor market. This perspective argues that competence is a tool for improving communication in education and the market. labor.

The main objective of human resource management is to increase the contribution of human resources (employees) to the organization in order to achieve the productivity of the organization concerned. It can be understood that all organizational activities in achieving its mission and goals are highly dependent on the humans who manage the organization. Therefore, these human resources (employees) must be managed in such a way that they are efficient and effective in achieving the mission and goals of the organization (Notoatmodjo, 1998: 112).

These objectives can be broken down into four more operational objectives as follows:

1) Community objectives (Societal objectives). To be socially responsible, in terms of the needs and challenges that arise from society. An organization that is in the midst of society can bring benefits or benefits to the community. Therefore, organizations have a responsibility to manage their human resources so that they do not have a negative impact on society.
2) Organizational objectives. To recognize that human resource management exists, it is necessary to contribute to the overall utilization of the organization. Human resource management is not a goal and the end of a process, but a device or base to help achieve an organization's overall goals. Therefore, a unit or section of resource management in an organization is established to serve other parts of the organization.

3) Functional objectives. To maintain the contribution of other parts so that they (human resources in each division) carry out their duties optimally. In other words, every human resource or employee in the organization can carry out its function properly.
4) Personal Objectives To assist employees or employees in achieving their personal goals in order to achieve organizational goals. The employee's personal goals should be met, and this is already the motivation and maintenance of the employee.

Organization Learning or diversified organizational learning 4I contains four sub-processes, namely: intuition, interpretation, integration, and institutionalization. Intuition is the initial recognition of patterns and/or possibilities inherent in personal experience that influence an individual's intuitive actions. At its most basic level, individual learning involves understanding similarities and differences (M. Crossan et al., 2011). Although there are many definitions of intuition, most involve some kind of pattern recognition (M. Crossan et al., 2011).

Interpretation is the explanation of information through words or actions of a temporary insight or idea to oneself and others. This process takes place from pre-verbal to verbal which results in the development of a particular language (Vera & Crossan, 2004). Interpretation begins to take on a conscious element of the individual learning process. Through the process of interpretation, individuals develop cognitive maps of the various domains in which they operate (M. Crossan et al., 2011). Language plays an important role in the development of these maps, as it allows individuals to name and begin to explain what was once just a feeling, hunch, or sensation. When individuals label things, individuals can make more explicit connections between them. Interpretation occurs in relation to a domain or environment (M. Crossan et al., 2011). The nature or texture of the domain in which individuals and organizations operate, and from which they extract data, is critical to understanding interpretive processes.

Integration is the process of developing a shared understanding between individuals and taking coordinated action through mutual adjustment. Institutionalization is the process of ensuring that the actions of organizational mechanisms are carried out continuously. Of the four concepts, there are several concepts that emphasize individual thinking. The focus of interpretation is change in individual understanding and action, the focus of integration is coherent collective action. For coherence to develop, a shared understanding by group members is required. Through ongoing conversation among community members and through shared practice (M. Crossan et al., 2011). That is the common understanding or collective mind develops and mutual adjustment and negotiated action takes place.

The process of institutionalizing/institutionalizing differentiates organizational learning from ad hoc individual or group learning. Organizations are more than just a collection of individuals; organizational learning differs from the simple sum of the learning of its members (Stettner et al., 2014). Some learning is embedded in predetermined systems, structures, strategies, routines, organizational practices, and investments in information systems and infrastructure. For new organizations, there is little established routine or structure: no organizational memory. Often because of their small size, their open communication, and their formation based on shared interests and dreams, individual and group learning dominates in young organizations. As organizations mature, however, individuals begin to fall into patterns of interaction and communication, and organizations seek to capture these patterns of interaction by formalizing them. This institutionalization is a means for organizations to enhance the learning of individual members. Structures, systems, and procedures provide the context for interaction. Over time, spontaneous individual and group learning becomes less prevalent, as prior learning becomes embedded in the organization and begins to guide the actions and learning of organizational members.

The concept of organizational learning also occurs at three levels, namely: individual, group, and organizational (Stettner et al., 2014). These three levels of learning determine the structure in which organizational learning takes place. The individual level focuses on independent learning which requires the basic will of the members of the organization. The group level focuses on the relationship between members of one another in a learning group. The organizational level focuses on managing between individuals and groups of an organizational learning Organizational learning is also a dynamic learning process, as it creates a tension between assimilating new learning and exploiting or using what has been learned (feedback).

The concept also provides clarity, promotes dialogue, encourages convergence in terms of the learning process (Stettner et al., 2014). Organizational learning can be interpreted as a push in a new direction leading to a stream of organizational learning that enables strategic renewal. Strategic updates place additional demands on organizational learning theory. Renewal requires that organizations explore and learn new ways while simultaneously exploiting what they have learned (Stettner et al., 2014).

Organizational learning is a kind of dynamic process in which learning not only occurs over time and across levels, but also creates tension between assimilating new learning (feed forward) and exploiting or using what has been learned (feedback) (Stettner et al., 2014) . The importance of this interaction can be highlighted by two very problematic relationships: interpretation-integration and institutionalization-intuition (feedback). In addition to organizational learning theory, as in experiential learning (M. M. Crossan et al., 2011). The act of providing opportunities to share common experiences also plays an important role in helping to develop a common understanding.

The flow of learning between levels and the tension between the process of exploration and exploitation as a fundamental challenge of strategic renewal raises several factors that hinder the course of organizational learning. There are many factors that can facilitate and hinder this process, some of which are part of the institutionalized learning itself (eg: reward systems, information systems, resource allocation systems, strategic planning systems, and structures) (Stettner et al., 2014). However, the 4I organizational learning model recognizes that ideas arise from individuals and individuals ultimately share these ideas through an integration process.

