

**IMPLEMENTATION OF RISK BASED AUDIT TO IMPROVE
COMPANY GOOD CORPORATE GOVERNANCE THROUGH
EFFECTIVENESS OF INTERNAL CONTROL: ANALYSIS IN
PT PERTAMINA AREA SUMBAGUT**

A THESIS

Presented as a Partial Fulfillment of the Requirements
to Obtain the Bachelor Degree in Accounting Department



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YOGYAKARTA

2016

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A BACHELOR DEGREE THESIS

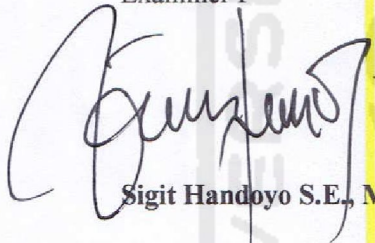
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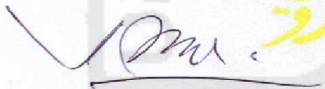
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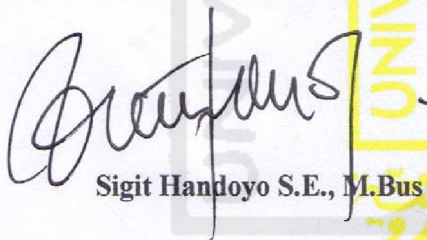
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DECLARATION OF AUTHENTICITY

Hereby I declare the originality of the thesis; I have not presented anyone else's work to obtain my university degree, nor I have presented anyone else's words, ideas or expressions without any of the acknowledgments. All quotations are cited and listed in the bibliography of the thesis. If in the future this statement is proven to be false, I am willing to accept any sanction complying with the determined regulation or its consequence.

Yogyakarta, November 22, 2016

Researcher



Azmi Umar

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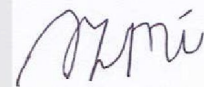
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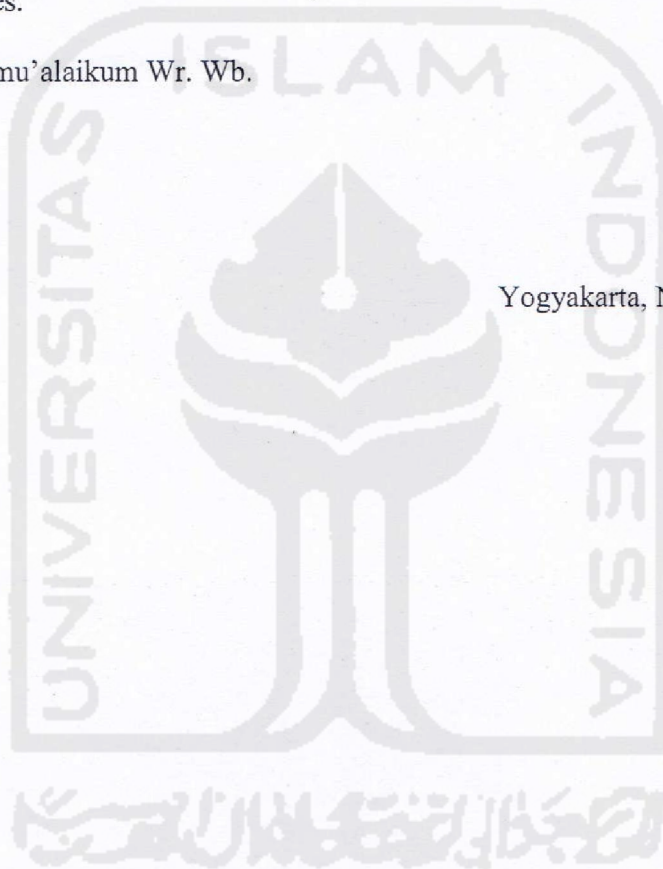
I hope that this thesis will be useful for development of auditing and for improvement of the organization. Researcher realizes that this thesis is far from perfect from the content and how it is prepared. So that with the limit of researcher hope there is critics and suggestion that is constructive to make better researches.

Wassalamu'alaikum Wr. Wb.

Yogyakarta, November 22, 2016



Azmi Umar



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Wassalamu'alaikum Wr. Wb.

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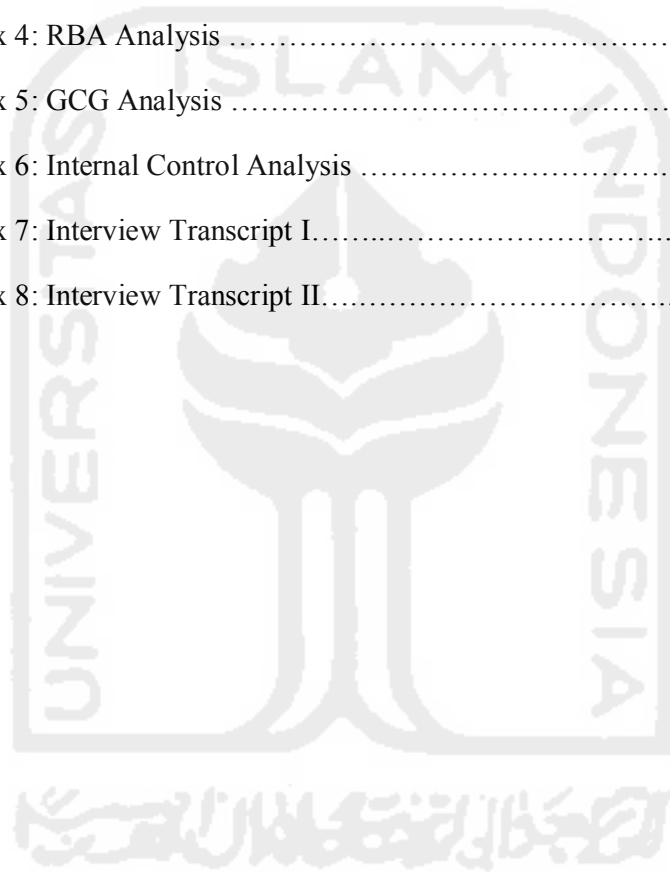
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ABSTRACT

Nowadays development of internal auditing shifts from the traditional audit that seeks for the faults known as a watchdog, now it shifts to the new paradigm to become consultant or strategic advisor to achieved the company's goal. For this reason, at the present auditor conduct the audit more focused on the risks that could derail the achievement of corporate goals. This is what causes changes in audit method that was originally based on control become based on risk that is known as Risk Based Audit (RBA).

Some company around the world has applied this method of Risk Based Audit (RBA) to mitigate the risk. This method used to manage the risk which is more focus on the higher risk within the company. Internal audit in the company also have role to increase the good corporate governance (GCG) practice inside the company by running the audit, evaluate the internal control effectiveness, and become consultative partner to the management.

