ABSTRAK

Aktivitas bongkar muat *general cargo* di PT Pelindo Multi Terminal Tanjung Mas Semarang menghadapi berbagai potensi risiko operasional yang dapat mengganggu kelancaran distribusi barang, sementara pendekatan *Risk and Control Self Assessment* (RCSA) yang diterapkan perusahaan masih bersifat reaktif dan belum mampu menggambarkan keterkaitan antara peristiwa risiko dengan sumber penyebabnya. Penelitian ini bertujuan mengidentifikasi peristiwa risiko dan agen risiko pada aktivitas *general cargo* serta merumuskan strategi mitigasi yang tepat guna meminimalkan potensi gangguan. Penelitian menggunakan pendekatan deskriptif kuantitatif dengan metode *House of Risk* (HOR) yang terdiri atas dua fase, yaitu HOR fase 1 untuk mengidentifikasi dan memprioritaskan risiko berdasarkan nilai *Aggregate Risk Potential* (ARP) melalui analisis Pareto, serta HOR fase 2 untuk merumuskan strategi mitigasi berdasarkan nilai *Effectiveness to Difficulty Ratio* (ETD), dengan data diperoleh melalui observasi, wawancara, dan kuesioner. Hasil penelitian menunjukkan terdapat 23 peristiwa risiko dan 26 agen risiko, dengan 12 agen risiko prioritas hasil analisis Pareto serta 11 strategi mitigasi yang diusulkan, di mana penjadwalan dan monitoring kesiapan alat sebelum kapal sandar menjadi prioritas utama karena mampu menangani beberapa agen risiko sekaligus. Penelitian ini menyimpulkan bahwa metode HOR mampu memberikan usulan mitigasi risiko yang lebih terarah, terstruktur, dan proaktif dibandingkan pendekatan RCSA yang sebelumnya diterapkan perusahaan.

Kata Kunci: manajemen risiko, *House of Risk*, *general cargo*, *Aggregate Risk Potential*, mitigasi risiko

ABSTRACT

Loading and unloading activities of general cargo at PT Pelindo Multi Terminal Tanjung Mas Semarang face various operational risks that can disrupt the smooth distribution of goods, while the Risk and Control Self Assessment (RCSA) approach applied by the company remains reactive and has not been able to capture the relationship between risk events and their root causes. This research aims to identify risk events and risk agents in general cargo activities and to formulate appropriate mitigation strategies to minimize potential disruptions. The research employs a descriptive quantitative approach using the House of Risk (HOR) method, which consists of two phases: HOR phase 1 to identify and prioritize risks based on Aggregate Risk Potential (ARP) values through Pareto analysis, and HOR phase 2 to formulate mitigation strategies based on Effectiveness to Difficulty Ratio (ETD) values, with data obtained through observation, interviews, and questionnaires. The results show 23 risk events and 26 risk agents, with 12 priority risk agents identified through Pareto analysis and 11 proposed mitigation strategies, where scheduling and monitoring equipment readiness before ship berthing emerged as the top priority since it addresses several priority risk agents simultaneously. This research concludes that the HOR method provides more targeted, structured, and proactive risk mitigation proposals compared to the RCSA approach previously applied by the company.