

## Management Risk in Business Defense : Administrative Studies Business to Security Supply

Arief Prayitno

Republic of Indonesia Defense University

Article Info	ABSTRACT
<p><b>Keywords:</b> Management Risk, Business Defense, Security Supply, Administration Business, Chain Supply</p>	<p>Defense industry face challenge complex in manage risk, especially related security supply that affects stability operational and readiness strategic. Research This aiming For analyze management risk in business defense with focus on the strategy implemented For guard security supply. Using approach administration business, study This explore factors risk main, including risk financial, operational, technical, and regulatory, as well as the impact to sustainability chain supply. Research This use method qualitative with studies case with technique data collection through interview in-depth, survey, and analysis document industry defense. Research results This show that management effective risk in chain supply industry defense play a role important in guard readiness operational and sustainability production equipment military. Diversification Supplier proven capable reduce dependence on sources certain, while utilization technology such as big data, intelligence artificial intelligence (AI), and the Internet of Things (IoT) enable detection early to potential disturbance chain supply. In addition, strengthening regulation, improvement management inventory and stock reserves, as well as investment in development production domestically become step strategic For increase resilience chain supply and independence industry defense. In overall, research This confirm that implementation of management strategies systematic risk can minimize impact disturbance supply, increase efficiency operational, as well as strengthen stability and power competition industry defense national in face global challenges.</p>
<p>This is an open access article under the <a href="#">CC BY-NC</a> license</p> 	<p><b>Corresponding Author:</b> Arief Prayitno Republic of Indonesia Defense University <a href="mailto:ariefprayitno8668@gmail.com">ariefprayitno8668@gmail.com</a></p>

### INTRODUCTION

Risk disturbance chain supply has increase in a way significant in global economy today this, especially with increasing uncertainty consequence factor geopolitics, change policy trade, as well as crisis economy and technology (Lestari, 2024). Disturbance in chain supply can cause delay production, surge costs, as well as impact negative to readiness operational a country. Therefore that, company in sector This must have the right strategy for anticipate and manage risks that arise (Serang et al., 2024).

System management risk company play a role important in identify factor risk potential and tracking the impact in a way direct towards the production process. With structured approach, system This can help company in map various source risk, good from internal and

external aspects external (Ticoalu et al., 2021). Risk can originate from failure supplier, changes regulation, disturbance transportation, up to threat cyber that can bother operational chain supply. Identification comprehensive risk allow company for understand how far is the potential disturbances that can happen as well as steps mitigation that can be done applied (Radiansyah et al., 2023).

In addition, the system management risk can used for evaluate impact financial potential from various incident risks that occur. Analysis to risk financial allow company for estimate potential loss consequence disturbance chain supply as well as develop a better coping strategy effective (Rachma, 2024). With deep understanding about consequence financial, company can allocate source Power in a way more efficient and reduce impact negative to stability business. For reduce risk said, the company need develop plan management solid and adaptive risk. A strategy that can applied covering diversification supplier, implementation digital technology in monitoring chain supply, as well as improvement compliance to regulation industry. Collaboration between sector public and private also become factor key in ensure sustainability chain Resilient supply (Kusumaningtyas & Purwantoro, 2023).

Defense industry own challenge unique that complicates management risk. Dependence on suppliers specific, regulation strict related export and import component strategic, as well as threat security cyber make chain supply defense more prone to disruption (Gunadi, 2022). Delay or failure in procurement material raw materials and technology defense can impact straight to readiness operational a country, so that management risk in sector This becomes very crucial. The system management risk in industry defense must capable anticipate potential disturbances that originate from factor external such as trade embargoes, conflicts geopolitics, and policies protectionism of supplier countries (Wibowo et al., 2022). For example, restrictions export technology military by a particular country can hinder production system component - dependent defense In addition, the attack cyber targeting sensitive data in chain supply can cause leakage information strategic and disruptive production. Therefore that, industry defense requires more mitigation strategies complex compared to sector others (Asep Dani, 2024).