This research aim to know that the good implementation of RBA has positive impact to GCG through improvement of Internal Control. This research used PT PERTAMINA area Sumbagut (Sumatera Bagian Utara) as a sample of research. This Research find that good implementation of RBA inside the company could positively influence GCG improvement.

Keywords: Risk Based Audit, Good Corporate Governance, internal control effectiveness, risk mitigation

ABSTRAK

Saat ini perkembangan internal audit beralih dari audit tradisional yang bertujuan untuk mencari-cari kesalahan atau yang sering dikenal sebagai *watchdog*, sekarang telah beralih ke paradigma baru yaitu sebagai konsultan atau penasihat strategis dalam rangka mencapai tujuan perusahaan. Sehingga, pada masa kini auditor dalam melakukan tugas auditnya lebih terfokus kepada risiko yang dapat menggagalkan pencapaian tujuan perusahaan. Inilah yang menyebabkan terjadinya perubahan metodologi audit yang semula berbasis pengendalian menjadi berbasis risiko yang disebut sebagai Risk Based Audit (RBA).

Sebagian perusahaan global telah mengadopsi metode risk based audit (RBA) ini sebagai acuan dalam memitigasi risiko perusahaan yang berfokus pada risiko – risiko yang tinggi. Internal audit di dalam perusahaan juga memiliki peran untuk meningkatkan good corporate governance (GCG) atau tata kelola yang baik di dalam perusahaan dengan menjalankan audit, mengevaluasi efektivitas pengendalian internal, dan sebagai partner konsultasi bagi manajemen.

Penelitian ini bertujuan untuk mengetahui apakah pelaksanaan RBA yang baik memiliki dampak yang positif bagi peningkatan GCG melalui perbaikan pengendalian internal. Penelitian ini menggunakan PT PERTAMINA Sumbagut (Sumatera Bagian Utara) sebagai sampel penelitian. Hasil penelitian ini mengungkapkan bahwa dengan implementasi RBA yang baik dalam perusahaan secara positif dapat mempengaruhi perbaikan GCG.

Keywords: Risk Based Audit, Good Corporate Governance, efektivitas pengendalian internal, mitigasi risiko

CHAPTER I

Introduction

1.1 BACKGROUND OF RESEARCH

Internal Auditing is “an independent, objective assurance and consulting activity designed to add value and improve an organization's operations. It helps an organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes”. (Institute of Internal Auditors, n.d.) From the definition, it can be inferred that internal audit is important part of the company which brings the company improvement by systematic guidelines, hence every part of the company operation effectively and efficiently. That could be achieved by improving risk management, control, and governance processes. There are two kinds of auditor, internal auditor and external auditor. Internal auditors focused to audit the company's operation to examine the effectiveness and efficiency of the company through evaluation of risk management, control, and governance. On the other hand, external auditor more focused on reliability of financial report for the purpose of stakeholder.

Most of audit in corporate done by internal auditor. Nowadays internal auditing is developing through implementation and follows up of the standards. Development of technology and internet also improve the development of the standard faster and communication become easier. Framework, standards, qualification and professionalism of audit is being updated every year. One of the

standards used for the internal auditor is from International Standards for The Professional Practice Framework (IPPF). This standard is promulgated by Institute of Internal Auditors (IIA) as the conceptual framework that organizes authoritative guidance. This standard accepted by internal auditors' worldwide and stated as a mandatory guidance from IIA formulated from the best practice. Development of the audit standard, method, and guidance for auditors have big role influencing the work of the auditor. This standard means to address the attributes of organizations and individuals in performing internal auditing. Every standard has its own feature to be used for improving organization operations effectiveness. This standard must be followed by internal auditor in order to improve organization effectiveness and to achieve organization goals. In contrast, they have to work professionally and follow their ethic code as internal auditor.

As stated by IIA above to improve organization operation could be done by evaluating and improving risk management, control, and governance process. There is a study of risk based auditing adoption in 2005 from IIA-UK and Ireland (2005) and KPMG Ireland in Castanheira et al. (2010). It is concluded that 89 percent of heads of internal audit use a risk-based method when preparing annual internal audit plans; and 93 percent use a risk-based method in their internal audit assignments. This study also concluded that some of internal auditor nowadays shifted from internal control evaluator to risk assessor who mitigate risks. It shows that this method is mostly used internationally. In the implementation of audit, every aspect of systematic guidelines must be followed to achieve good governance. By corporate governance, company used the mechanisms that exist to

ensure that managers pursue strategies that are in the interests of an important stakeholder group especially shareholders. As the agents of stockholders, managers should pursue strategies that maximize long-run returns to stockholders (subject to the constraint that they do so in a manner that is both legal and ethical) Charles W. L. Hill (2012, p.33). Auditor need to conform to the updated standard and method that is used both for internal and also for external users. Professionalism of auditors can be approved if they are implementing that complex guidance well.

In the mature phase the company cash flows and money used to operate in the company will increase as well as the development of the company. Problems face by the company will become more complex and the risk will become bigger. Above all internal auditor work should evaluate and examined to the adequacy and effectiveness of internal control. According to Indra et al. (2014) who do finding on internal auditor, found that there is positive effect of internal audit competency, quality of their service and effectiveness of internal control then it could lead to realization of good corporate governance. There are many frameworks that talk about internal audit and internal control. This development is related to some cases that happen in the past in several big companies such as Enron and WorldCom. Internal control has to avoid risk related to the company in any aspect of company. As the proverb said, an ounce of prevention is worth a pound of cure, because internal control is related to every activities within management. It means that effectiveness of the company internal control is a must

to increase company performance. The idea of internal control in COSO's 2013 framework is outlined in the following principles:

(1) Control environment, consist of commitment to integrity, competence, and ethical values. There must be established structure, authority and responsibility. Moreover, there must be oversight responsibility and enforced accountability. (2) Risk assessment, consist of specifies suitable objectives, assess fraud risk, identifies and analyze significant change, then identifies and analyzes risk. (3) Control activities, consist of select and develop control activities, general controls over technology, much less, deploys through policy and procedures. (4) Information and communication develop by uses of relevant info, and then communicates internally and externally. (5) Monitoring defined by Conducts ongoing and/or separate evaluations also Evaluates and communicates deficiencies.

Every division within company should have internal control that will be audited. On the other hand, internal auditor as shield to protect the company and eliminate threats to company, and mitigate the risk also become division that maintain the control in the company. Hence, company could achieve their objectives. These principles also in line with the definition of internal auditor from IIA that has been mentioned before that internal auditor must evaluate and improve the effectiveness of risk management, control, and governance processes. More importantly the principles talks more about risk assessment which consist of assess fraud risk, identify and analyze significant change and risk. Hence, the

work of auditor nowadays shifted from just evaluate and improve internal control now help management in assess risk and analyze its significant change so there could be future forecast that management should avoid and what must be implement for improving their internal control. Finally, internal control that runs by management and internal auditor are expected to achieve the company goals.

