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ANALYSIS OF OPERATIONAL RISK MANAGEMENT OF KAMPUNG SUSU DINASTY AGROTOURISM IN SIDEM VILLAGE GONDANG SUBDISTRICT TULUNGAGUNG REGENCY

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Abstract: Kampung Susu Dinasty (KSD) Agrotourism hasn't managed their management optimally. This condition has an impact on agrotourism that has a hard time to developing. This management isn't free of a risk and the possibility of a risk that's influenced by the quality said management has. This research aims to identifying the operational risk source, analyzing the level of risk, also strategies that can be applied for operational agrotourism risk control. The research method used is qualitative descriptive. The sampling method used is purposive sampling technique with 64 respondents. Data analysis used descriptive analysis, likert scale, Godfrey method, and Flanagan & Norman theory. The result shows that there are 13 operational risks that agrotourism faces with 4 risk categories. The final results of the risk level assessment found that 2 risks were at a low level, 5 risks were at a medium level, 3 risks were at high level, and 3 risks were at an extreme level. From the results of the analysis, 4 main strategies were carried out to minimize losses due to operational risks, namely by transferring risks involving third parties, establishing communication and cooperation with various parties, creating alternative actions, and creating new programs.

Keywords: *Agrotourism, Operational risk, Risk management*

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1. Introduction

Tourism is one of the biggest and developed economy sectors in terms of growth rate in the world compared to any other sector (Purvitasari *et al*., 2023). Bank Indonesia (BI) states that tourism is one of the most effective sectors to boost Indonesia's foreign exchange. One of the elements of the tourism sector that is currently still not optimally utilized is agrotourism (Ardyansyah, 2022). Agrotourism is a series of tourism activities that utilize the potential of agriculture as a tourist attraction, both potential in the form of natural scenery of the agricultural area and the uniqueness and diversity of production activities and agricultural technology, as well as the culture of the farming community (Aiman *et al*., 2021). According to Luthfiana *et al*. (2017), agrotourism can also function as an educational medium for visiting tourists. The positive impact of agrotourism development is that natural resources can be well maintained and can provide benefits from an economic perspective on an ongoing basis (Aryani *et al*., 2017).

Natalia (2018), states that East Java province has great tourism potential and this potential can certainly have a positive impact on the regional economy. This is evidenced that in 2022, the Gross Regional Domestic Product (GRDP) of the tourism sector in East Java reached 5,6% (Dinas Kebudayaan dan Pariwisata Provinsi Jawa Timur, 2022). Tulungagung Regency is known with the term 'Marble City' which is one of the areas in East Java that is rich in the tourist activities or spots. There is still a huge amount of places that can be a tourist spot in the Tulungagung Regency that still hasn't been fully developed and managed by the government (Monda & Fachruddin, 2018). One of the agrotourism objects that is interesting and has the potential to be developed is Kampung Susu Dinasty (KSD) which is the destination of a tourist spot that is educational and intentionally made for families. This tourist spot is located in the foot of a hillside that offers educational spots about dairy cow farming, milk production, biogas production, up until organic farming or agriculture.

A business has tight relations with good management because good management will bring good results and performance. This performance is deemed good or not by seeing the management that's being used. Management in a tourism business has various factors including internal and external factors (Bila, 2020). This management certainly cannot be separated from a risk. Risk is a deviated condition that happens unexpectedly or unwantedly which causes a negative impact and suffers loss (Maridiana *et al*., 2022). The risk that arises has to be managed well in order to minimalize loss and maximalize the opportunity that is there. This attempt to manage risks is a phenomenon called risk management (Kusumawardhani, 2019). Operational risk management is the attempt to manage risk that results in loss that is caused by adequate internal proses, failure internal proses, human mistakes, failure in systems, and/if there is an external incident that influences the operational activities of a company (Nurapiah, 2019). Risk management is very important to do for a business, especially in the agrotourism business in order to minimalize the disadvantage caused by operational loss. In addition, as a handling action to maintain business continuity.

