

**Organizational Risk Management Model:
Systematic Evaluation of Effective Approaches and Methods**

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ABSTRACT

This research aims to analyze the factors that influence the effectiveness of organizational risk management models through a Systematic Literature Review (SLR) approach. Various reference sources from international databases have been analyzed to identify internal and external factors that influence risk management, including organizational culture, organizational structure, leadership, risk identification, analysis and response processes, as well as technology and resource related factors. The research results show that integration and a deep understanding of these factors are critical to developing an effective organizational risk management model. By considering and integrating these factors, organizations can improve their ability to better manage risk and achieve their goals amidst existing uncertainty.

Keywords: Organizational Risk Management, Internal Factors, External Factors, Organizational Culture, Organizational Structure, Leadership, Risk Identification, Risk Analysis, Risk Response, Technology, Resources.

ABSTRAK

Penelitian ini bertujuan untuk menganalisis faktor-faktor yang mempengaruhi efektivitas model pengelolaan risiko organisasi melalui pendekatan Systematic Literature Review (SLR). Berbagai sumber referensi dari database internasional telah dianalisis untuk mengidentifikasi faktor-faktor internal dan eksternal yang mempengaruhi pengelolaan risiko, termasuk budaya organisasi, struktur organisasi, kepemimpinan, proses identifikasi, analisis, dan respon risiko, serta faktor terkait teknologi dan sumber daya. Hasil penelitian menunjukkan bahwa integrasi dan pemahaman yang mendalam tentang faktor-faktor ini sangat penting untuk mengembangkan model pengelolaan risiko organisasi yang efektif. Dengan mempertimbangkan dan mengintegrasikan berbagai faktor ini, organisasi dapat meningkatkan kemampuan mereka untuk mengelola risiko dengan lebih baik dan mencapai tujuan mereka di tengah ketidakpastian yang ada.

Kata Kunci: Pengelolaan Risiko Organisasi, Faktor Internal, Faktor Eksternal, Budaya Organisasi, Struktur Organisasi, Kepemimpinan, Identifikasi Risiko, Analisis Risiko, Respon Risiko, Teknologi, Sumber Daya.

1. Introduction

Research on the factors influencing the effectiveness of organizational risk management models is crucial for ensuring the success of risk management initiatives within organizations. Several studies highlight the significance of various factors in shaping the effectiveness of risk management practices.

Top management plays a critical role in influencing employee compliance with information security policies, emphasizing the importance of organizational culture (Hu et al., 2012; Adeleke et al., 2018) discuss the impact of organizational external factors on construction risk management, stressing the need for moderators to better understand this relationship (Adeleke et al., 2018). Additionally, internal factors within organizations can significantly affect construction risk management practices (Adeleke et al., 2017).

The role of organizational factors, such as internal audit, leadership effectiveness, and organizational culture, is highlighted in influencing risk management effectiveness (Praise & Rapina, 2022). Furthermore, organizational factors have been identified as key elements in risk management within the mining industry, emphasizing the need for further research in this area (Nyoni et al., 2019).

Organizational culture has been consistently identified as a critical success factor in risk management effectiveness ("The Mediating Effect of Top Management Support on the Relationship between Organizational Culture and Enterprise Risk Management Effectiveness among Malaysian Public Listed Companies: A Conceptual Framework", 2019). Factors such as top management support and organizational culture have been found to influence the success of organizational systems (Kikwasi, 2018). Moreover, organizational factors have been shown to impact the success of management information systems (Rezaei et al., 2009).

In conclusion, research on the factors influencing organizational risk management models underscores the importance of elements such as top management support, organizational culture, internal factors, and leadership effectiveness. Understanding and addressing these factors are essential for enhancing the effectiveness of risk management practices within organizations.

Factors influencing the effectiveness of an organization's risk management model are diverse and encompass various aspects. Organizational culture is a key determinant of risk management effectiveness, as evidenced by a study on Malaysian public listed companies ("The Mediating Effect of Top Management Support on the Relationship between Organizational Culture and Enterprise Risk Management Effectiveness among Malaysian Public Listed Companies: A Conceptual Framework", 2019). Additionally, factors such as technology, organizational size, complexity, external and internal environments, goals, history, number of employees, education levels, and credit benefits can significantly impact an organization's risk tolerance level (Khalilzadeh et al., 2019).