From explanation above internal control must be implemented by auditor to managing risk by identification to achieve minimum audit risk that must be controlled. Thus, risk-based internal auditing has emerged as an important contributor to effective risk management Allot (1996) in Castanheira et al. (2010). This has accorded internal auditors a more influential role in organizations (Krogstad et al., 1999), including in Indonesia. So that company needs good implementation of the internal control as one of the policy that can be run by company management to improve its performance. Performance of the company can be seen from company profitability. Financial activity of the company may have a significant impact on its profitability, it can be seen from the annual report. The size of the company and profit could be connected it from the annual report (Clipici, 2007). However, it is obvious that the financial activity of the company must be planned very carefully, because it has considerable risks. Internal auditor quality can be proven when they are running the internal control. In some company that do not implement internal audit well, the performance will be questionable. It is showed that from World com and Enron case that without the implementation of audit the work of company will become inefficient and ineffective.

The work of the auditors is to broaden their views as much as possible to be able to detect any upcoming threats for the company and what might happen afterwards. Thus, there must be the future forecast to what will affect the company and some follow up. One of the important tasks of internal auditor is to examine and decrease risk that will be face by the company. That task is called risk based audit. Based on Chartered Institute of Internal Auditors (2014) “ IIA defines risk based internal auditing (RBIA) as a methodology that links internal auditing to an organization’s overall risk management framework. RBIA allows internal audit to provide assurance to the board that risk management processes are managing risks effectively, in relation to the risk appetite”. It means that the framework of every different business also different, because the risks faced by other companies are different. So that standard could be different, but some of the guidance comes from IIA charter. The work of internal auditor is so complex and vital so that the implementation and all of the work must be directly submitted to board of directors. The environment of risk based management is wide, because it should be applied to entire business process. If the internal auditor success in managing risk the company performance will improve, and if not it will become disaster to the company. Company reputation will be down in that case, government will not support company program.

As quoted from Riaugreen (2014) Performance PERTAMINA RU II, Dumai is questionable. There was crude oil transported from this company to subsidiary company which was leaked or missed, but was actually smuggled in the middle of

the sea with tankers leased from subsidiary of this company. This incident happened twice in this area which makes bad management report in this company. This stealing of crude oil was done by some ex-workers of this company who are outsourcing workers. Unfortunately, the leakage was not detected by our national oil company as big entity. It is strange that the leakage could be happen because there is no exact number from refinery unit that know how much they expand the oil to the ship.

From the events above there are rogue employees who smuggled cargo of crude oil but not detected. Moreover, it is an event that ever happened several times in the scope of the company. Because the excess of production can also reduce efficiency this missed crude oil incident can be avoid by implementing internal control of the company such as internal audit.

Litigation and disciplinary sanctions are supposed to ensure auditor independence. Discipline of the men who carry out tasks should also be included in the audit process, by internal control internal audit assess audit risk in order to make workers disciplined. And it must be communicated to all workers in the systems and also program relate to company governance system. If the system are not strong enough to enforce, auditors might be tempted to compromise their independence and hence, neglect to constrain earnings management or issue a qualified opinion when necessary Tandeloo and Vanstraelen (2008:450-51) In Memiş & Çetenak, (2012).

Implementation of audit from the company must see whether uncontrollable risk like that can become problem. Implementation of risk based audit should be

aware of the incident like this, so incident like this can be avoided and with assessment of risk in the company, so incident could never happen again. Internal auditor in Indonesia has its own standards, so does the good corporate governance (GCG). Study in BUMN or state own enterprises in Indonesia, PT Bank Negara Indonesia (Persero) show GCG promulgated in state owned enterprise No.PER-01/MBU/2012. This rule is about implementation of good corporate governance. In duty and authority, internal auditor function and role are: (1) monitor and evaluate the internal control system, (2) control and evaluate the implementation of good corporate governance. (Mattonrokang, 2015, p.3)

In conclusion every internal auditor should monitor and evaluate internal control system in the organization and also GCG. This also in the line with IPPF guidelines in article **1220.A1** stated that internal auditors must exercise due professional care by considering the adequacy and effectiveness of governance, risk management, and control processes. Research in Mattonrokang (2015) who study about internal auditor role toward GCG in PT BNI show that internal auditor give significant influence toward good corporate governance (GCG). Variable that is used to measured internal auditor role to GCG is the quality of internal auditor, GCG assessment, then the role of internal auditor to GCG. Analysis of the research shows that internal auditor is adequate with result of 82,55%. Analysis about GCG in the company materialized with the result of 90,42%. And analysis of the data show that internal audit role improve GCG show 92,40% it means internal audit role significantly improve GCG. (p.76)

This is also supported by Dzaky (2014) who determine the role of internal audit to achieve GCG in PDAM Tirtawening Bandung. Sample in the research done to 34 people using random sampling with simple linier regression. The result show that implementation of internal auditor in achieving good corporate governance is well executed, with the value of internal audit at 80,95%. Result shows T-count > T-table; 3,028 > 2,037 which make Ha accepted, it means that partial role of internal audit significant influence on corporate governance. GCG has principles to prevent violations of the company such as, transparency, independence, accountability, responsibility, and fairness. This research also supported with research done by Indra et al. (2014) who done research about influence of auditor competence, quality of audit service towards effectiveness of internal control and realization of GCG in some hotels in Lovina area in Bali. The results of the study indicated that (1) internal auditor competency had a positive effect on the effectiveness of internal control, (2) quality of internal auditing service had a positive effect on the effectiveness of internal control, (3) the internal auditor competency and the quality of internal auditing service had a positive simultaneous effect on the effectiveness of internal control, (4) the internal auditor competency had a positive effect on the realization of GCG, (5) the quality of internal auditing service had a positive effect on the realization of good corporate governance (GCG), (6) the internal auditor competency and the quality of internal auditing service had a positive simultaneous effect on the realization of good corporate governance (GCG). (p.8-9)

Many researchers have contributed with the research related on Internal Audit towards good governance. All researches are based on business sector such as bank, manufacturing company, and non-manufacturing company. There are several researches in this study taken as the basis for the study. The researches of internal audit impact to good governance have been conducted overseas by Gramling et al. (2004), RAZIMAH ABDULLAH (2014), Tabără & Ungureanu (2012), and conducted in Indonesia by Mattonrokang (2015), Indra et al. (2014), and Maylia Pramono Sari (2011). Another factor that influence internal control among audit right now is risk based method conducted by Castanheira et al. (2010), Anwar (2009), Spira & Page (2003), Messier (2014), Budiman (2013). Many previous studies showed that Good Governance was significantly and consistently influenced by internal control and Internal Audit Function (IAF) conducted by Indra et al. (2014); Tabără & Ungureanu (2012); Maylia Pramono Sari (2011) Risk Management or ERM and Risk Based Audit approach toward internal control Castanheira et al. (2010), Anwar (2009), Spira & Page (2003), Budiman (2013).