Kampung Susu Dinasty (KSD) Agrotourism has a constraint of not maximalizing management for the business field of agrotourism from an internal side and external. It can be said that Kampung Susu Dinasty (KSD) Agrotourism isn't capable of managing the operational activities properly and efficiently. The management or system control of Kampung Susu Dinasty (KSD) that hasn't been applied properly if allowed to continue as it is will cause agrotourism to have difficulties in developing forward. This is the main focus in the problem of Kampung Susu Dinasty (KSD) Agrotourism which is operational risk management that is in that agrotourism. Based on the results of the problems that have been described, the researcher are interested to do a research with the means of urging the agrotourism party is knowledgeable and always ready to face on risks that may happen. This research aims to indentifying operational risk sources, analyze the level of risk faced based on the level of possibility of risk occurrence and the level of impact, while also formulizing a strategy that can be applied in the management of operational risk in Kampung Susu Dinasty (KSD) Tulungagung Agrotourism.

2. Research Method

This research is held on January 2024 in Kampung Susu Dinasty (KSD) Agrotourism that is located in Sidem Village, Gondang Subdistrict, Tulungagung Regency, East Java. The determination of the location was determined purposively with the consideration that the agrotourism is the first educational tour in Tulungagung Regency which offers educational tours about dairy farming and one of the favorite artificial tourist destinations in Tulungagung

Regency. Another consideration is that Kampung Susu Dinasty (KSD) Agrotourism has not focused its business on managing operational risk management that can have an impact on agrotourism activities. Determination of the sample using purposive sampling technique with the amount of respondents ranging from 64 people which includes 4 internal parties, namely the leadership, farming division and general administration, educational coordinator, tourism division and admin, along with 60 external parties which are the visitors. This research uses primary data sources (observation, interviews, and questionnaires) and secondary data sources (internal data, external data, and documentation). The research method used is qualitative descriptive.

Data analysis method that's used in this research is descriptive analysis, likert scale, Godfrey (1996) method, and Flanagan & Norman (1993) theory. Descriptive analysis aims to identify risks that may happen in Kampung Susu Dinasty (KSD) Agrotourism which is done by collecting risk source data and compiling it into tabulated form. Likert scale is related to risk measurement based on the level of possibility and level of impact that refers to Godfrey (1996) risk measurement method as well as to measure risk performance assessment from questionnaires given to external respondents. Risk management based on Godfrey (1996) method is made up of several stages that are connected, starting from Godfrey risk measurement, Godfrey risk mapping, and Godfrey levels of risk acceptance. Next there will be a risk mitigation based on Flanagan & Norman (1993) theory.

Godfrey Risk Measurement

Godfrey risk measurement is done after receiving the list of risks from the process of risk identification that is then followed by a distribution of questionnaires to the internal party with the intention of gaining an opinion about the incident and impacts from risks. The final result will later be used to determine the possibility and impact of a certain incident. In determining the overall possibility and impact level, it is calculated using the geometric mean (GM) formula. According to Saaty & Vargas (2006) in their book *Decision Making with The Analytic Network Process*, about how to calculate the aggregate value from evaluation of how many individuals are able to be utilized in the geometric mean (GM) formula.

$$\mathbf{GM} = \sqrt[\mathbf{n}]{(\mathbf{X1})(\mathbf{X2}) \ldots (\mathbf{Xn})}$$

Description:
GM = Measure average (geometric mean)
n = Number of samples
X = Measured data

Godfrey Risk Mapping

Godfrey risk mapping aims to determine the position of risks on the map based on the possibility and impact for Kampung Susu Dinasty (KSD) Agrotourism. The risk map is depicted with a 5-column x 5 row matrix with the x-axis showing the possibility of the risk occurring and the y-axis showing the level of impact if the risk occurs. The risk level shows the magnitude of the risk after the possibility and impact of the risk are known. The risk map image can be seen in Figure 1.

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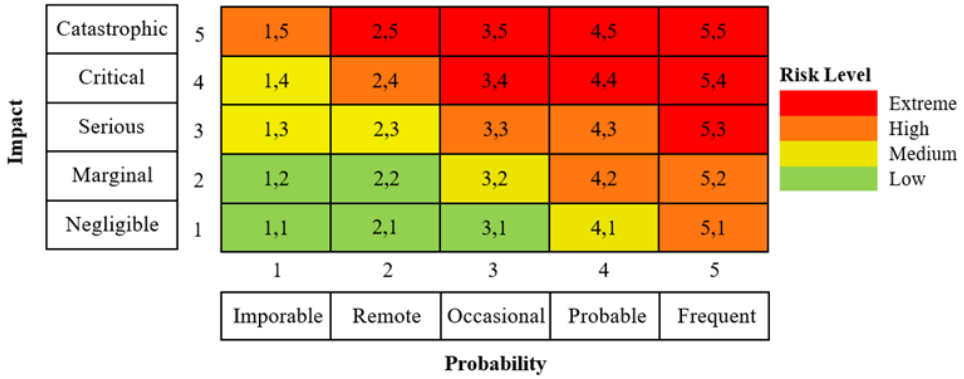
Figure 1. Godfrey Risk Map



Source: Godfrey, 1996

Figure 1. it's known that the level of possibilities and impacts can be grouped into 5 levels. Based on the level and map risk, the company later can manage risks according with the risk position that is stated on the map risk, which later the company can acess a process to handle risks more accurately in accordance to the risk level (Pratiwi & Suprapti, 2022).

