

# Effect of Risk Management and Effectiveness of Its Implementation on Performance of Riau High Court

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DOI: <https://doi.org/10.54099/aijms.v4i2.1342>

## ARTICLE INFO

### Research Paper

#### Article history:

Received: 15 April 2025

Revised: 13 May 2025

Accepted: 28 June 2025

**Keywords:** Implementation of risk management, effectiveness, performance improvement

## ABSTRACT

**Purpose** – The purpose of the research is to determine the influence and relationship of risk management, the effectiveness of its application to improve performance in the Riau High Court by placing the effectiveness of the implementation of risk management as an intervening variable.

**Methodology/approach** – This research is explanatory descriptive with a quantitative approach. The subject of this study is the *risk owner* of the Riau High Court. Sampling was done using *the probability sampling* method with *proportionate stratified random sampling*. The respondents totaled 56 respondents of the Riau High Court. Data collection was carried out with a closed-ended questionnaire with a likert scale. The analysis method used is *Partial Least Square-Structural Equation Modeling* (PLS SEM) with the help of SmartPLS software version 4.

**Findings** – This study found that the application of risk management has very strong effect size on the effectiveness of absorption and organization as well as performance. The effectiveness of the application as an intervener has a weak impact on performance, which. The results of the hypothesis test showed that effectiveness had positive relationship, but did not have a significant effect on performance improvement. The application of risk management has a positive and significant effect on the effectiveness of the implementation and. The application of risk management has positive and significant effect on improving the performance. An R<sup>2</sup> analysis showed that risk management factors were able to explain 86% of the effectiveness factor. Meanwhile, risk management and effectiveness can explain the 90% performance improvement factor. This shows that there are still 14% of the effectiveness factors and 10% of the performance factors

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## INTRODUCE

The High Court is a public sector organization that is tasked with handling cases at the appellate level throughout the judicial environment under the Supreme Court. In carrying out its duties, the High Court is required to carry it out transparently, accountably, effectively, and efficiently in accordance with the principles of *good governance* as referred to in Law Number 28 of 1999 concerning the Implementation of a Clean State and Free of Corruption, Collusion and Nepotism. One of the principles of *good governance* as stated in Law Number: 28 of 1999

is the principle of accountability which determines that every activity and final result of state administration activities must be accountable to the community or the people as the holder of the highest sovereignty of the state in accordance with the provisions of the applicable laws and regulations. In carrying out its duties, as a public sector organization tasked with handling the court of appeal, the high court has implemented risk management

Risk management is defined as a series of procedures and methodologies used to identify, measure, monitor and control risks arising from business or business activities. One of the goals of risk management is to improve the *performance* of an organization (ADPI, 2003). In the context of the high court, performance is measured by the realization of a definite, transparent and accountable judicial process with the variables 1) Percentage of civil cases resolved on time, 2) Percentage of criminal cases resolved on time, 3) Percentage of special criminal cases resolved on time, 4) Percentage of cases that do not file cassation legal remedies, and 5) Perception index of stakeholders who are satisfied with judicial services, and increasing the effectiveness of case settlement management with variables: a) Percentage of criminal case decisions sent to the filing court on time, b) Percentage of civil case decisions sent to the filing court on time, c) Percentage of criminal case decisions sent to the filing court on time.

Risk management is related to taking part in the achievement of an organization's goals by applying risk management at the level of individual activities and functional areas (Pradana & Rikumahu, 2014). Risk management creates value for the organization including improved performance management, increased risk-adjusted accounting, increased oversight, improved resource efficiency and better strategic planning (Callahan & Soileau, 2017). One of the parts in performance management is performance measurement. A performance measurement system in a sector organization should be based on the objectives set by the strategic plan and should measure its achievement. The two main functions of this performance measurement system are to provide information that allows for the improvement of organizational performance in the sector and to account for the funds used (Balabonienė & Večerskienė, 2015). Bastian in (Afrida, 2013) stated that performance is part of the level of achievement in realizing the goals, goals, missions, and visions of the organization contained in the formulation of *strategic plan (strategic planning)* of an organization. Therefore, according to Waluyo in (Mamujaja, 2016) defines performance appraisal as part of measurement carried out on various based activities that are used as feedback that will provide information about the implementation of a plan. This performance assessment can be carried out by parties who are interested in the organization.