Based on those research, this research is a replication research from previous research and intend to combine research conducted by (Indra et al., 2014), (Castanheira et al., 2010), and (Mattonrokang, 2015). This research is different from those researchs which is more focus on Implementation of risk based audit of one of Indonesian biggest company which is PERTAMINA. The important role of internal auditor makes the writer to conduct research in this object. This research used PT PERTAMINA area Sumbagut as sample organization to take the

data. PT PERTAMINA is state owned companies engaged in the energy sector, particularly oil and gas.

Researcher concerns about internal audit make researcher interested to make this research. This company is stated owned company that trusted to manages Indonesian natural resources. This company action represents good Indonesian governance company. Internal audit is this company shield to protect the company from any risk that can make company to get loss. Until now the work of internal auditor of this company always show excellent work that company can face many problems and risk in their work field and still standing in the right position. Implementation of this company program is always satisfactory that makes this company always get the excellent mark from government and society. Beside that the implementation of risk based audit in internal audit make this company performance smooth in running company production until the selling of the product until now. As generally known, this company is one of the big states owned company in Indonesia that have good corporate governance. Based on the background described by the researcher above, researcher raise “Implementation of Risk Based Audit to Improve Company Good Corporate Governance through Effectiveness of Internal Control: Analysis in PT PERTAMINA area Sumbagut ” as title of this research.

1.2 PROBLEM FORMULATION

According to the explanation of background above, this research aims to answer the following question: **“Does implementation of risk based audit on PT PERTAMINA improve good corporate governance through effectiveness of internal control?”**

1.3 RESEARCH OBJECTIVE

According to problem statement above research objectives of this research is:

To examine the implementation of risk based internal audit in PT PERTAMINA area Sumbagut to assure company good corporate governance through internal control effectiveness

1.4 RESEARCH BENEFIT

This research are expected to be beneficial for certain individual or groups in various perspective, thus concern parties that may beneficial from this studies are:

1. Management/Organization

For management, the results of this study are expected to know how principles of auditing standards and implementation work effectively and efficiently. Management can find out the weak points in the implementation of risk based audit and anticipate things that can reduce the efficiency and effectiveness of the internal auditor in the audit, especially risk based audit so as to improve the performance of the company. Management also desired to know weaker points to develop better approach and applicable standards for risk based audit.

2. Academicians

The results of this study are expected to enrich the development of the science of the internal audit, especially towards risk based internal auditing. This research can be useful for those who concerned in risk based internal auditing implementation because it can add the notion of

risk-based internal auditing, as well as the way of its implementation in the workplace, introduce more deeply about risk based auditing, and provide academicians more knowledge for those who want to contribute in the development of internal audit in Indonesia.

3. Researchers

Researcher gets benefits from these studies as a part to finish his bachelor degree. Researcher also get benefits to understand the strategies of company that being researched and know how implementation of the risk based audit that can increase company performance in real working area. Also how the internal audit functions in working area.

4. Public/Investors

Investors and public will know that by the existence of this study, they are more considerable on investing funds by also considering companies' performance; whether the companies are in the good performance and implement good systems that also support investor considerations.

CHAPTER II

LITERATURE REVIEW

This chapter describes about the literature review consisting of the theories used as the basic supports of this research, review of previous studies, and hypothesis formulation of this study.

2.1 THEORETICAL REVIEW

This study needs the basis for supporting some statements mentioned in this study. As the basis, this research uses one main theory to support the statement, and some definition for the term mainly used in this study.

2.1.1 STAKEHOLDER THEORY

Concept of stakeholder in a company is mostly known from the book of Strategic Management: A Stakeholder Approach in 1984 by Freeman. There is a relation between management and stakeholder, management in organization has the interest in company to increase company performance. Hence, objectives of the company could be achieved. In order to achieve company objectives stakeholder has to follow the procedures and policy in conduct their activities in a company. Freeman and Reed (1983) in Freeman (1984, p.42) stated there are two stakeholder definitions. First is narrow definition that it is just vital groups to survival and success of the corporation. Another definition which is wide definition of stakeholder that “any group or individual who can affect or is affected by the corporation”. The wide definition state that there are some components of stakeholder, those are owners, management, suppliers, employees, local community, and customers.

Generally the firm interest sometimes related to owners or stockholder benefits, and then employee could get their benefits through reward based on their performance. It is also a compulsory that stakeholder give their value to the company and search the way to improve organization operations.

This theory is also related with agency theory which stated that managers could have different interest in the company. The agency theory more focuses on conflict of interest between managers and stakeholders. On the contrary, stakeholder theory finds the way to solve every problem in the company (Charles W.L. Hill, 1992).

Eventually, in conduct their activities manager should follow policy and procedures to achieve company objectives. From explanation above, this concept lead to the basic thinking that stakeholder should uphold its procedures such as uphold the good corporate governance values in the company. it can be stated like that because in a company good corporate governance is principle that uphold the requirement to stakeholder interest like employee, owners, management, customers, and other stakeholders. This theory indeed related with internal control and internal auditor in their path to achieve company objectives. In operating the company internal auditor have role as evaluator of company performance, and to maintain company effectiveness and efficiency in running operation. It is also supported by their legitimacy as stated in government rules and enterprises rules. In conclusion, company has to regulate their activities to maintain the interest of stakeholders, and employees should follow policies and procedures hence, company could achieve objectives, gain benefits and in more wide area to uphold the good corporate governance implementation.

2.1.2 INTERNAL AUDITING DEFINITION

Internal audit in organization is generally known for evaluate internal control and operation all over the organization. The conduct of audit itself means to add value to the organization with the disciplined and system the organization has to be controlled and to ensure that company operation doesn't step away from the line or regulations & procedures.

According to (Institute of Internal Auditors) "Internal Auditing is an independent, objective assurance and consulting activity designed to add

value and improve an organization's operations. It helps an organization to accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes”. It is also supported by Mulyadi (1992) in Indra et al. (2014) that “the duty of an internal auditor is investigating and assessing the internal control and efficiency of the functions of various units of the organization”. (p.2)

Internal auditors working on assurance and consulting service which will bring company to achieve its objectives, and applying systematic disciplined approach such as implementing code of conduct to increase good governance in the company. They will ensure the company to minimize any possible risk. However, even if there is a very good standard in auditing there must be obstacle and risk that internal audit must face. Generally in the structure, the head of internal audit in corporate is chief audit executives, and all aspects of the internal audit activity such as develop and maintain a quality assurance and improvement program must be reported to the chief. Effectiveness of internal audit function becomes the material that is still developing.