Importance security supply in industry defense No can ignored, because continuity production system defense and readiness operational the military is heavily dependent on stability chain supply (Nursalam & Yunanda, 2023). Disturbance in supply component strategic, such as ethnic group spare aircraft combat, radar systems, or device communication military, can hinder production and maintenance equipment defense, which ultimately weaken capability defense a country. Therefore that, make sure security supply is priority main in management risk business defense (Oktorada & Soediantono, 2022).

Security supply in industry defense is also related with protection to threat external, including sabotage, theft technology, and manipulation chain supply by both state and non-state actors. Vulnerability This the more increase with complexity chain global supply, where many countries and companies involved in production component defense (Harsono & Kiswara, 2022). For overcome risk this, company defense and government must build system

strict supervision, ensuring only suppliers who have verified involved in chain supply, as well as apply strong data encryption use protect sensitive information ( Yuswantoro et al., 2022).

Study This aiming for analyze management strategies risk in business defense with focus on security supply, as well as identify factors main influencing factors stability chain supply in industry This. Benefits of study This is give outlook for company defense in develop mitigation strategies effective risk, including diversification supplier, improvement capacity production domestic, and implementation digital technology in monitoring chain supply. In addition, the results study this can also be become reference for maker policy in to design regulation which supports resilience industry defense, at the same time increase readiness national in face related threats with disturbance supply strategic.

## METHOD

Study This use method descriptive qualitative for analyze management strategies risk in business defense, in particular related security supply. This method chosen Because allow researcher for describe in a way deep the phenomenon that occurs in industry defense with focus on factors that influence stability chain supply (Moleong, 2007). Data collected through studies literature from various source trusted, including journal scientific, report industry, documents policies, as well as interview with expert in the field defense and management risk. Approach This aiming for understand How company defense manage risk supply, as well as identify the strategies implemented For overcome various challenges that arise. Data analysis is carried out in a way qualitative with technique data reduction, data presentation, and withdrawal conclusions based on theories and findings empirical. The data obtained from various source will under review for find patterns and relationships between factors risk with step mitigation implemented by companies and governments. Data validity is maintained through triangulation source use ensure accuracy and relevance information. With use approach descriptive qualitative, research This expected can give comprehensive understanding about importance management risk in guard security supply industry defense as well as give recommendation for stakeholders interest in increase resilience chain supply sector This.

## RESULT AND DISCUSSION

### Management in Industry Defense

Management risk is a systematic process in identify, assess, and control various risks that can occur threaten achievement objective a organization or company. In the environment growing business complex and dynamic, management risk become an integral part of operational modern company for ensure continuity business and stability financial (Siahaan, 2013). This process covers analysis to various type risks, both internal ones such as error operational and failure system, as well as risk external like market fluctuations, changes regulations, and threats geopolitics. With implementing appropriate mitigation strategies, companies can reduce impact negative risk, increase efficiency operational, as well as strengthen Power competitive in the market. In addition, management risk also plays a role in increase trust

stakeholders interests, including investors, customers, and regulators, with show readiness company in face uncertainty (Basyaib, 2007).

Management risk is key for guard stability and sustainability business in the middle uncertainty economy, politics, and technology that continue developing. In the environment full business with change fast, company face various challenge, start from market fluctuations, changes regulation, threat cyber, up to disturbance chain supply (Anita et al., 2023). With apply management effective risk, company can identify potential threat more beginning, take step proper prevention, and ensuring operational still walk with Good although face an unavoidable situation unexpected. Stability this is very important for guard trust customers, investors and partners business, which ultimately impact on growth and sustainability company in term long.

Apart from maintaining stability, management risk also plays a role important in protect asset companies and minimize potential loss. The assets in question No only limited to finance, but also includes source Power people, reputation, data, and infrastructure. Risks like failure system, data theft, or decline market demand can impact serious about continuity business If no managed with good. With do analysis risk in a way comprehensive and implement mitigation strategies like diversification investment, protection law, and utilization technology security, company can reduce possibility the occurrence loss big. In addition, the management risk also helps company in face crisis with more ready, for example through planning recovery business continuity planning that ensures operation can quick walk return after experience disturbance (Rachmawati & Alhazami, 2022).