Risk management systems have an important role in helping organizations to deal with various uncertainties (COSO, 2017). The dimension of risk management as a system according to Lai (2014), consists of structure, governance and processes. The structural dimension has two areas, namely the definition of organizational risk management; and performance measurement. The governance dimension has two areas, namely information and roles, and compliance. Meanwhile, the process dimension has three areas, namely the integration of business objectives and strategies, the identification and response to risks, and the elaboration of risks. Priyarsono et al. (2019) revealed that most organizations use ISO 31000 as the standard for implementing risk management, because this standard is believed to have good enough compatibility when compared to other standards so that it is easier to integrate the standard into single management system.

Nair et al. (2014) revealed that risk management has significant influence on business performance which includes financial and non-financial performance. Egiyi and Eze (2022) examined the influence of risk management in relation to performance, especially on the aspect of organizational efficiency, with both having a positive and significant influence. The application of risk management is interpreted as an effort to create an efficient and effective

development strategy (Ivascu and Cioca 2014) as well as to improve organizational performance (Perera et al. 2020).

Research on the relationship and influence of risk management on performance is relatively widely conducted in both business organizations and sector organizations. Woods (2009) conducted a case study of a risk management control system in an organization in the sector. Some of the variables that affect the risk management system at the operational level of central government policies, information and communication technology, and organizational size are determined by the policies set by the central government. Furthermore, Andersen, (2008) examined the relationship between the effectiveness of risk management and public sector performance. Meanwhile, Collier (2006), in his research found that risk management encourages an improvement in organizational performance, especially in terms of risk awareness will affect the low risk profile of the capital market. Previous research conducted by Azim & Abdelmoniem (2015) and Devi et al. (2017), showed a significant positive influence between risk management disclosures on the value of e-shares. The difference in the results of the above research can be caused by the difference in economic conditions that occur, where in the study there is a global crisis. This information is useful for investors to conduct a risk analysis so that the expected returns can be met. Management ownership is the proportion of ordinary shares owned by the management. Jafari, et al. (2011) there is a positive and significant relationship between risk management and e-sector performance. It can be said that if risk management is done well, the performance of the sector is expected to improve. The performance here can be measured based on financial performance and non-financial performance. Competitive advantage is expressed as a mediator in the effectiveness of risk management to improve performance. Risk management is carried out to improve the performance of the organization. In order to improve the effectiveness of risk management implementation, Lesmana (2007) conducted research on strategies, legal risks, compliance risks and performance risks 161 in the Indonesian banking sector. The findings of this study state that strategic risks will pose legal risks, and legal risks will interact with compliance risks that ultimately pose reputational risks. Furthermore, Nair et al. (2014) examined the influence of risk management on financial and non-financial performance. His findings show that risk management has a significant impact on business performance which includes financial and non-financial performance. Egiyi and Eze (2022) examined the influence of risk management in relation to performance, especially on the aspect of organizational efficiency, with both having a positive and significant influence. The implementation of risk management is also implemented in an effort to create an efficient and effective development strategy (Ivascu and Cioca 2014) as well as to improve organizational performance (Perera et al. 2020).

Research on the relationship between risk management and organizational performance is also researched by Lestari (2013), namely that risk management has a significant effect on organizational performance. Nasir (2016) stated that risk management has a positive and significant effect on performance. However, research by Yulianingtyas, et al. (2016) shows that the implementation of risk management is less than optimal in improving employee performance. Meanwhile, previous research on the relationship between organizational performance and organizational effectiveness was researched by Songgor and Nyoman (2019) which showed a very strong correlation between organizational performance and organizational effectiveness. Nugraha (2020) stated that there is a significant influence between organizational performance and organizational effectiveness. Research on the effect of the application of risk management on the performance of the high court and the effectiveness

variable as a mediator to the extent that the author's knowledge is still limited and has not been carried out. Therefore, the author is interested in conducting this research.