Moreover, research conduct by some researchers still have question like how to measure audit effectiveness, and “what method to measure audit effectiveness which is more relevant”. For those reasons concerned in internal audit there are some general rules that internal audit have to respect in order to give their contribution at the organization’s progress. They must be aware of the responsibility regarding the creating of value added for the organizations; responsible to show the management and the audit committee how internal audit works. Next, internal auditors must have the chance to train the management by organizing sessions regarding the self-evaluations over the controls within the organizations (Boța-Avram Cristina, 2013, p.2).

Some of the roles of internal audit functions are intended to provide independent assurance regarding the effectiveness of internal control, risk management and corporate governance processes. It is also stated in the IIA definition of internal auditing. Every part of economic activity is charged for good corporate governance, no exception with internal auditor.

Internal auditor role in a company arise because of complexity of risk that is different in every business sector. This role has sense of timeliness which is changed every time following development of risk management complexity used in the company, subsequently internal auditor not only become watchdog, but also strategic business partner (Karmudiandri, 2014).

It can be concluded that nowadays the internal audit profession is more focusing on risk based audit that is modern approach of internal audit. The work of internal audit is not more focus on monitoring financial statement or investigation as a watchdog. Nowadays internal auditor focus on how the implementation of risk based auditing that is consist of planning, managing and reporting which is more important than giving result or giving punishment to what is wrong in the work area. They also have important role in internal control, risk management and corporate governance.

2.1.3 RISK BASED AUDIT

Followed by the development of risk management, risk based auditing extends and improves the risk assessment model by shifting audit vision. It gives audit more value that focusing on the risk internal audit views on their major activities. "Risk assessment in internal auditing identifies measures and prioritizes risks so that focus is placed on the auditable areas of greatest significance" (McNamee, 1997).

Based on Castanheira et al. (2010) that done research of factors that associated with risk based adoption, risk based internal auditing focuses on

strategic analysis and business process evaluation and on assessing the goals, risks and controls that must coalesce for an organization's success. "By identifying, assessing, and monitoring a company's risk, internal auditing helps assure that resources are adequate and focused on priorities" Kunkel (2004) in (Castanheira et al., 2010, p.2).

Another definition from Indonesian researchers Afifah & Achmad, (2012) said "Risk based audit is focused and prioritized to analyze high risk business segment. The implementation of risk based auditing standards refers to the internal audit function. One of the frameworks in risk based audit is risk management".

According to research done by Anwar (2009) in PT IBF, risk management is a strong and coordinated approach to assess and respond to all the risks that affect the achievement of the strategic and financial objectives of the organization. This includes the risk, both from the bottom and the top side. Internal auditor can give opinion to management about how effective they are in facing risk (Anwar, 2009, p.3).

As a final point, Risk based audit is focus on high potential risk that can make performance of the company down. Risk based audit focused on mitigates and give solution to the company according to the risk that company will face. In the development of internal auditor work and risk there is paradigm that make internal auditor confused in auditing risk. But as time goes, paradigm of internal control is fade and make it clear that this internal audit role as risk mitigation is aim to achieve audit objectives and accomplish company goals. New paradigm fades the old paradigms which regard that role of internal auditor is just as internal control system. The change of paradigm to risk based audit is showed in the table below.

Table 2.1 Audit Paradigm

Old Versus New		
Audit Area	Old Paradigm	New Paradigm
Audit Focus	Internal Control System	Business Risk
Test Focus	Control Activities	All Risk Mitigation Activities
Report Focus	Adequacy and Effectiveness of Internal Control	Adequacy and Effectiveness of Risk Mitigation
Audit Result	New or Improved Control	Appropriate Risk Mitigation

source: (McNamee, 1997)

Table 2.1 describe about internal auditing nowadays has shifted to the new paradigm which now has more improved control and wider area. It needed strategy to avoid risk by 3 focus of auditing like the old or traditional audit did. Risk based audit developed risk assessment and evaluate risk exist in the company. Identification of risk is used in every sector of company program. Internal control proposed by COSO is also adopted in some companies, as in Budiman (2013) who analyzed PT X effectiveness of company revenue cycle can be measured by risk based audit. Internal control could be effective if it gives improvements in company profitability. Somehow, the company objectives that want to build its value, RBA also have to meet criteria by implementation and some research. Thus, every methods or framework can meet company objectives.

According to Spira & Page (2003) “concept of risk has become central to corporate governance and has become linked to the idea of internal control. In the process, the meaning of both terms has shifted. The shift is symptomatic of important changes in the way corporations govern themselves”. One of internal auditor works is improving effectiveness of internal control; it is also in line with the design of COSO framework which is based on control and compliance. Internal controls with internal auditors

and management using risk assessment which is now broadly adopted also with risk based audit development. This new framework also related to the scope of ERM in broader scope.

In this modern age, internal auditor's job is to evaluate risk in the company and mitigate their business risk. From RBA cycles the first step in implement risk based audit is prioritize areas of risk based audit, classificcate the risk from low to high and ways to mitigate. In addition, after internal auditor communicate those systems with management, agree about evaluation of risk assessment internal audit plan must be developed, and then internal auditors agree to the scope of audit. Next, auditors can do their fieldwork and findings in audit, determine audit score and after the re assessment appropriateness of audit risk prioritization there would be monitoring of risk based audit system implementation done to make sustainability of company achieve. (Karmudiandri, 2014, p.23)

In the work of internal auditor they are separated with ERM and they are not responsible for risk management, take decision to risk response, and organize risk appetite. (Karmudiandri, 2014) However, in the implementation their work in audit always bond with the risk management. From explanation above, the systems of risk based internal auditing there are 4 main cycles as follows:

1. Audit Planning
2. Implementation Audit
3. Report
4. Follow Up and Monitoring

Process of audit from planning until monitoring done by internal auditor must communicate with CAE and BOD to measure the risk that will be classified to be audited. Implementation of Risk Based Audit helps management to implement internal control with some strategy so that internal

audit also becomes strategic business partner. As state by one of VP of internal auditor in a company says that “the highest hierarchy in the achievement of their purposes is the SPI or internal auditor should be able to occupy his post into a Strategic Business Partner (SBP)”. (Saputra 2010) Where in implementations, the auditors are required to have high integrity, and also must:

1. Being able to be independent, objective and professional acts as a consultant through a design that can provide added value (added value and value creation) in improving the operations of business entities.
2. Know direction and corporate strategy, goals and objectives to be achieved, the products and services produced, including control over the market (market share), as well as the process of overall business in the ordinary course of business so that they can survive, grow and develop.
3. Being able to help the company achieve its objectives through systematic evaluation and targeted to improve risk management and operation control.

It can be inferred that internal auditor job are more important than just people who search of fault make by their friends or as a watchdog that make workers compliance to the regulation and standards. Internal auditor must see through all business process, strategies by being able to be independent, objective and professionals, hence it will increase value to the company. Company can survive, grow and develop by risk averse and through their control procedures. They also become consultative organ that give consultation to management, then they will become strategic business partner. Internal auditor role as watchdog still exists, but the percentage should be much reduced in accordance with the situation and the growing conditions. Unless there is situation where workers still like to play and seek for its own

benefits. There is no tolerance to the fraud because this action is clearly detrimental to the Company.