More from just protection, management risk can also be become tool strategic For increase effectiveness and efficiency operational company. With identify weakness in business processes and optimize management source power, company can reduce costs that are not need and improve productivity (Zunaedi et al., 2022). In addition, management good risk also opens up opportunity for innovation and development business. For example, with understand market trends and mitigate associated risks with expansion business, company can take more decisions intelligent in develop product new or entering new markets. With Thus, management risk No only functioning as tool protection, but also as factor key in create superiority competitive and encouraging growth sustainable business (Kartika et al., 2024).

Defense Industry in Indonesia is also not escape from various risk. Risk in industry Indonesia's defense can covering stagnation budget, ecosystem industry, research and development, and scale economy. Stagnation budget can hinder progress and independence industry defense Because limited funds will impact directly on research, development, and production tool main system defense. Without allocation adequate budget, industry defense difficult for invest in innovation technology, update equipment production, or increase capacity source Power competent human being in the field this. In addition, stagnation budget can also be cause dependence on imports equipment military from other countries, which is at risk threaten sovereignty and security national, especially If there is an embargo or restrictions access to technology strategic. Lack of funding can also be hampering the modernization program defense equipment and slowing down technology transfer from Work The same defense with other countries. To ensure industry defense still develop and be

independent, it is necessary policy fiscal support as well as synergy between government, sector private, and institutions research use create sustainable ecosystem for growth industry defense domestic.

Ecosystem non - optimal industry can become obstacle main in development industry defense, especially when infrastructure, regulation and policy No support growth sector This. Imbalance in chain supply, lack of coordination between perpetrator industry, as well as limitations access to material raw materials and technology advanced can hinder efficiency production. In addition, complex bureaucracy and inadequate regulation flexible often slows down procurement and development product defense domestically. For overcome problem this, is required synergy between government, industry, and academia in create a supportive ecosystem innovation as well as strengthen Power competition industry defense national in the global market.

Lack of research and development (R&D) is also becoming factor the main thing that hinders progress industry defense. Without adequate investment in R&D, industry defense will left behind in development technology new, so depend on old technology that is lacking effective in face modern threats. Limitations budget and low Work The same between industry with institution research also slows down innovation in field This. Countries that have industry defense developed countries, such as the United States and China, allocate large funds for R&D purposes ensure superiority technology its defense. Therefore that, improvement investment in R&D, both from sector government and also private, very necessary For push birth innovation technology defense that can strengthen independence industry domestic.

In addition, the scale small economy also becomes constraint in development industry defense. This industry need production in amount big so you can reach efficiency cost and power optimal competition. However, if request limited domestic and export industry defense Not yet develop, then cost production per unit becomes more high, so that industry difficult endure in global competition. For overcome challenge this, the government need push improvement request domestic through policy allocation budget more defense big For product domestically and expanding export markets with strengthen Work The same international. With Thus, the industry defense can reach scale more economy big, reduce dependence on imports, and increasing Power competition product defense artificial domestic.

### **Security Supply in the Defense Industry**

Security supply in industry defense is very important For ensure availability products, services and technologies needed use support readiness military and resilience national. Defense industry hanging on the chain complex supply, which involves various supplier, good from domestically and internationally abroad, for provide components, materials standard, and technology sophisticated. If the chain supply disturbed consequence factor geopolitics, embargo, disaster nature, or attack cyber, then production and maintenance system defense can obstructed, risky weaken readiness operational (Harsono & Kiswara, 2022). Therefore that, a mitigation strategy is needed strong risk, such as diversification supplier, improvement production domestically, as well as strengthening Work The same stable international. With

ensure chain secure and resilient supply, industry defense can more independent, reduce dependence on other countries, as well as increase Power competition in create technology innovative and sustainable defense.