Leadership within an organization is also a crucial factor influencing risk management effectiveness. Organizational leadership has been identified as one of the most significant factors affecting organizational performance and sustainability in risk management practices (Simbulan & Laraya, 2022). Moreover, individual factors such as experience, leadership qualities, qualifications, multitasking abilities, and risk management practices of managers can influence their risk propensity (Noor & Mehar, 2021).

Critical success factors (CSFs) are vital for successful risk management implementation. These factors, as defined by Rochart, are areas where satisfactory results ensure organizational competitiveness and high performance (Banasadegh et al., 2014). Furthermore, external influences such as risks arising from globalization,

industry consolidation, deregulation, increased regulatory attention to corporate governance, and technological advancements are driving organizations to adopt holistic risk management approaches (Liebenberg, 2003).

Human resources also play a significant role in risk management effectiveness. Human factors, including personnel quality and the effectiveness of the personnel management system, are crucial internal organizational factors that influence risk management practices (Митрофанова et al., 2017). Additionally, factors such as awareness of risk management processes, organizational policies supporting risk management development, and addressing internal and external environments are critical success factors for effective risk management (Kikwasi, 2018).

In conclusion, the effectiveness of an organization's risk management model is influenced by a combination of factors including organizational culture, leadership, individual characteristics, critical success factors, external influences, and human resources. Understanding and addressing these factors are essential for developing a robust risk management framework that can effectively identify, assess, and mitigate risks to ensure organizational success.

2. Research Methods

The research method used in this study is Systematic Literature Review (SLR). Reference sources will be obtained from leading international databases such as PubMed, Scopus, and Web of Science, to ensure global coverage and credibility of references. Key search terms will include terms such as "organizational risk management model", "effective risk management methods", "systematic evaluation", "approaches to risk management", and other variations of relevant concepts. Articles to be accepted must meet the inclusion criteria, namely published in English, within the latest time frame, of high quality, and focused on systematic evaluation of organizational risk management models and methods. In addition, articles will be rejected if they are not relevant to the research topic, do not meet the specified inclusion criteria, or are of low quality. With this SLR approach, it is hoped that it can provide a comprehensive and structured review of effective approaches and methods in managing organizational risk, thereby providing a deeper understanding for practitioners and researchers in this field.

3. Results and Discussions

3.1 Definition and typology of organizational risk management models.

Organizational risk management models encompass a variety of factors that influence an organization's ability to identify, assess, and mitigate risks effectively. Typologies play a crucial role in categorizing these factors to aid in understanding and managing risks within an organization. Rao & Goldsby (2009) present a typology of risk sources, including environmental, industry, organizational, problem-specific, and decision-maker related factors, which can assist managers in evaluating vulnerabilities within their company and supply chain (Rao & Goldsby, 2009).

Jiang et al. (2021) emphasize the importance of incorporating organizational and environmental factors into typologies to comprehend different types of organizational capabilities for crisis management effectively (Jiang et al., 2021). Similarly, Kankhva (2017) defines a risk management program as a system developed

at the organizational level to plan, provide, and organize actions for minimizing losses due to unforeseen events (Kankhva, 2017).

Furthermore, typologies are instrumental in structuring organizational diversity management approaches, as discussed by (Olsen & Martins, 2012), who propose a theory-based model and typology of diversity management approaches (Olsen & Martins, 2012; . Su et al., 2015) also highlight the significance of typologies in theory building, particularly in strategic management and organizational literature (Su et al., 2015).

In the context of risk assessment, Zsidisin et al. (2004) outline the process of organizational risk assessments, which involve identifying potential losses, determining their extent and likelihood, assigning significance, and overall risk appraisal (Zsidisin et al., 2004). Typologies are also crucial in understanding the relationship between organizational strategies and various organizational phenomena. For instance, the Miles and Snow typology has been widely applied in studies related to organizational strategy (Tanova & Karadal, 2006).