The Riau High Court, initially included 15 (fifteen) District Courts in the Riau province and the Riau Islands province. Based on Law Number 9 of 2021 concerning the Establishment of the West Papua High Court, the Riau Islands High Court, the West Sulawesi High Court, and the North Kalimantan High Court, and after the inauguration of the Riau Islands High Court on December 5, 2022, the 4 (four) District Courts in the Riau Islands became the jurisdiction of the Riau Islands High Court, and the jurisdiction of the Riau High Court became 11 (eleven) District Courts in Riau Province. As part of the general judiciary, the Riau High Court is hierarchically organized and partially under the Director General of the General Judiciary of the Supreme Court of the Republic of Indonesia who is tasked with receiving, examining, deciding and resolving appeal-level cases.

The implementation of the Risk Management System at the Riau High Court is carried out based on Government Regulation of the Republic of Indonesia Number 60 of 2008 concerning the Government Internal Control System (SPIP), which broadly states that every government agency is mandated to implement SPIP. One of the elements of SPIP requires every government agency to conduct a risk *assessment* by identifying and analyzing risks in carrying out their duties and functions. In addition, the substance and systematics in this Risk Management Analysis follow the Decree of the Secretary of the Supreme Court of the Republic of Indonesia Number: 475/SEK/SK/VII/2019 concerning Risk Management Guidelines within the Supreme Court and the Judiciary under it. The risk assessment at the Riau High Court is part of the implementation of the stages of the risk management process guided by the Australian Standard/New Zealand Standard for Risk Management (AS/NZS 4360; 2004) and Government Regulation No. 60 of 2008 concerning the Government's Internal Control System, especially related to risk assessment and the Decree of the Secretary of the Supreme Court of the Republic of Indonesia Number: 475/SEK/SK/VII/2019 concerning Risk Management Guidelines within the Supreme Court and the Judiciary under it.

Meanwhile, the performance assessment of the high court is contained in the Performance Report which is a mandate of Government Regulation Number 8 of 2006 concerning Financial Reporting and Performance of Government Agencies, Presidential Regulation of the Republic of Indonesia Number 29 of 2014 concerning the Performance Accountability System of Government Agencies, and Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 53 of 2014 concerning Technical Instructions for Performance Agreements, Performance Reporting and Review Procedures for Government Agency Performance Reports. Furthermore, the performance indicators used for performance measurement and control of the implementation of programs and activities refer to the Supreme Court's strategic plan.

Based on the above background, research on the application of risk management and the effectiveness of its application in the face of performance improvement in the Riau high court is interesting to be conducted. The high demands of the public and appeal cases in the Riau High Court, an extensive in-depth study of the impact of the application of risk management and its effectiveness on the performance of the high court is very interesting and relevant to be conducted.

## **LITERATURE REVIEW**

### **Implementation of Risk Management**

Risk is an integral part of business and is inherent in organizational activities (Arifina, 2019). Therefore, risk management is inevitable and exists in every activity of public and private organizations (Sari et al., 2022). Risk refers to the uncertainty of future events and

outcomes. Pradana & Rikumahu (2014) define risk as something that can create obstacles in the achievement of organizational goals. Risk management is an approach that adopts a consistent system to manage all risks faced by the organization (Prayoga & Almiliala, 2013). Risk management is an integral component of good management in decision-making at every level in an organization.

The implementation of risk management is believed to reduce the risk of failure and increase the efficiency and value of an organization. Risk management can be defined as a risk management system faced by organizations comprehensively with the aim of improving company performance (Pradana & Rikumahu, 2014). The risks that must be assessed consist of 8 (eight) types of risks, namely credit risk, market risk, operational risk, liquidity risk, legal risk, strategic risk, compliance risk, and reputation risk (Pradana & Rikumahu, 2014). Risk management principles consist of 8 principles, namely integrated, structured, tailored to the needs of its users, inclusive, dynamic, the best available information, cultural and human factors. The risk management framework consists of 6 frameworks, namely leadership and commitment, integration, design, implementation, evaluation, and improvement (Nursyamsiyah, 2009).