Security supply in industry defense influenced by various determining factor smoothness and stability chain supply. Some factor main role in security supply industry defense includes:

1. Stability Geopolitics. Tensions politics, conflict international, and economic embargo can hinder supply material standard or technology defense from other countries. Countries that depend on imports for component strategic at risk experience disturbance If happen change policy trading or sanctions international.
2. Regulations and Policies Government. Policy national related industry defense, including regulation import and export, level content domestic (TKDN), as well as policy procurement government, greatly influences sustainability chain supply. Supporting regulations industry domestic can strengthen security supply with reduce dependence on suppliers foreign.
3. Dependence on Foreign Technology If the industry defense a country depends on technology abroad, then disturbance in connection diplomatic or policy restrictions export technology can threaten availability ethnic group spare parts and systems defense. Therefore that 's important For develop research and innovation domestic use increase independence technology.
4. Capacity Production and Infrastructure. Capabilities industry defense in produce ethnic group spare parts, weapons and systems defense is greatly influenced by capacity production and infrastructure manufacturing. If the facility production limited or not enough efficient, then risk delay supply will increased, especially in condition emergency or escalation conflict.
5. Reliability and Diversification Suppliers. Dependence on few Supplier can increase risk disturbance supply if one of them Supplier experience constraint production, failed fulfil request, or caught impact disaster nature. Therefore that, diversification Supplier become step important in guard stability chain supply industry defense.
6. Threats and Data Security. In the digital era, cyber attacks cyber to system manufacturing and networking chain supply can bother operational industry defense. Protection against sensitive data and systems communication is very important For prevent sabotage, theft technology, or disturbance in logistics defense.
7. Funding and Stability Budget. Security supply also depends heavily on consistent funding from government. If it happens stagnation budget or cutting shopping defense, industry can experience difficulty in fulfil need production, research and development technology new.

Chain supply play role crucial in ensure readiness operational industry defense with ensure availability material raw materials, components, technology and services required For production as well as maintenance system defense. Without chain strong and efficient supply, industry defense will experience difficulty in fulfil need military, good in normal conditions or moment happen situation emergency or conflict.

One of the main roles of the supply chain is to ensure continuity of production and distribution. In the industry, a delay in the delivery of standard or strategic components can have a significant impact on the ability to manufacture defense equipment, military vehicles, or communication systems. Therefore, a well-structured supply chain with good manufacturing practices allows manufacturers to maintain a stable production output, even in conditions of geopolitical uncertainty or economic challenges. In addition, an effective supply chain helps increase the resilience of the defense industry by reducing dependence on a single source of suppliers. Diversifying suppliers and working with various partners, both domestic and international, allows the defense industry to continue operating even if a disturbance occurs at one point in the supply chain. This also helps the country reduce the risk of embargoes or restrictions on technology exports that could hinder its defense readiness.

The supply chain also plays a role in ensuring the availability of spare parts and maintenance systems for defense equipment. Many defense systems have long and demanding maintenance cycles. A reliable supply chain ensures that spare parts are available at the appropriate time, so that military equipment can continue to function without disturbance. This is very important for ensuring the operational readiness of troops in the face of threats or strategic tasks. In addition, an efficient supply chain supports technological development and innovation in the defense industry. With stable access to high-quality materials and the latest technology, the defense industry can develop more sophisticated and competitive products in the global market. This also allows the country to increase its technological independence and reduce its dependence on overseas products.

### **Management Strategy Risks In Maintaining Security Supply to the Defense Industry**

Security supply in the defense industry is a crucial aspect to ensure operational readiness as well as the sustainability of defense equipment and military supplies. A disturbance in the supply chain can have a significant impact on the availability of spare parts, technology, and materials required for the industry. Therefore, the implementation of a management strategy to identify, analyze, and resolve various potential threats that can hinder the smoothness of the supply chain is important. With the existence of the right strategy, the defense industry can be more ready to face global challenges such as geopolitical tensions, logistics disruptions, or changes in economic policy that can impact the stability of the supply chain.