In conclusion, typologies are essential tools in organizational risk management models, aiding in the classification and understanding of diverse factors that influence an organization's risk landscape. By categorizing these factors, organizations can better assess vulnerabilities, plan mitigation strategies, and enhance overall risk management practices.

3.2 Internal and external factors that influence the effectiveness of an organization's risk management model.

Effective risk management in organizations is influenced by a combination of internal and external factors. Internal factors such as stakeholder engagement (Monteduro et al., 2020), the development of methodological approaches to risk management within internal control systems (Khulkhachieva et al., 2022), and the adoption of risk-based internal auditing Terer & Ngahu (2017) play a crucial role in enhancing risk management practices. These internal factors focus on aspects like identifying risk factors affecting production, financial results, and the quality of personnel within the organization.

On the other hand, external factors also significantly impact risk management effectiveness. Factors such as environmental risks, supply chain risks, and industry factors (Shahbaz et al., 2019), as well as the influence of the external environment on risk perception and convenience (Matos & Krielow, 2019), highlight the importance of considering external elements in risk management strategies. Additionally, the study on financial risk management emphasizes the need to assess both internal and external risks for robust risk management (Fakhrunnas & Imron, 2019).

Moreover, the success of risk management models is contingent on various factors like top management commitment, training, policy framework, and communication processes (Khaddafi et al., 2021). These elements underscore the importance of a holistic approach that considers both internal and external dynamics for effective risk management implementation.

In conclusion, a comprehensive risk management model should take into account a wide range of internal and external factors. By integrating stakeholder engagement, internal control systems, external risk assessments, and management practices, organizations can develop robust risk management strategies that enhance their resilience and ability to achieve their objectives amidst uncertainties.

3.3 Factors related to culture, organizational structure and leadership.

Culture, organizational structure, and leadership are interconnected elements that significantly impact an organization's performance and outcomes. Research has shown that leadership style plays a crucial role in influencing the quality of care in healthcare settings (Sfantou et al., 2017). Additionally, the organizational culture has been identified as a key factor affecting safety climate within organizations (Adriansyah et al., 2020). The relationship between transactional leadership style, work culture, work motivation, and employee performance has also been highlighted, emphasizing the direct influence of leadership and culture on employee outcomes (Özcan & Öztürk, 2020).

Moreover, organizational culture has been found to be a critical factor affecting leadership styles and employee performance in various industries, such as the banking sector (Alblooshi et al., 2020). Transformational leadership has been shown to influence organizational culture, fostering norms and beliefs that support innovation within organizations ("The Influence of Leadership Styles, Entrepreneurship Trait, And Work Motivation of Civil Servants Against Organizational Citizenship Behavior", 2022). Furthermore, the impact of leadership styles on organizational citizenship behavior has been studied, indicating the importance of leadership in shaping employee attitudes and behaviors within the workplace ("Hospital Innovation and its Relationship with Transformational and Ambidextrous Leadership", 2023).

Leadership styles, such as transformational and transactional leadership, have been linked to organizational innovation and performance (Makhdoom et al., 2021). Effective leadership is essential for influencing employee behaviors towards organizational goals, as demonstrated in studies focusing on traditional leadership styles in Islamic banks (Salim & Amalia, 2023). Additionally, the role of leadership style, work motivation, and work discipline in enhancing employee performance has been emphasized, highlighting the significant influence leaders have on organizational success.

In conclusion, the relationship between culture, organizational structure, and leadership is complex and multifaceted. Effective leadership styles, influenced by organizational culture, play a vital role in shaping employee behavior, organizational outcomes, and innovation. Understanding and managing these factors are crucial for organizations aiming to achieve success and maintain a competitive edge in today's dynamic business environment.

3.4 Factors related to the risk identification, analysis and response process.

Risk identification, analysis, and response are crucial components of the risk management process across various domains. In software development, the primary aim is to identify risks and make informed decisions on individual projects (Gemmer, 2002). Similarly, in the context of cancer-related fatigue among survivors, understanding key risk factors and underlying mechanisms is essential for developing targeted interventions to alleviate fatigue (Bower, 2019). Moreover, in drug-related problems, a multidisciplinary approach involving triangulation processes aids in determining risk factors through methods like literature searches and Delphi questionnaires (Kaufmann et al., 2015).