Risk management provides companies with the understanding to manage risks across business units and helps them to improve return on capital and capital efficiency. Nocco & Stulz (2006) in Munawwaroh (2017) found that organizations can gain a long-term competitive advantage. Risk management provides micro-benefits to organizations by defining risk-taking responsibilities at a lower level. Risk management plays a role in protecting capital and optimizing *returns* on risk (Supriyadi & Setyorini, 2020).

The wide scale of operations and the ever-increasing level of need for justice make it necessary for court organizations in Indonesia to implement an integrated risk management pattern to identify, measure, monitor and control all risk exposures. Some studies propose that corporate risk management can reduce costs, improve managerial risk avoidance, mitigate expected tax payments. Risk management can improve performance by reducing costs, increasing stakeholder trust.

### **Effectiveness**

Alijoyo's (2002) view in Pujianingsih (2007) states that effectiveness is a measure of success in achieving a goal and a predetermined concept. Organizational effectiveness is an important basis for understanding the state of the institution, because effectiveness can show the degree of achievement of the organization to achieve its goals. Measuring effectiveness is to find its complexity in a large organization with a number of departments that have different characteristics and goals. Yuwono (2002) in Pujiatiningsih (2007), argues that effectiveness measurement is a calibration activity carried out by a number of activities in the organizational cycle, and the findings of the calculation will be used for feedback that presents information on organizational performance. The criteria or measures of effectiveness according to Alijoyo (2002) include clarity of the goals to be achieved and the transparency of the plan to achieve the goals, including in the selection of methods and approaches. The effectiveness of implementing risk management can help organizations carry out their activities.

Effective risk management is one of the essential elements of *good* governance. The government must proactively ensure that sustainability, community service, and the development of organizational goals can be achieved in line with the government's vision and mission in the perspective of meeting the expectations of its stakeholders. To realize this, government management needs to continuously recognize governance risks that can affect the ability to achieve the goals that have been set.

Risk management is designed to be able to identify, analyze and control risks that may occur in each activity process that is carried out. If government agencies have and run effective risk management, the risks faced by the government have been identified and managed in such a way to a certain level that is acceptable to the government.

Risk Management is a systematic and continuous process designed and carried out by management at all levels and all government personnel, in order to provide adequate confidence that all risks that have the potential to hinder the achievement of objectives have been identified and managed in such a way that the risks in question are within acceptable limits

### **Performance**

Management success is determined by the success of management in managing the risks inherent in every business activity (Maychael & Pangestuti, 2022). Risk management plays a role in providing reasonable guarantees for the achievement of organizational goals, providing protection to office holders against adverse consequences that may occur. Risk management disclosure is a disclosure of risks managed in controlling future risks (Pratiwi & Kurniawan, 2018). The information published as an announcement will provide *a signal to stakeholders* in making investment decisions. The information published as an announcement will provide a signal for investors in making investment decisions

Mahiswari & Nugroho, (2016) stated that performance is the result or action of a person as a whole during a certain period of time while carrying out a task compared to various possibilities, such as work output standards, targets or goals or criteria that have been predetermined and agreed upon together. Mangkunegaran (2011) in Santoso et al. (2017) argue that performance is the result of work in terms of quality and quantity achieved by employees in carrying out their duties in accordance with the responsibilities given to them. Robertson (2002) in Felicya & Sutrisno (2020) explained that performance measurement is a process of assessing the progress of work towards the achievement of predetermined goals and objectives. Jones in Senduk et al. (2016) stated that organizations must constantly change to develop their effectiveness, these changes are shown to find or develop ways to use existing resources and capabilities to improve the ability to create value and improve performance. Based on the problems that arise and the study of the supporting literature, one hypothesis can be found, namely that risk management has an effect on improving organizational performance.