2.1.4 ENTERPRISE RISK MANAGEMENT DEFINITION

Risk based audit is one of role of internal auditor in ERM that focus on high risk. Enterprise Risk Management (ERM) is a dynamic, integrated risk management approach that firms use to minimize their level of risk Busman and Zuiden (1998). Another definition of ERM is structured, consistent and continuous process across the whole organization for identifying, assessing, deciding on responses to, and reporting internally on, opportunities and threats that affect the achievement of its objectives. In every management of a company of course have risk appetite that must be describe by management and then will be used by auditor to do audit. High risk will be the focus of the management to be managed or mitigate so that the risk faced by management can be minimize. Banham (2004) reported that 41 percent were implementing some form of ERM and that 84 percent believed that ERM could help lower a company's cost of capital. (Castanheira et al., 2010, p.3)

ERM responsible to map enterprise risk especially high risk, then report it to the board of director (BOD) and board of commissary (BOC). This function in company is mapping the high risk of the company that will be discussed and avoided. ERM in the company run further research of risk that deemed necessary from director. And then, set the magnitude of the risk that will be the scope of risk that must be face by the company. This function regular review intended to anticipate the risk that will be face by company. Risk that will be search is every activity in company that is high that can make company suffer loss, so company performance will be increased. (Saputra, 2010)

In conclusion, one executor of risk management in company is internal auditor because nowadays auditors not only become the watchdog but they are also become consulting, catalyst and mediator and in the higher level could be Strategic Business Partner (SBP). However, internal auditor should know the business process, know the risk and eliminate the high risk so the internal control would be effective. On the other hand, ERM division nowadays is separated with IA, and they are more focusing on the mapping the risk for the auditor to be used for audit.

2.1.5 GOOD CORPORATE GOVERNANCE

Poor good corporate governance could be seen from failure to establish a legal framework, a tendency for pursuing private gains and non-transparent decision-making (World Bank, 1991, pp. 5-6) in (Razimah Abdullah, 2014). Corporate governance principle from World Bank identified by: legal framework; improvements in management; accountability; and, information and transparency.

This principal is followed the highest authority which is management and stockholders interest, because it is related with the requirements needed for stakeholder interest and also stockholder interest. In Indonesia there are some regulations and policies of GCG that established by financial institutions in government such as from BAPEPAMLK, BEI, and constitutions of company No. 40 year 2007, and also from Bank of Indonesia that has rules to GCG in general banks. In SOE's company there is BUMN rules No. KEP-117/M-MBU/2002. Company must be compliance to the rules and regulation, then conformance to internal control and risk management then they could become professional and ethical to work, so that it will increase company sustainability. Somehow internal audit give important role in the company to achieve good corporate governance. The complexity of industry and globalization move the competition in the industry more

competitive. On the contrary company must show their best performance to stand in the right path otherwise they could suffer loss.

It can be stated that good governance in corporate drive its people to achieve corporate success. Good governance is driven by compliance of the workers in company, this basic principal is to make company process, their report, internal control, and their objectives are fulfilled. It is indeed followed by some procedures, ethics and values in order to achieve stakeholder requirements and stockholder requirements.

Another definition stated by Indra et al. (2014) Internal auditors are responsible for internal control to save the asset of the company and also to make sure of good corporate governance (GCG).

Corporate governance means to govern and control the corporate, to give added value to the corporate in long term or continuous. In the GCG, system is needed to steer and manage business to achieve company goals also to maintain accountability of the company to shareholders. GCG is a structure that maintains the harmonious relationship between comissary, BOD, shareholder and other stakeholder. It hampers the chance of mismanagement and misappropriation of company assets. (Aryani, 2011, p.22-23)

The principle of GCG is also stated by Organization for economic Co-operation and Development (OECD) (2004) in (Aryani, 2011). they state four principle as follows, (1) fairness is principle that ensure the safeguarding assets, with honesty and fair which mean to protect shareholder interest and require some consistent and clear regulation, (2) transparency could be define to share information openly, in the right time and give clear financial information so it could help shareholder to assess risk, (3) concept of accountability require to increase the effectivity of company operation through IA and internal control of company also to ensure rights and obligation between stakeholder and shareholder, (4) responsibility is to ensure

every regulation and procedure is obeyed because every work will give result to internal and external environment.

Zarkasyi (2008: 39) in (Mattonrokang, 2015, p.29) stated that principles of good governance are formed of five elements, There are as follows:

1. Transparency

This principle requires company to provide relevant information, which easily accessible and understood by interested parties. Provide information on time, accurate and clear. Information in company, whether it is financial or nonfinancial should be disclosed because every information could affect company condition. Every policy must be written and published to interested parties, on the other hand retention of information and privacy of individual also company must be regulate and protected.

2. Accountability

The company must be properly managed, scalable, and in accordance with the interests of shareholders and stakeholders. It means that they are required to establish policy, vision, mission, and target that every organ should follow. They should ensure internal control effectiveness, and make sure every employee in the rightplace and uphold code of conduct and business ethic as an employee.

3. Responsibility

Every company must comply with the regulations, policy and carry out that responsibility towards society and the environment so that it can maintain the sustainability of the business in the long term, then they could also be recognized as a good corporate citizen. Company should maintain their responsibility internally among the company and externally to the environment

4. Independency

This principle means that every organ in organization should not dominate other; also there must no intervention from other parties if company wants to success. Furthermore, employee should minimize conflict of interest

5. Equality and Fairness (Fairness)

It is stated that company must uphold and consider the interests of shareholders and other stakeholders, but they also have to know rights and obligations. It is a right also to state opinion and get access of relevant information between stakeholders fairly.

From several definition of GCG it can be concluded that good corporate governance is consisted of transparency, accountability, responsibility, independency, and equality & fairness. GCG is now a measurement whether the governance inside the company is good. It can be seen from those aspects that have been mentioned. Company always concerned stockholder interest, thus if it is SOE's company they have responsibility to give any relevant information to the government. However company also must responsible for their action externally and the environment among them, hence they could maintain their sustainability.

2.1.6 INTERNAL CONTROL

Recently internal control among companies is following the new concepts of ideas that have been accepted internationally which is the framework from COSO (2013) which are:

1. Control Environment

To achieve the objective in company, process within the company must be done through performance measurement, standards, procedures and policy. However it must be supported by commitment to ethical values and integrity that uphold by top management also followed by all level management, then

it could support performance of the company. Company should evaluate employee performance, besides reward need to be fulfilled if employees could give their best performance. On the other hand, management has to establish structure, authority, and responsibility to make company run in the right path.