Godfrey Risk Acceptance Level

The level of risk acceptance is decided based on risk level that is gained from how large the result is between possibilities and impacts that are then classified into risk acceptance categories (Godfrey, 1996). There are 4 categories of risk acceptance that can be seen on Table 1. The higher the level of risk, the lower the level of risk to be accepted. The company should be controlling risks that happen in order to not cause loss.

Table 1. Risk Acceptance Categories

Risk Level	Risk Acceptance Level	Description
Extreme	*Unacceptable*	Risk consequence that can't be accepted and has to be removed.
High	*Undesirable*	Risk consequence are not expected and has to be avoided.
Medium	*Acceptable*	Risk consequence can be accepted.
Low	*Negligible*	Risk consequence can be ignored or fully acceptable.

Source: Godfrey, 1996

Risk Mitigation

Risk mitigation analysis according to Flanagan & Norman (1993) theory aims to determine appropriate risk treatment efforts. Risk mitigation can also be referred to as actions taken to reduce emerging risks. According to Flanagan & Norman (1993), risk mitigation can be categorized based on the level of risk acceptance which can be seen in Table 2.

Table 2. Risk Level, Acceptance Level, dan Risk Response

Risk Level	Acceptance Level	Response
Extreme	*Unacceptable*	*Risk avoidance*
High	*Undesirable*	*Risk transfer*
Medium	*Acceptable*	*Risk reduction*
Low	*Negligible*	*Risk retention*

Source: Flanagan & Norman, 1993

The end result that is intended to achieve is giving solutions or strategies that's right in handling risks that happen or risks that may happen in the future. With this existing, a company can be even more prepared in handling risks so there can always be development and give satisfaction to visitors.

3. Results and Discussion

Operational Risk Identification of Kampung Susu Dinasty Agrotourism

Risk identification is the first step in risk management that is intended to draw out and give detail to every risk that may happen from an activity that either is going on or will be happening (Pertiwi *et al*., 2016). Based on the results of literature reviews, observation, questionnaires, and interviews gain 13 operational risk that is faced by Kampung Susu Dinasty (KSD) Agrotourism that's divided into 4 risk categories that can be seen on Table 3.

Table 3. Operational Risk Identification of Kampung Susu Dinasty Agrotourism

Operational Risk Categories	Risk Code	Operational Risk Identification	Potensial Risk Impact
Human Resources	R01	Lack of labor	Time and force inefficiency.
	R02	Lack of human resources training	Lowering company performance.
	R03	Internal control of the organization	Differences in the flavor of dairy milk and decreased consumer confidence.
	R04	Dependency on certain employees	Time and force inefficiency.
	R05	Service	Visitors not being satisfied.
Process	R06	Lack of development innovation	The amount of visitations are reducing.
Facilities and Infrastructure	R07	Management of public facility	Decrease visitor comfort.
	R08	Management of tourist facility	Lowering the level of visitors satisfaction.
	R09	Road acces to tourist destinations	Disrupting operational activities and complaint from visitors.
	R10	Safety issue	Accidents for visitors.
External	R11	Electrical power interruption	Pool rides are disrupted and milk spoils quickly, resulting in changes in milk quality.
	R12	Weather	Educational activity becomes hampered from rainy season and causes a swelling in costs for cow food in the summer.
	R13	Natural disaster	Horrible levels of loss.