Risk management is concerned with making decisions that contribute to the achievement of an organization's goals. The vision, mission and goals of the organization receive more support along with cultivating risk management in the organization (Ratnawati, 2012). The main goal of risk management is to eliminate the possibility of low income achieved by the organization (Supriyadi & Setyorini, 2020). Management can control the risks that will be faced in every organizational development and play a role in maintaining its stability (Cahyaningtyas & Sasanti, 2019).

### **METHOD**

This research is an explanatory descriptive research with a quantitative approach. The purpose of this study is to determine the relationship and influence of risk management and its effectiveness on improving the performance of the Riau High Court. This research method is based on a positivist philosophy, which is to research on a specific population or sample with a specific object (Sugiyono, 2017a). In this study, the researcher placed risk management and the effectiveness of its application as dependent variables as well as mediation variables and the performance of the High Court as independent variables.

#### **Data Collection**

The population that is the subject of this study is the *risk owner* of the Riau High Court.

Sampling was acknowledged by *probability sampling* method with *proportionate stratified random sampling*. The research respondents were *risk owners* of the Riau High Court as many as 56 respondents consisting of the leaders of the Riau High Court, High Judges, Secretaries, court clerks, civil clerks, criminal clerks, clerks of typists, legal clerks, substitute clerks and staff of the Riau High Court

Data collection was carried out with a closed-ended questionnaire with a likert scale.

#### Data Analysis

The collected data is analyzed with *the Structural Equation Model* with the help of SmartPLS 4 software. Hypothesis testing is carried out based on empirical data and is complemented by observations and interviews to strengthen the validity of the research To examine the relationship and influence of the application of risk management and the effectiveness of its application on the performance of the Riau High Court, the conceptual framework of this research can be clearly seen in the following image:

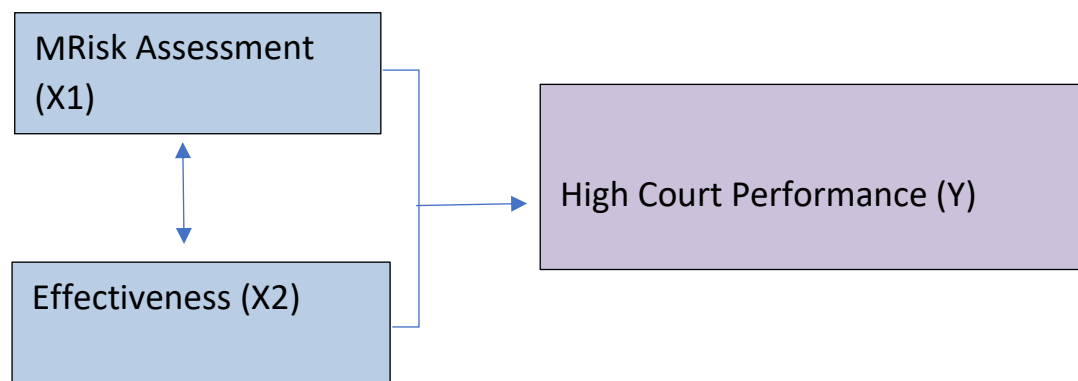


Figure 1.1 Research Model

Table 1 Variables and Indicators

Yes	Variabel	Indicator
1	Risk Management Implementation (X1)	1. Fast, simple, and low-cost case resolution 2. Safe, smooth and conducive atmosphere 3. Discipline
2	Implementation Effectiveness (X2)	1. Adequate resources 2. Internal processes and mechanisms 3. Success in achieving results
2	High Court Performance (Y)	1. Timeliness of Case Resolution 2. Completeness of Case Settlement 3. Stakeholder Satisfaction 4. Timely delivery of a copy of the decision.