One of the main strategies to guard security supply is diversification of suppliers, namely ensuring that components and materials do not only depend on one source. Excessive dependence on one supplier or the country can increase the risk of disruptions, such as trade embargoes, political conflicts, or natural disasters that inhibit production. Working with multiple suppliers, both domestic and international, can reduce the risk of delays or shortages that can impact the operations of the defense industry. In addition, strengthening work with domestic suppliers also becomes a strategic solution to increase the national independence of the defense industry. Developing a domestic supply chain not only reduces dependence on suppliers abroad, but also encourages innovation and growth in the manufacturing defense industry in a sustainable way.

Another strategy to guard security supply in the defense industry is the implementation of technology in monitoring the supply chain. Progress in technology, such as big data, artificial intelligence (AI), and the Internet of Things (IoT), enable companies and the government to increase visibility and resilience in the supply chain in a significant way. With this technology,

company can collect, process, and analyze data in real-time, so that potential disturbance can identified more early before cause more impact wide. The use of big data allows company for detect pattern or trends that can leading to disruption supply, such as fluctuation price material standard, change policy global trade, or disturbance logistics.

In addition, intelligence artificial intelligence (AI) plays role important in automation analysis risk and taking decision data- based. AI can used for predict potential risk with analyze historical data and market trends, as well as recommend steps the most effective mitigation. For example, if There is indication delay delivery from Supplier certain, system AI based can direct recommend option Supplier alternative or optimize timetable production for minimize the impact. While that, the Internet of Things (IoT) enables monitoring condition chain supply in a way directly, such as temperature, location, and conditions transportation component sensitive defense. IoT sensors installed in container delivery can provide real-time data to manager chain supply, so that allow response fast If happen anomaly or risk damage goods during journey.

Strengthening regulations and standards security is factor crucial in guard security supply industry defense, remembering chain supply in the sector this is very vulnerable to threat geopolitics, sabotage, and data theft. The government can apply various policy strategic For protect chain supply of a nature critical, including restrictions export technology defense to a specific country use prevent abuse or the fall technology sensitive to the party that does not desired. In addition, strict regulations to suppliers, such as certification mandatory and periodic audits, can ensure that only companies that meet standard quality and safety that can participate in chain supply defense. This step will increase reliability supply as well as reduce risk use component quality low that can endanger performance system defense.

In addition, in the digital era, security cyber become aspects that are not lost important in guard integrity chain supply industry defense. attack cyber to system logistics, production data, or internal communication can bother operational in a way significant. Therefore that, government and companies defense need apply system encryption level high, advanced firewall, and monitoring threat in real-time for protect information sensitive. In addition, work The same with institution security cyber as well as development protocol responsive emergency to digital threats can strengthen resilience chain supply. With combination strict regulation and protection strong cyber, industry defense can ensure that supply weapons, technology, and equipment military still safe and reliable, even in condition geopolitics that are not stable.

Strengthening management inventory and stock backup is an important strategy in guard sustainability operational industry defense in the middle risk disturbance supply. With own supply strategic for component critical, company can ensure that production still walk although happen delay delivery material standard or disturbance distribution. This strategy need system management sophisticated inventory For monitor availability stock in real-time, optimizing cycle procurement, as well as avoid accumulation or lack Excessive stock. Use technology such as automated inventory management and predictive analytics can help company in anticipate need supply and replenishment strategy efficient rework.

In addition, management efficient stock also plays a role in reduce dependence on the chain global supply, which is often vulnerable to various disturbance external, such as change policy trade, conflict geopolitics, or disaster nature. With own stock managed reserves with good, industry defense can increase flexibility in respond market fluctuations and ensure readiness operational in various situation emergency. Storage stock distributed across several location strategic can also reduce risk disconnection supply consequence factor geographical or attack cyber targeting One center distribution certain. With Thus, strengthening management inventory No only increase resilience chain supply but also strengthens stability industry defense in term long.