Source: Data processed, 2024

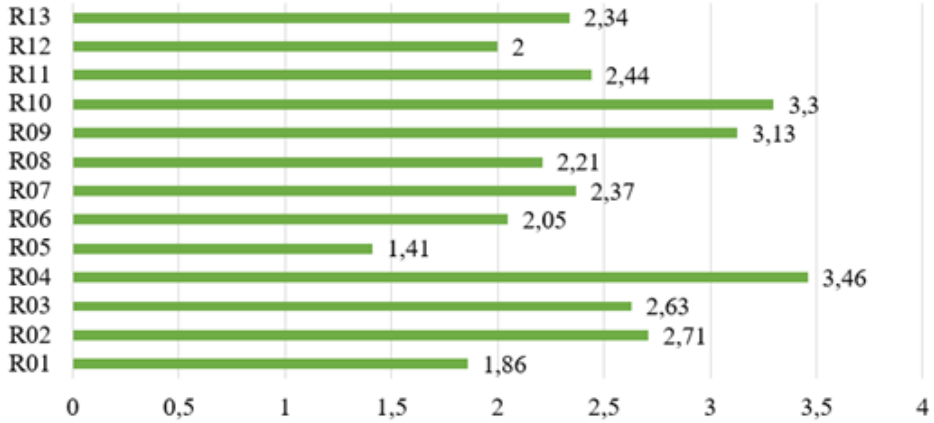
Risk Analysis of Kampung Susu Dinasty Agrotourism

A. Risk Measurement

Risk measurment is intended to decide the possibility levels and impacts of an incident. The possibility risk level is a measurement to depict a clear picture of how possible it is for

there to potentially be a risk happening. With there being a level of risk possibility shows that every risk has its own measurement according to how often the risk happens. The risks that have been identified will be analyzed with the level of risk probability referring to the method of Godfrey (1996). The data from the measurement of the level of risk possibility can be seen in Figure 2.

Figure 2. Risk Possibility Levels

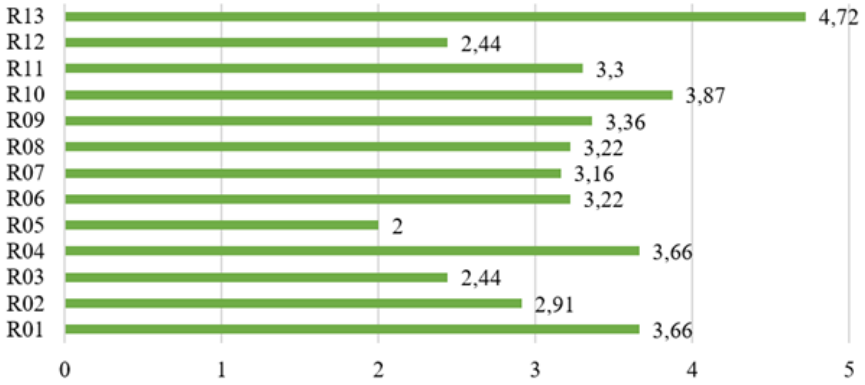


Source: Data processed, 2024

Based on the measurements of operational risk levels that are being faced by Kampung Susu Dinasty (KSD) Agrotourism, the possibility of a risk happening with the highest value is found in the dependency factor on certain employees (R04) with a value of 3,46. This risk has a value that is included in a category of things that may possibly happen (occasional). Risk dependency factor on certain employees (R04) have a higher mark than other risk factors. This is because employees depend on a key person in doing their jobs. This also causes a decrease in company performance because employees are deemed not yet qualified in finishing a task or job. This is also in tune with Syakira (2023) opinion where she states that risk dependency on certain employees can cause a time inefficiency if that key person is not available or has a delay in growth with other employees. Whereas the risk possibility factor that is included into the lowest category or assumed will not happen (importable) which is service (R05) with a value of 1,41. This is because the agrotourism side has an opinion that the service they provide to visitors is already efficient and maximized quality - wise, and even if there is a problem in service it isn't that important or bothersome to the performance of the companies' operational business.

After the measurement of the level of risk probability is complete, the next measurement is based on the level of risk impact which refers to the method of Godfrey (1996). The level of risk impact is a measure that describes how much loss is obtained due to the occurrence of a risk. The assessment results are calculated using the geometric mean (GM) formula to see the overall number or value of each risk impact. Figure 3. below is the data from the measurement of the level of risk impact.