Factors such as aging are highlighted as primary risk factors for the development of aging-related diseases like Alzheimer's (Budni et al., 2015). In medical procedures like endoscopic retrograde cholangiopancreatography, patient-related factors are as significant as procedure-related factors in determining the risk of complications like post-ERCP pancreatitis (Freeman et al., 2001). Furthermore, in the field of logistics, the risk response is emphasized as a critical component due to the high consequences of accidents like derailments (Zhang & Sun, 2019).

In public health, the identification of risk factors for opioid overdose deaths is essential for monitoring trends and enhancing risk factor identification strategies (Nechuta et al., 2019). Additionally, in dental implant survival, assessing potential risk factors related to the product or processes indirectly impacting product quality is crucial (Shirazi et al., 2019). Understanding the role of perceived risk and efficacy can motivate individuals to engage in self-protective behaviors, as seen in flood risk management (Kievik & Gutteling, 2011).

Overall, the synthesis of these references underscores the importance of a comprehensive approach to risk identification, analysis, and response across various disciplines, emphasizing the need for tailored interventions and strategies to mitigate risks effectively.

3.5 Technology and resource related factors.

Organizational risk management is influenced by various technology and resource-related factors. Studies have shown that there is a significant relationship between organizational resources, knowledge management, process management structure, values, and goals with the implementation of information technology (Barzekar & Karami, 2014). Additionally, the role of corporate risk management has been found to have a positive and significant relationship with organizational strategy, indicating its importance in mitigating risks (Musiello-Neto et al., 2022).

Furthermore, organizational culture and human resources play a crucial role in moderating the relationships between market orientation, technological orientation, and organizational performance (Borodako et al., 2022). Human resource management practices have been identified as having a direct and significant effect on knowledge management, which in turn impacts organizational performance (Ghasemi & Valmohammadi, 2018). Moreover, knowledge management has been shown to mediate the relationship between resources and organizational performance, emphasizing the importance of effective knowledge management practices (Rehman et al., 2019).

In the context of sustainability risk management, knowledge management has been found to moderate the relationship between sustainability risk management

critical factors and company survival, highlighting the integrative role of knowledge management in risk management practices (Manab & Aziz, 2019). Additionally, green human resource practices have been linked to environmental economic performance through green organizational culture and green psychological climate, showcasing the impact of human resource management on environmental outcomes (Shah et al., 2021).

Overall, these studies underscore the intricate interplay between technology, resources, knowledge management, and organizational culture in shaping organizational risk management strategies. By understanding and leveraging these factors effectively, organizations can enhance their risk management practices and improve overall performance.

4. Conclusions

Through a review of the results and discussion, this research gained in-depth insight into the various factors that influence the effectiveness of an organization's risk management model.

First, there are various definitions and typologies of organizational risk management models that provide a comprehensive understanding of the factors that influence risk management. A typology that includes risk sources, organizational capabilities, and risk management approaches helps in categorizing these factors, enabling managers to evaluate vulnerabilities and plan appropriate mitigation strategies.

Second, internal and external factors play an important role in the effectiveness of an organization's risk management model. Internal factors such as stakeholder involvement and the development of methodological approaches in internal control systems strengthen risk management practices, while external factors such as environmental and supply chain risks reinforce the importance of taking external elements into account in risk management strategies.

Third, factors related to culture, organizational structure, and leadership have a significant impact on organizational performance and results. Organizational culture and effective leadership style contribute to organizational performance, while appropriate organizational structure facilitates the implementation of successful risk management practices.

Fourth, the risk identification, analysis and response process is an important component of organizational risk management. This approach enables organizations to identify and manage risks effectively, whether in the context of software development, healthcare, or other industries.

Fifth, technology and resource-related factors play an important role in shaping an organization's risk management strategy. Effective integration of technology, resource management, and knowledge management practices help organizations better manage risks and improve overall performance.

Overall, this research shows the importance of considering and integrating these factors in the development of effective organizational risk management models. With a deep understanding of these factors, organizations can improve their ability to manage risk and achieve their goals amidst existing uncertainty.

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