Finally, development ability production domestically become step term length that can increase resilience chain supply industry defense. With investment in research and development (R&D), industry can create innovation more technology independent and reduce dependence on suppliers abroad. Increase capacity production local also needs support from government, including incentive tax, convenience licensing, as well as policy protection to industry defense domestic. In addition, collaboration between industry, academia, and institutions research can speed up development technology as well as create power competent work in field defense. With existence strong synergy between various parties, ecosystem industry defense national can the more independent, innovative and resilient to various threat global.

With implementing these strategies in a way systematic, industrial defense can reduce risk disturbance supply, increase efficiency operational, as well as strengthen Power competitiveness and independence in face ongoing global challenges developing. Diversification suppliers and utilization technology in monitoring chain supply allow detection early to potential disturbance as well as more response fast in overcome it. In addition, strengthening regulation, security cyber, and optimization management inventory will ensure availability component important and reduce dependence on the chain vulnerable global supply to uncertainty politics, economics, and disaster nature. With Thus, this strategy play a role important in create chain resilient and sustainable supply.

Investment in development ability production domestically become step term length that can increase independence industry defense. Through synergy between government, industry, and academia, innovation technology domestic can pushed For reduce dependence on imports as well as increase Power global competitiveness. Success of management strategy risk in guard security supply industry defense No only impact on stability economy national, but also has implications strategic to sovereignty and security of the country. With chain strong, efficient and innovative supply, industry defense can ensure readiness optimal operations, supporting defense national, as well as face various future challenges with more believe self.

## CONCLUSION

Security supply in industry defense is factor crucial in ensure readiness operational and sustainability production equipment military. Risk disturbance chain increasing supply complex consequence factor geopolitics, economics, and technology demand implementation

of management strategies systematic risk. With identify and manage risk in a way proactive, industry defense can minimize impact negative from disturbance supply as well as ensure continuity stable production. Implementation of strategies such as diversification suppliers, utilization technology monitoring, strengthening regulations, as well as optimization management inventory play a role important in build chain robust and responsive supply to various threats. In addition, investment in development production domestic, collaboration between industry and academia, as well as improvement capacity research and innovation become step strategic in strengthen independence industry defense national. In the end, the success management risk in guard security supply industry defense No only impact on stability economy, but also contributes to resilience national and state sovereignty. With build chain efficient, adaptive and innovative supply, industry defense can face global challenges with more Good as well as increase Power competitiveness and excellence strategic in term long.

#### REFERENCES

1. Anita, S. Y., Kustina, K. T., Wiratikusuma, Y., Sudirjo, F., Sari, D., Rupiwardani, I.,... & Anwar, S. (2023). *Manajemen Risiko. Jakarta: Global Eksekutif Teknologi.*
2. Asep Deni, M. M. (2024). *Manajemen Risiko Pada Era Digital.* CV Rey Media Grafika.
3. Basyaib, F. (2007). *Manajemen resiko.* Grasindo.
4. Gunadi, G. I. (2022). Fenomena Lemahnya Supply Chain Industri Pertahanan Dalam Konteks Nasionalisme. *Jurnal Kewarganegaraan, 6(1)*, 1295-1303.
5. Harsono, H., & Kiswara, G. J. (2022). Pengaruh Rantai Pasokan Digital pada Kinerja Organisasi: Studi Empiris di Industri Pertahanan. *Journal of Industrial Engineering & Management Research, 3(6)*, 80-90.
6. Harsono, H., & Kiswara, G. J. (2022). Pengaruh Rantai Pasokan Digital pada Kinerja Organisasi: Studi Empiris di Industri Pertahanan. *Journal of Industrial Engineering & Management Research, 3(6)*, 80-90.
7. Kartika, D. A., Aprilia, R., & Siregar, Y. D. (2024). Efektivitas Audit Internal dalam Manajemen Risiko dan Tata Kelola Perusahaan pada Sektor Keuangan. *Ilmu Ekonomi Manajemen dan Akuntansi, 5(2)*, 402-411.
8. Kusumaningtyas, D. D., & Purwantoro, K. (2023). Peran Pilihan Pendekatan Pemecahan Masalah dan Karakteristik Risiko Dalam Mengatasi Gangguan pada Risiko Rantai Pasokan. *Jurnal Ilmiah Manajemen, Ekonomi Dan Bisnis, 2(2)*, 37-63.
9. Lestari, S. D. (2024). Manajemen Risiko Global Strategi Menghadapi Ketidakpastian Ekonomi dan Geopolitik di Tahun 2024. *Jurnal Inovasi Global, 2(9)*, 1173-1185.
10. Moleong, L. J. (2007). *Metodologi penelitian kualitatif edisi revisi.* Bandung: Remaja Rosdakarya.
11. Nursalam, F., & Yunanda, W. W. (2023). Analisis SWOT Dalam Manajemen Rantai Pasok Industri Pertahanan Indonesia. *Jurnal Teknik Industri: Jurnal Hasil Penelitian dan Karya Ilmiah dalam Bidang Teknik Industri, 9(1)*, 331-337.