Base on Table 1 The implementation of risk management and the effectiveness of its implementation are independent variables and performance is a dependent variable. The variables and indicators were developed into 39 questions consisting of 17 questions on the implementation of risk management, 14 questions for the implementation effectiveness variable which is also a mediation variable and 7 questions for the performance variable so as to produce the model presented in the following figure:



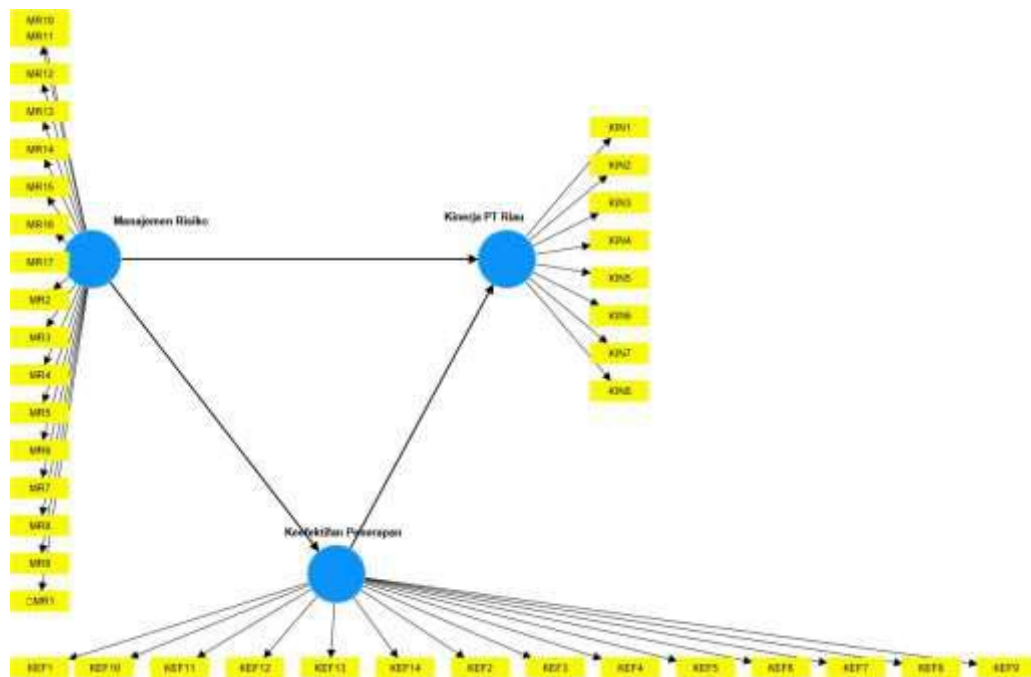


Figure 1. 2 Research Model

Based on Figure 1 the framework and model built in this study, the hypotheses or provisional conjectures of the study are:

- H1: The Effectiveness of Risk Management Implementation Has a Significant Impact on the Performance Improvement of the Riau High Court
- H2: The Implementation of Risk Management has a significant effect on the effectiveness of the Riau High Court
- H3: The Implementation of Risk Management Has a Significant Effect on Improving the Performance of the Riau High Court

## RESULTS

### Path Coefficients

*Path Coefficients* indicate the direction of a variable relationship, whether a hypothesis has a positive or negative direction. The results *of the path coefficients* of each variable are presented in the following table 2:

Table 2 Path Coefficients

No	Hubungan	Path coefficients	Direction of Contact
1	The Effectiveness of the Implementation of PT Riau's Performance >	0.213	Positive
2	Risk Management -> Effectiveness of Implementation	0.928	Positive
3	Risk Management -> Performance of PT Riau	0.748	Positive

Source: Analysis, 2025

### Coefficient of determination ( $R^2$ )



The determination coefficient measures how far a model is able to explain the variation of dependent variables. The results of the R-Square analysis of the research are presented in the following table

Table 1.3 R-Square Test Results

No	Variabel	R-square
1	Effectiveness of Implementation (Intervening)	0.86
2	Improving PT Riau's Performance	0.90

Source: Analysis, 2025

Base on Table 3 The R-squared value of implementation effectiveness as an intervening variable of 0.86 means that the variable has a strong model because it has an *r-square* value  $> 0.67$ . The R-square value on effectiveness can be interpreted as the effectiveness of management implementation is able to explain the risk management of the Riau high court by 86%, while the remaining 14% is not explained in this study. Meanwhile, the determination coefficient on performance improvement was able to explain the risk management variables and the effectiveness of their implementation with a value of 90% and 10% more were variables that were not studied. The implementation of risk management and the effectiveness of its implementation substantively and significantly affect the improvement of the performance of the Riau high court.