Figure 3. Risk Impact Level



Source: Data processed, 2024

Based on the measurement of the level of impact of operational risks faced by Kampung Susu Dinasty (KSD) Agrotourism, the impact of the risk with the highest value is in the natural disaster factor (R13) with a value of 4.72 which is category of impact that is incredibly huge (catastrophic) and causes total damage. This happens because the risk factor of natural disaster is an external risk that is beyond the control of the agrotourism. This risk can occur because Kampung Susu Dinasty (KSD) Agrotourism is located at the foot of the hills with wide open nature and is still natural, this can have a very big impact and can cause losses to agrotourism. Natural disaster that can occur are landslide and wildfire. Therefore, the risk factor of natural disaster can have a negative impact on the agrotourism business operational process. Meanwhile, the risk with the smallest impact is on the service risk factor (R05) with a value of 2.00. This is because there are several visitor complaints about the service of the agrotourism which is considered to be less friendly and always required to be clean, but this does not have a big impact on the company's business processes because it is considered not too detrimental and can be handled directly well by the agrotourism.

B. Risk Mapping

Risk mapping is the next stage after analyzing the level of possibility and impact of each risk. The aim is for agrotourism parties to be able to see each risk at risk levels which are categorized as low, medium, high and extreme, so that agrotourism parties can determine risk priorities or indicate what actions need to be taken. The level of risk is obtained based on an analysis of the level of possibility and level of impact of risks that refer to the method of Godfrey (1996). The results of the analysis can be seen in Table 4.

Table 4. Operational Risk Level of Kampung Susu Dinasty Agrotourism

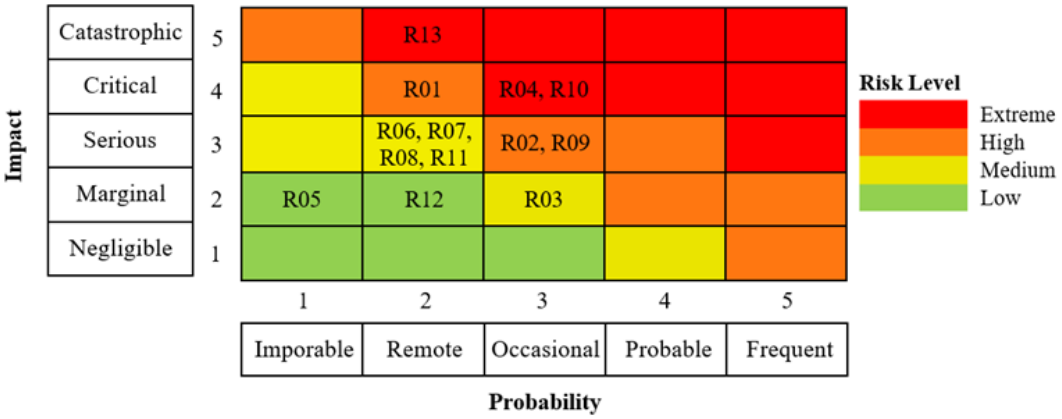
Risk Code	Operational Risk	Probability Level	Impact Level	Risk Map (P, I)	Risk Level (r)
R01	Lack of labor	1,86	3,66	2,4	*High*
R02	Lack of human resources	2,71	2,91	3,3	*High*
R03	Internal control of the organization	2,63	2,00	3,2	*Medium*
R04	Dependency on certain employees	3,46	3,66	3,4	*Extreme*
R05	Service	1,41	2,44	1,2	*Low*
R06	Lack of development innovation	2,05	3,22	2,3	*Medium*
R07	Management of public facility	2,37	3,16	2,3	*Medium*

Risk Code	Operational Risk	Probability Level	Impact Level	Risk Map (P, I)	Risk Level (r)
R08	Management of tourist facility	2,21	3,22	2,3	*Medium*
R09	Road acces to tourist destinations	3,13	3,36	3,3	*High*
R10	Safety issue	3,30	3,87	3,4	*Extreme*
R11	Electrical power interruption	2,44	3,30	2,3	*Medium*
R12	Weather	2,00	2,44	2,2	*Low*
R13	Natural disaster	2,34	4,72	2,5	*Extreme*

Source: Data processed, 2024

Table 4. shows the level of risk that each risk has based on the level of probability and level of impact. The next stage is to map risks according to the level of probability and level of impact of each risk based on Godfrey (1996) risk map. The results of operational risk mapping can be seen in Figure 4.