In organizational learning, development is always in the spotlight in developing organizational learning systems. The existence of mutual learning in the development of knowledge affects the course of the organization's learning. Organizational knowledge and beliefs are disseminated to individuals through various forms of teaching, indoctrination, and example. An organization socializes recruits with the language, beliefs, and practices that comprise the organization's code (M. M. Crossan et al., 2011). Simultaneously, the organizational code adapts to individual beliefs. This form of mutual learning has consequences for both the individuals involved and the organization as a whole. In particular, the trade-off between exploration and exploitation in shared learning involves contradictions of opinion between short-term and long-term issues and between individual knowledge and collective knowledge acquisition of an organization.

CONCLUSION AND RECOMMENDATION

Regarding performance on Risk Management for KPP employees, Febriman Siregar indicates the capacity that reflects behavior, linkages with change, and efforts to deal with undesirable situations (Cheema-Fox et al., 2020). There are similarities in the previous sub-chapter, the results show that employee Risk Management is a positive psychological capacity that is relative and affects employee behavior (Linnenluecke, 2017).

Employee Risk Management as an individual resource and links positivists between employee Risk Management and disruptive creative behavior (Ambulkar et al., 2015). Organizations and employees are not related to each other in the workload model, but the energy that comes from it has similarities in the Risk Management model and its activities.

Employee Risk Management also acts as an antecedent of work-related attitudes, like company involvement and commitment (Suhandiah et al., 2020). Adopting the opinion of Gupta and Sharma (2018) that employee Risk Management is predicative and refers to psychological capacity, employees who have high Risk Management tend to have an active role in the company and have positive emotions that can develop.

Employee involvement in the company can be assessed positively related to work. This positive predicate can be associated with employee Risk Management with an indication of organizational commitment (Suhandiah et al., 2020). Organizational commitment from the results of employee Risk Management brings consequences in their commitment behavior.

Finally, Risk Management is also an individual resource with a link between the mentality of employees who are formed and safety in the workplace. This antecedent linkage results in employee Risk Management being conceptualized as a personal capacity and working continuously for the company.

The role of employee Risk Management as a mediator is the result of mediating between human resource practices and work attitudes (Suhandiah et al., 2020). Job sourcing practices provide a positive relationship with occupational Risk Management. Based on the theory of human resources, the practice of human resources has the potential to improve employee Risk Management, especially in the area of skills development in formal support systems. The orientation given is welfare and affects the management of these risks.

The employee Risk Management approach based on mediators indicates that employee Risk Management can partially mediate the effect of job performance (Suhandiah et al., 2020). Employee Risk Management can link culture, structure, and conservation of work. Employee Risk Management can develop based on cultural studies. Employee Risk Management can provide adaptation actions in determining tough decisions, so that the mediator can work as a proactive model. The main role of the mediator is the capacity of individual resources that can be developed and the process of that development.

The relationship of occupational Risk Management in moderating variables is the result of a review of moderating variables on workload and intimidation (Suhandiah et al., 2020). This moderating process is internal to a job. The positive relationship between bullying that occurs on the job depends on the results of the Risk Management. Employee Risk Management plays a moderating role in dealing with a bad work environment. The moderator provides reinforcement for social, mental support, and an intimidating workload for employees,

The results of employee Risk Management in each chapter that have been explained place the implementation of KPP Febriman Siregar employees as the result variable from a separate variable, namely the leadership variable (Suhandiah et al., 2020). In KPP Febriman Siregar employees and work model, leadership influences directly or indirectly on employee Risk Management. Leadership empowerment is contingent and able to adopt from several emerging employee Risk Management approaches.

The relationship between KPP employees, Febriman Siregar and leaders who directly provide values, attitudes and work commitments and indirectly provide employee Risk Management. This employee Risk Management is different depending on the capacity of each individual (Rahmadana & Sagala, 2020). Leaders of these employees must be active in controlling employees and uniting thoughts and commitment to the company.

Risk Management theory is formed as a result of circumstances or social constructions that occur. Risk Management is divided into several aspects and this research emphasizes

individual and employee Risk Management based on the implementation of KPP Febriman Siregar employees. Individual Risk Management there are aspects of the development paradigm of interest to create Risk Management and one of them is salutogenesis. The construction of a coherent social and occupational organization imposes emerging Risk Management. The value content of individual Risk Management is solutive and adaptive.

In this study, the development of Risk Management for KPP Febriman Siregar employees diversifies into two components, namely internal and external. Risk Management in internal form comes from oneself and has a philosophical line. Subjectivity to internal factors are moral, ethical, and mental. External factors in employee Risk Management are divided as indicated by the conception of society that is formed into the norm. These two factors combine and form an employee Risk Management model and implement it for KPP Febriman Siregar employees.

Commitment To be a form of implementation of individual and employee Risk Management. Employee commitment is based on the model of service to the company. Debate arises as to how this commitment can be measured. The benchmark for commitment is ultimately based on being antecedents, mediators, and moderators. These three aspects ultimately form a commitment to employee Risk Management and are positive.

The elaboration of each aspect requires an internal causal condition in the company. The leadership factor is a direct or indirect influence on employee performance and Risk Management. Leadership is a crucial aspect of a company to define the vision and moderate the mindset to be narrowed down coherently in the Risk Management of KPP Febriman Siregar employees.

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