#### Effect Size (F-Square)

*F-square* is a measure used to assess the relative impact of an affecting variable (exogenous) on the affected variable (endogenous). The results of the *F-square* test are presented in detail in the following table:

Table 4 f-Square Test Results

Ye s	Influence Relationships	f- square	Informatio n
1	The Effectiveness of the Implementation of PT Riau's Performance >	0.064	Weak
2	Risk Management -> Effectiveness of Implementation	6.157	Tall
3	Risk Management -> Performance of PT Riau	0.787	Tall

Source: Analysis, 2025

Based on table 4 the results of the f-square test presented in the table above, it can be explained that the effectiveness variable has a weak influence relationship on the improvement of the performance of the Riau high court with a value of 0.064. For the variable of risk management implementation, it has a strong relationship and influence on the effectiveness of risk management implementation with a value of 6,157. Meanwhile, the risk management variable has a strong relationship and influence on the improvement of the performance of the Riau High Court with a value of 0.787.

#### Hypothesis test

In this study, there are 3 hypotheses developed. To conduct the hypothesis test, *the original sample* and *t-statistic* values and P values were used. The criterion for *the original value of the sample* is that if the value is positive, then the influence of a variable on the variable it affects is unidirectional. If *the original value of the sample* is negative, then the influence of one variable on another variable is in the opposite direction. The research hypothesis is acceptable if the t-value of *the calculation (t-statistic)*  $> t$  of the table 5 at an error rate ( $\alpha$ ) of 5% which

is 1.96, and the *p* value is below 0.05. The results of the hypothesis test in detail can be seen in the following table:

Table 5 Hypothesis Test Results

Hipotesis	Relation	Original sample (O)	T statistics	P values	Information
H1	The Effectiveness of the Performance > of PT Riau	0.213	0.561	0.575	REJECTED
H2	Risk Management -> Effectiveness	0.928	46.364	0	ACCEPTED
H3	Risk Management -> Performance of PT Riau	0.748	2.084	0.037	ACCEPTED

Source: Analysis, 2025

## DISCUSSION

The results of the analysis show that the implementation of risk management in the Riau High Court has a positive and significant relationship and influence on the effectiveness of the implementation and performance of the Riau High Court. The application of risk management is able to explain the effectiveness of the High Court, so that at the time of effectiveness as a mediating variable on performance, effectiveness does not appear to have significant influence and impact.

### The Effect of Risk Management Implementation on Performance

The hypothesis test showed that risk management had a positive and significant effect on improving the performance of the Riau high court with a positive original sample value of 0.748, a statistical *t* of 2.084 > 1.96 and a *p* value of 0.037 < 0.05. The impact of the implementation of risk management is very strong on performance. This is evident from the effect size of the application of risk to performance which reached a value of 0.787.

These findings show that the Riau High Court in resolving cases is fast, simple and timely. In addition, the Riau High Court is able to create a safe and conducive atmosphere with high employee discipline. Factors beyond his control such as internet network disruption and the presence of smoke in the dry season do not significantly affect the performance of the Riau High Court.