Figure 4. Risk Map of Kampung Susu Dinasty Agrotourism



Source: Data processed, 2024

The risk map in Figure 4 shows the risk level of the 13 operational risks faced by Kampung Susu Dinasty (KSD) Agrotourism. Risks that are at low and medium levels are less of a priority for Kampung Susu Dinasty (KSD) Agrotourism because these risks are still acceptable to the company and the possibility and impact are not too great. Meanwhile, risks that are at a high and extreme level are a priority and need special attention to be handled because the possibility and impact are large and can be detrimental to the company. High and extreme risks are risks that must be watched out for and have a significant influence so they must receive top priority (Wiryani *et al*., 2013). The results of risk analysis in the form of risk measurement and mapping are the basis for determining the next step, namely conducting risk evaluation. Risk evaluation is a stage carried out by determining the level of acceptance of the risks faced.

C. Risk Acceptance Level

The level of risk acceptance is part of the risk evaluation process which is carried out with the aim of obtaining information about risks that affect the company. The results of the previously known risk analysis will be classified into predetermined risk acceptance categories with the aim of knowing the acceptance of each risk regarding the risk consequences that arise in the company. The final results of the level of risk acceptance will become input for the risk treatment stage. Based on the level of risk that has been analyzed, a level of risk acceptance is produced which can be seen in Table 5.

Table 5. Risk Acceptance Level of Kampung Susu Dinasty Agrotourism

Risk Code	Operational Risk	Risk Level (r)	Risk Acceptance Level
R01	Lack of labor	*High*	*Undesirable*
R02	Lack of human resources	*High*	*Undesirable*
R03	Internal control of the organization	*Medium*	*Acceptable*
R04	Dependency on certain employees	*Extreme*	*Unacceptable*
R05	Service	*Low*	*Negligible*
R06	Lack of development innovation	*Medium*	*Acceptable*
R07	Management of public facility	*Medium*	*Acceptable*
R08	Management of tourist facility	*Medium*	*Acceptable*
R09	Road acces to tourist destinations	*High*	*Undesirable*
R10	Safety issue	*Extreme*	*Unacceptable*
R11	Electrical power interruption	*Medium*	*Acceptable*
R12	Weather	*Low*	*Negligible*
R13	Natural disaster	*Extreme*	*Unacceptable*

Source: Data processed, 2024

Based on the results from Table 5, it is found that low risk levels (R05 and R12) are risks that have a risk acceptance level that can be ignored or can be completely accepted (negligible), because these risks are considered not to affect or harm the company. Furthermore, the medium risk level (R03, R06, R07, R08, and R11) is a risk that has an acceptable level of risk acceptance (acceptable) by the company. This risk can be ignored because it does not really damage the structure of the company, but if the risk requires handling to minimize the risk then the company does not need to be too serious about handling it. High risk levels (R01, R02, and R09) are risks that have a high level of risk acceptance is not expected and must be avoided (undesirable), because this risk can be said to be quite serious and can result in damage to the company. This risk must be avoided and cannot be ignored because it can be detrimental to the company. Meanwhile, extreme risk levels (R04, R10, and R13) are risks that have an unacceptable level of risk acceptance and must be eliminated (unacceptable), because they can result in total damage to the company and it is difficult to return it to its initial state. Therefore, companies must be very serious about handling these risks so that they are not experienced by the company and do not cause huge losses.

Operational Risk Control Strategy of Kampung Susu Dinasty Agrotourism

A. Operational Risk Mitigation

Risk mitigation aims to determine appropriate handling efforts for each risk faced by the Kampung Susu Dinasty (KSD) Agrotourism. The results of the previous level of risk acceptance will be analyzed into risk response categories. Determining the risk response will later be used so that each risk can be given treatment efforts in the form of preventive strategies and mitigation strategies. Table 6. shows the results of the analysis regarding responses to each risk.

Table 6. Risk Response of Kampung Susu Dinasty Agrotourism

Risk Code	Operational Risk	Risk Level	Risk Acceptance Level	Risk Response
R01	Lack of labor	*High*	*Undesirable*	*Risk transfer*
R02	Lack of human resources	*High*	*Undesirable*	*Risk transfer*
R03	Internal control of the organization	*Medium*	*Acceptable*	*Risk reduction*

Risk Code	Operational Risk	Risk Level	Risk Acceptance Level	Risk Response
R04	Dependency on certain employees	*Extreme*	*Unacceptable*	*Risk avoidance*
R05	Service	*Low*	*Negligible*	*Risk retention*
R06	Lack of development innovation	*Medium*	*Acceptable*	*Risk reduction*
R07	Management of public facility	*Medium*	*Acceptable*	*Risk reduction*
R08	Management of tourist facility	*Medium*	*Acceptable*	*Risk reduction*
R09	Road acces to tourist destinations	*High*	*Undesirable*	*Risk transfer*
R10	Safety issue	*Extreme*	*Unacceptable*	*Risk avoidance*
R11	Electrical power interruption	*Medium*	*Acceptable*	*Risk reduction*
R12	Weather	*Low*	*Negligible*	*Risk retention*
R13	Natural disaster	*Extreme*	*Unacceptable*	*Risk avoidance*