12. Oktorada, A. L., & Soediantono, D. (2022). Pengaruh Fleksibilitas Rantai Pasokan Terhadap Kinerja Perusahaan Industri Pertahanan. *Journal of Industrial Engineering & Management Research*, 3(4), 68-76.
13. Rachma, N. (2024). Penerapan Manajemen Risiko Keuangan pada Perusahaan Startup: Sebuah Tinjauan Kualitatif. *Paradoks: Jurnal Ilmu Ekonomi*, 7(4), 436-450.
14. Rachmawati, A., & Alhazami, L. (2022). Strategi Pemulihan Ekonomi Pada Bidang Pariwisata di Era New Normal DKI Jakarta. *Jurnal Bisnismen: Riset Bisnis Dan Manajemen*, 4(1).
15. Radiansyah, A., Baroroh, N., Fatmah, F., Hulu, D., Syamil, A., Siswanto, A.,... & Nugroho, F. (2023). *Manajemen Risiko Perusahaan: Teori & Studi Kasus*. PT. Sonpedia Publishing Indonesia.
16. Serang, S., Umar, N. A., Hendratta, A., & Yusuf, W. (2024). Dampak Manajemen Risiko dalam Rantai Pasok terhadap Stabilitas Pasokan, Ketahanan Bisnis, dan Kinerja Keuangan Perusahaan PT. XYZ. *Economics and Digital Business Review*, 5(2), 677-687.
17. Siahaan, H. (2013). *Manajemen Resiko-Konsep, Kasus, Implemen*. Elex Media Komputindo.
18. Ticoalu, R., Januardi, J., Firmansyah, A., & Trisnawati, E. (2021). Nilai Perusahaan, Manajemen Risiko, Tata Kelola Perusahaan: Peran Moderasi Ukuran Perusahaan. *Studi Akuntansi Dan Keuangan Indonesia*, 4(2), 89-103.
19. Wibowo, E. S., Nugroho, H., & Soediantono, D. (2022). Studi Kualitatif Dampak Pandemi COVID-19 Terhadap Industri Pertahanan. *Journal of Industrial Engineering & Management Research*, 3(4), 86-94.
20. Yuswanto, F., Oktaria, N., & Mujoko, H. (2022). Peran implementasi e-procurement dan inovasi supply chain terhadap kinerja supply chain industri pertahanan pada era digital. *Journal of Industrial Engineering & Management Research*, 3(6), 7-16.
21. Zunaedi, B. N. F., Annisa, H. R., & Dewi, M. (2022). Fungsi internal audit dan manajemen risiko perusahaan: sebuah tinjauan literatur. *Jurnal Bisnis Dan Akuntansi*, 24(1), 59-70.