The finding that risk management affects performance is in line with the findings of Egiyi and Eze (2022) stating that the implementation of risk management has a positive and significant influence. (Ivascu and Cioca 2014, Perera et al. 2020) stated that risk management is able to improve organizational efficiency and performance. Lestari (2013) stated that risk management has a significant effect on organizational performance, This was also conveyed by Nasir (2016) stating that risk management has a positive and significant effect on performance

### The Influence of Risk Management on the Effectiveness of Its Implementation

The hypothesis test showed that risk management had a positive and significant effect on the effectiveness of its application with a positive original sample value of 0.112, a statistical *t* of 46,364 > 1.96 and a *p* value of 0.0 < 0.05

The application of risk management has a strong relationship, influence and impact on effectiveness with a value of 6,157. This influence is also seen in the analysis of effectiveness as an intervening variable able to show that 86% of the effectiveness of high court organizations can be explained by risk management.

This finding cannot be separated from the understanding, the existence of supporting recommendations and the risk culture in the Riau High Court. The influence of risk management on effectiveness is in line with the research findings of Ivascu and Cioca (2014), Perera et al. (2020)

Martini, Pungkaswati, Susbiyan (2022), Kurnia, Desty (2024), Dewi and Sedana (2017) which stated that risk management has an effect on effectiveness.

#### The Effect of the Effectiveness of Management Implementation on Performance

The hypothesis test showed that the effectiveness of risk management implementation had a positive relationship direction, but did not have a significant effect on improving the performance of the Riau High Court with a positive original sample value of 0.928, a statistical  $t$  of  $0.561 < 1.96$  and a  $p$  value of  $0.575 > 0.05$ . The impact or effect size is also weak, which is indicated by a value of 0.064 which is less than 0.15. These findings suggest that the implementation of risk management by itself will improve performance without having to be mediated by effectiveness variables. This low impact is caused by lack of communication with stakeholders, creativity in improving employee performance and productivity.

Another study conducted by Rahman (2022) also found that the variable of risk management effectiveness did not significantly affect the relationship between *strategic planning*, *logical incrementalism* and *blending approach* to organizational performance.

The results of R Square's analysis stated that risk management had a positive and significant effect on 86% effectiveness. This influence is included in the strong and substantive category because it is above 67%. This figure can be translated into a 14% influence outside of risk management factors that affect effectiveness and is not described in this study. The results of R Square's analysis stated that risk management and effectiveness simultaneously had a positive and significant effect on the performance of the Riau High Court 90%. This influence is included in the strong and substantive category because it is above 67%. This figure can be translated as that there are 10% influences outside of risk management and effectiveness factors that affect the performance of the Riau High Court and are not explained in this study.

## CONCLUSION

Risk management factors are able to explain 86% of the effectiveness factor. Meanwhile, risk management and effectiveness can explain the 90% performance factor. This shows that there are still 14% of the effectiveness factors and 10% of the performance factors that this study is unable to explain. In order to improve performance, the effectiveness factor has a weak influence relationship on improving the performance of the Riau high court with a value of 0.064 or 6.4% below the standard of 0.15 or 15%. This weak impact is caused by the lack of communication with stakeholders, the ability to understand the character of stakeholders, and creativity and productivity.

Risk Management Factors have a very strong *effect size* or impact on increasing effectiveness, which reaches 6,157 or 615% and is much higher than 67%. Risk management greatly affects the effectiveness of the Riau High Court. The risk management factor also has a very strong effect size or impact on performance improvement, reaching 78.7%, higher than the standardized 67%.

The results of the hypothesis test showed that Effectiveness had a positive relationship direction, but did not have a significant effect on improving the performance of the Riau high court with a positive original sample value of 0.928, a statistical  $t$  of  $0.561 < 1.96$  and a  $p$  value of  $0.575 > 0.05$ . Furthermore, risk management factors had a positive and significant effect on effectiveness with a positive original sample value of 0.112, a statistical value of  $46,364 > 1.96$  and a  $p$  value of  $0.0 < 0.05$ . Risk management factors had a positive and significant effect on improving the performance of the Riau high court with a positive original sample value of 0.748, a statistical  $t$  of  $2.084 > 1.96$  and a  $p$  value of  $0.037 < 0.05$ . These results show that the hypotheses put forward in the H1 study are rejected, H1 and H2 are accepted.

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