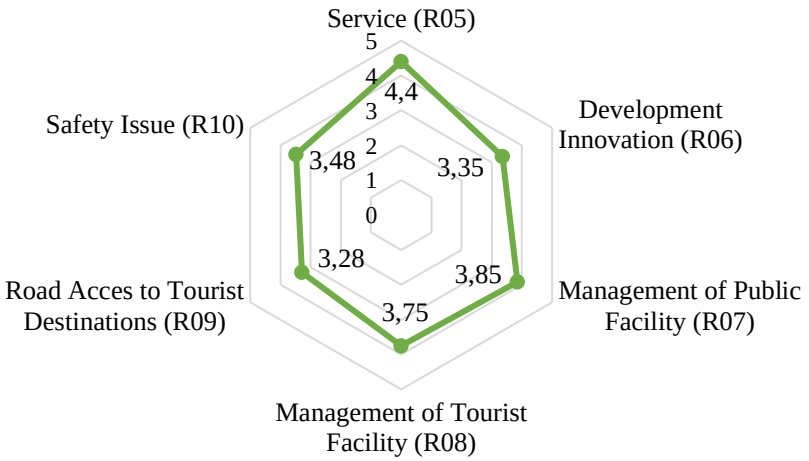
Source: Data processed, 2024

Table 6. shows that risks that fall into the category of negligible risk acceptance level are responded to by risk retention. This means that the risk does not require special handling from the company so that the company can accept or hold the risk. This risk has an insignificant impact or loss so that no special efforts are made. Risks that fall into the category of acceptable risk acceptance level are responded to by reducing risk (risk reduction). This means that the risk is acceptable to the company and requires little treatment to reduce the impact of the risk. The company does not need to be serious to handle it, just a first aid action to reduce the risk. The risk group that falls into the category of undesirable risk acceptance level is responded to by transferring risk (risk transfer). This means that the company can respond to the risk by transferring or allocating the risk to other parties because it will be easier to handle, and so that the risk accepted by the company can be smaller. While the group of risks that fall into the category of unacceptable risk acceptance level is responded to by avoiding risk (risk avoidance). This means that the company must try to avoid these risks so that they do not occur because they can interfere with the company's operations.

B. Risk Performance Assessment by Visitors

Risk performance assessment based on visitor assessment is carried out before making treatment efforts for each operational risk as the last stage in the risk management process. Assessment of risk performance by visitors aims to see if there are differences in perceptions of assessments from internal agrotourism parties and external parties, namely visitors as the main consumers of tourism. Performance assessment is very important because the tourism sector is a business sector that provides value in the form of services or services to external parties. Risk performance assessment to visitors only on the identification of operational risks whose impact is felt directly by them and this assessment is focused on all agrotourism visitors. The final results of the risk performance assessment by visitors can be seen in Figure 5.

Figure 5. Risk Performance Assessment by Visitors



Source: Data processed, 2024

The highest value is in service (R05) with a value of 4.4 or in the good category. When compared with the results of the analysis based on internal respondents, there are similarities in perception because services have a low level of risk. The value of 3.85 with a good category in the management of public facility (R07) also has similar perceptions with internal respondents because the risk level of public facility management is medium. In the management of tourist facility (R08) gets a score of 3.75 or in the good category. When compared with the results of the analysis based on internal respondents, there are similarities in perception because the management of tourist facilities has a medium level of risk. The safety issue (R10) received a value of 3.48 or in the quite good category, but the safety issue is in the bottom third of the total 6 risk performance assessments. When compared with the results of the analysis based on internal respondents, there are similarities in perception because safety issues have an extreme level of risk. The next performance assessment is development innovation (R06) which received a value of 3.35 and is at the second lowest of the total 6 risk performance assessments. When compared to the results of the analysis based on internal respondents, there is a difference in perception because development innovation has a medium level of risk. The lowest performance assessment with a value of 3.28 is on road access to tourist destination (R09). When compared with the results of the analysis based on internal respondents, there are similar perceptions because road access to tourist destination has a high level of risk.