2. Risk Assessment

In running operation in company there should be obstacles or risk that must be faced in order to achieve company objectives. Before that company should specify their objectives, identify the risk and how it should be managed in order to achieve company objectives. Materiality, potential fraud and significant change in company that could affect internal control system should be identified. Next, it will be assessed continuously to make sure that the internal control runs well.

3. Control Activities

Company should have risk mitigation to every objective in a company that could be done through mapping the risk, and controlling every activity supported by technologies in a company and legal forced such as policy and procedure inside the company. Next, technologies should be controlled and then, every activity also must be controlled with that policy and procedure. Next, the activities that involve internal and external parties must be followed by the internal control from company. Thus every action in the company and relation to the external parties could be controlled.

4. Information and Communication

Every company should provide relevant information to internal and external parties from identify, process, and maintain the data flow inside and outside the company whether it is cost or benefit to company with every resource that could support the data flow. Company should give relevant information for supporting the internal control and maintain responsibility to achieve its

objectives. For maintain the internal control company should give information to external parties to support their organization long term sustainability.

5. Monitoring

A good organization should have evaluation whether it is done when running operation or periodically. Every activity in a company should be controlled and managed at all levels to achieve company objectives and to ascertain that internal control run well. Every problem in a company must be evaluated in a certain times for those who are responsible in all level.

From those explanations a good company should have good internal control and could sustainable if company has those five components and to managed their risk properly. On the other hand, in internal auditor function (IAF) and its function to managed the risk IAF should have good implementation of their audit method which is risk based audit and responsible for their actions. IAF should follow procedures and policies, uphold the values of ethic and integrity to achieve company objectives. Information and communication must spread to the interested parties on time and according to procedures. And then monitoring of every activity should become their priority if they want to achieve company objectives.

2.2 PREVIOUS STUDIES

Some previous studies done in Indonesia and foreign countries discussed about the role of internal audit and corporate governance. There are no studies that mentioned about the methods used by internal auditor in the company. Every method has advantages and disadvantages, so does risk based audit as a method. Researcher concerns about audit come to the finding on the method, so that development of auditing will be more spread through some researchers, especially in Indonesia. In this research there are some

researches on internal audit that influence good governance, those researches are done by:

Previous research conducted by Gramling et al. (2004) is synthesis of internal auditing literature and directions that is aim for future research. This research studied many literatures about role of internal auditor function (IAF) in corporate governance. This research state that IAF effectively enhance corporate governance and GCG framework also increasing worker effectiveness. The result of this research found that IAF quality also improve GCG and influences it by cooperate with external auditors.

Mattonrokang (2015) did research that examine role of internal audit toward good corporate governance in PT Bank Negara Indonesia area Makassar. Internal auditor in BNI bank has bad issue from several public media; the result show that professionalism in this company also becomes questionable because in the questionnaire some respondents say there is no punishment for the worker who not follows rules. In short, overall internal audit role increase GCG analysis show percentage of 92,40%, which means there is significant influence. Analysis of internal audit implementation also show 82,55% which means internal audit work well. The GCG of BNI itself show 90,42% which is materialized from 5 pillars of GCG.

Indra et al. (2014) Conducted research about quality of internal audit effectiveness towards internal control and GCG. This research is done in Buleleng District in Indonesia studying many hotels in this district as the sample in Lovina Area. This research used random sampling to 51 people who work as internal auditor. The result show internal audit competence and quality give significant influence towards effectiveness of internal control and GCG.

Another research conducted by Maylia Pramono Sari (2012) who examined internal audit role in public service agency in Indonesian government towards good corporate governance (GCG). Result of this research state that research hypothesis accepted that internal audit give influence to GCG. The results obtained by analysis of adjusted R value of 45.5%. According to data analysis and discussion in this research there is a significant influence between the roles of internal audit of Good Corporate Governance (GCG) over the entity Public Service Agency (BLU). Increase of role effectiveness will affect good governance.

Razimah Abdullah (2014) conducted research about the influence of IAF toward GCG and used World Bank framework of GCG which are: legal framework; improvements in management; accountability; and, information and transparency. Research is conducted within IAF such as IA activities, audit committee, and findings. There are quantitative and qualitative analysis used to distribute survey to all corporate members of IIAM. Result in qualitative study in this research also lead to better risk management that also support findings that most IAFs personnel were trained in fraud investigation and the internal audit used a risk-based approach (IIAM, 2009). Data show that high internal audit performance lead to improvement of GCG (*Mean Rank* = 37.95, *n* = 51) which means internal audit performance has impacted on corporate governance.

Another research of IA influence GCG conducted by Tabără & Ungureanu (2012). Researchers said “Board of directors, management and internal auditors are categories of enterprise, in connection with the mechanisms of governance”. Important role of auditor can be summarized as internal control which evaluate operational performance, ensuring effective internal control, ensure quality and integrity of financial information, ensuring responsible governance, and prevent & correct fraud. The result is effective decision of the company connected with internal auditor role in

internal control system. This research states that internal auditor also could improve their work by reducing the risk of the company. Other factor used to measured good corporate governance is with internal control, internal control could be done by auditors by several methods that assure and evaluate efficiency and effectiveness.

The research of risk based audit conducted by Castanheira et al. (2010) studied about factors associated with adoption of risk based internal auditing. Large organization implement better integrate ERM to its broader governance processes, risk based internal auditing helps companies to practice effective risk management because it incorporates principles of risk management throughout the audit process, both in the annual planning process, and in planning each audit engagement. Results in this research show that 82 percent of entities use a risk-based approach in annual audit planning; and 31 percent applied this approach in planning each audit engagement. ERM used formally just in 60% of survey done to all 96 chief internal auditors who were members of the Institute of Portuguese Internal Auditors. Size of company significantly influences adoption of risk based audit, in small organization ERM role done by internal auditor.

Anwar (2009) analyze implementation of risk based audit in PT Indonesia Buffon Film (PT IBF). The main problem in this company is managing the company to survive with accumulated losses over 90% of share capital in the period of 2007 to 2008. Internal auditor report which is same like external auditor is very important to evaluate performance of company internal control not just only done financial control. Used of Australia framework in this company still hampered within internal auditor. Every risk in the business will be evaluated, but in implementation internal audit independence, report and human resource of business audit is inadequate.

According to Spira & Page (2003) concept of risk from time to time is developed from pre modern age that believe risk is the act of god, sin or superstition which will be accepted or be blamed. In modern concept, risk could be managed and counted, could be controlled, avoided and regulated in system. Internal audit move its definition to more risk management in internal control which is developed by IIA also by KPMG (1999). Corporate governance policy, risk management has become closely aligned with internal control which is now used by Internal Auditors.

Another study conducted by Messier (2014) Late 1990s development of risk based audit done by public accounting firms. Standard setters issued risk assessment standard, ASB issued in 2005-2006, while PCAOB in 2010. Standard setters believe that the introduction of a risk-based auditing process will improve the quality of audits. Concept of internal auditing could be done by such as class project and risk that affect company by understand the business process itself and its environment.