In assessments that show differences in perceptions, it is hoped that it can be input material and provide new views to internal parties to increase awareness in seeking management. In assessments that show similar perceptions from both parties, it is hoped that it can show the harmony of efforts to be made by internal parties towards the satisfaction of external parties in the future (Bila, 2020).

C. Operational Risk Treatment Efforts

The final stage of the risk management process is carrying out treatment efforts aimed at overcoming risks by providing appropriate alternatives to minimize risks. The risks that have been identified are important to manage because if the company fails to manage the risks, it will have to accept the consequences, such as experiencing losses that are not small and could even be beyond expectations (Suhaimi, 2021). It is hoped that this operational risk treatment effort can add references or guidelines for companies to be able to manage the risks they are

facing appropriately. Table 7. below is an operational risk treatment effort for each risk in accordance with the previous analysis of risk response categories.

Table 7. Operational Risk Treatment Efforts

Risk Code	Operational Risk	Risk Response	Risk Treatment Efforts
R01	Lack of labor	*Risk transfer*	Establish cooperation with labor service providers.
R02	Lack of human resources	*Risk transfer*	Collaborate with external parties such as training institutions to provide training and development.
R03	Internal control of the organization	*Risk reduction*	Seek and establish cooperation with other partners of equal quality.
R04	Dependency on certain employees	*Risk avoidance*	Create clear and detailed information flows and workflows.
R05	Service	*Risk retention*	Carry out good communication with visitors (have good relations with visitors) and map out problems from visitor complaints and then carry out employee evaluations as material for future improvements.
R06	Lack of development innovation	*Risk reduction*	Find out visitor needs and conduct research and evaluation to increase creativity and innovation.
R07	Management of public facility	*Risk reduction*	Carry out routine maintenance or upkeep of facilities.
R08	Management of tourist facility	*Risk reduction*	Carry out routine maintenance or upkeep of facilities.
R09	Road acces to tourist destinations	*Risk transfer*	Submit a letter to the Village Head, Subdistrict Head, Regent/Mayor to assist in improving road accessibility.
R10	Safety issue	*Risk avoidance*	Put up warning signs for visitors to be careful.
R11	Electrical power interruption	*Risk reduction*	Use a generator or electric stabilizer, and consult with the State Electricity Company (PLN) in the agrotourism area.
R12	Weather	*Risk retention*	Predicting the season in a certain time by relying on information from the Meteorology, Climatology and Geophysics Agency (BMKG).
R13	Natural disaster	*Risk avoidance*	Prepare the area for disaster preparedness by making evacuation signs.

Source: Data processed, 2024

Table 7. shows the treatment efforts for each risk. Operational risks are more focused on risks that have a high level of risk or risks that greatly influence the operations of the Kampung Susu Dinasty (KSD) Agrotourism. In this case, risk treatment efforts are focused on risks that are at a high and extreme level, because risks that cannot be avoided must be managed and controlled so as not to cause losses. This is supported by the statement of Pangestuti (2019), that companies do not need to worry about all levels of risk, handling efforts are prioritized at

a level of risk that is severe and cannot be ignored. Risks in the high and extreme categories have great potential to influence the company's operational processes, so priorities need to be made to minimize the consequences of these risks (Pertiwi *et al*., 2016).

4. Conclusion

Based on the results of research on "Analysis of Operational Risk Management in the Kampung Susu Dinasty Agrotourism", the identified operational risks consist of 13 operational risks which are grouped based on their source, namely human resources risks consisting of lack of labor, lack of human resources training, internal control of the organization, dependency on certain employees, and service. Process risk consists of a lack of development innovation. Facilities and infrastructure risks consist of management of public facility, management of tourist facility, road access to tourist destinations, and safety issue. Then external risks consist of electrical power interruption, weather and natural disaster. The results of the risk assessment based on the level of probability and level of impact showed that there were 2 risks at a low level, 5 risks at a medium level, 3 risks at a high level, and 3 risks at an extreme level. Several risk treatment efforts are carried out by transferring risks that are outside the company's control by involving third parties, establishing communication and cooperation with various parties to assist the company in carrying out risk management efforts, creating alternative actions, and creating new programs. The advice that can be given is that the company can take risk treatment steps one by one that the company can afford. Don't let focusing on implementing risk management hinder other business processes. Suggestions for further research are to carry out more in-depth analysis apart from operational risks such as financial risk, strategic risk, market risk, and others.

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