Budiman (2013) conducted research to evaluate adequacy of internal control and risk management activities of PT "X" which more specific to the revenue cycle. The internal control implementation in this company that exists within the revenue cycle is not meet criteria in COSO framework. The insufficient company production to fulfill customers need, the late of shipping, and the punishment to the late payment of buyers who do not accomplish make company seems lack of internal control. Consequently, this company needs risk based audit to mitigate, anticipate and resolve the risk so it will achieve company objectives. Furthermore, the system in this company still simple and not written formally. The lack of internal control must be fixed so that risk of company will not threat the company.

CHAPTER III

RESEARCH METHOD

This chapter describes the type of this study, type of data used for analysis in this study, statistical tools for measuring the data, and also measurements used by this study as the representation of variables; both independent and dependent variables, along with the measurements and data analysis methods.

3.1 TYPE OF STUDY

This research is classified as a qualitative research that focus on the process to understand how is the implementation of risk based auditing approach by internal auditor in internal control that can improve good governance. Qualitative studies are selected because data collected is not wide, but specific about risk based auditing and the effect to good governance. Data that will be collected are primary data, which will be collected through several methods.

3.2 POPULATION AND PARTICIPANTS

Population is a big amount of things that have a characteristic and gathered in the same area or background. Population in this research is PT PERTAMINA. And sample is an example part of the population which is represents the description of the whole of the population. Sample of this research is in PERTAMINA area Sumbagut that is part of PT PERTAMINA which area consists of several provinces in Indonesia. This research sample can represent the whole risk based audit implementation in PERTAMINA that known good in performance that also represent government state-owned entities. Sample in this company will be collected by several methods.

To collect the data researcher used several participants that will be respondent in the research. Respondent in these research are staff, managers or key person in the company that have information related to the research.

Respondents are selected due the purpose of researcher to collect data, the respondent are taken from:

1. Internal Audit Division
2. Strategic Planning and Risk Management Division
3. Human Resource Division
4. Finance & Business Division
5. Operational Division

3.3 METHODS OF SAMPLING

Data collection in this research is multipurpose collection method from primary data. The method of sampling in this research using 3 methods:

1. Documentation
Researcher will collect standards used; guidelines and any related data used by PT PERTAMINA in accordance to object that will be research.
2. Interview
Several top level workers of this company will be interviewed in accordance to risk based internal audit implementation in the company as internal control and the effect to good corporate governance.
3. Questionnaire
Questionnaire will be spread through workers in this company to be part of sampling method to know whether the implementation of risk based audit method in corporate as internal control done by internal auditor give positive influence towards GCG. Several question in the questionnaire will be taken from previous study done by Mattonrokang (2015) who examine IA influence to GCG in PT BNI.

3.4 DATA ANALYSIS

Analysis method used in this research is descriptive analysis that is used by previous studies by connecting one variable to another, to describe current situation in a company by some indicators. Data could be collected from object in the form of oral and written information (Mattorangkan, 2015 and Dzaky 2014). Research will be done by measuring indicator variable that have been formulated in the theory and literature analysis. Indicator use in this research is the comparison between actual conditions at PT Pertamina (Persero) with criteria that formed by researcher stated below.

Table 3.1 Indicator Variable

Variable	Indicators	Measurement scale	Instrument
Risk Based Audit Implementation	1. Planning 2. Implementation 3. Report 4. Follow up	Nominal (Amount)	Questioner
Good Corporate Governance	1. Transparency 2. Accountability 3. Responsibility 4. Independency 5. Fairness	Nominal (Amount)	Questioner
Internal audit role improve good governance through effectiveness of internal control	1. Internal control	Nominal (Amount)	Questioner

The data will be analyzed using variable that have been mentioned above so that it can show the result that will answer research problematic statement “ Does implementation of risk based audit on PT PERTAMINA area Sumbagut improve good governance through effectiveness of internal control ?”. Data will be

analyzed simply by answering “yes” or “no” question based on previous study in Mattonrokang (2015), this analysis used because of small measurement area and to get the specific result in specific area. Data analysis method use in this research will be presented as qualitative data that will be combined. Analysis method of this research is using calculation that will be used in decision making in solving problem. Data will be compared to the real situation on the company and from several data collected to be analyzed.

Calculation of the questionnaire using the formula Dean J. Champion in Basic For Social Research (1990: 302) in Mattonrokang (2015), by summing the number of answers "YES" and then stated the following formula:

$$\text{Persentase} = \frac{\Sigma \text{"Yes" Answer}}{\Sigma \text{Number of Question Answered}} \times 100\%$$

The results of the questionnaire calculation that is related to the analysis can be generally classified as follows:

1. Criteria for assessment of the results of the questionnaire related to adequate risk based internal audit is as follows:

Table 3.2 RBA Implementation

Percentage	Criteria
0% - 24%	not adequate risk based audit implementation
25% - 49%	Fair Risk based audit implementation
50% - 74%	Good risk based audit implementation
75% - 100%	Very good risk based audit implementation

2. Criteria for assessment of the results of the questionnaire relating to “the embodiment of Good Corporate Governance”

Table 3.3 GCG Implementation

Percentage	Criteria
0% - 24%	Bad implementation of Good Corporate Governance
25% - 49%	Fair implementation of Good Corporate Governance
50% - 74%	Good implementation of Good Corporate Governance
75% - 100%	Good Corporate Governance very good implemented

3. Rating criteria from questioner result relating to “role of internal auditor in internal control improve Good Corporate Governance”

Table 3.4 Internal Control

Percentage	Criteria
0% - 24%	Internal audit not improve Good Corporate Governance
25% - 49%	Internal audit have little role in improving Good Corporate Governance
50% - 74%	Internal audit have quite big role in improving Good Corporate Governance
75% - 100%	Internal audit plays important role in enhancing Good Corporate Governance

CHAPTER IV

DATA ANALYSIS AND DISCUSSION

This chapter will show the main result of the research which is risk based internal audit that influence GCG in the implementation of the internal control. The primary data in this chapter come from the document, respondent, and any related data that that will help researcher to fulfill the research. Some of the data collected by researcher coming from corporation may contain privacy and retention of the company data such as publication of result of audit, policy and some supporting data for the research so that researcher only provides several part of data from company that will support research in risk based audit implementation. Data presented here are collected from several different methods such as reading document, interview, and questionnaire. Those different types of method intend to make sure the completion of data that is being researched. This chapter begins with the documentation, and then questionnaire, the last is from interview, then it will be analyzed in the data analysis that combines the result from the first to the last.

4.1 DOCUMENTATION

This document is taken from guidelines for the management of the internal audit function which is used in PT PERTAMINA to implement the Internal Audit as part of Internal Control. Some data are taken from guidelines in 2015 from internal auditors, annual report of the company and quality assurance program. Not all data could be presented because confidential data could not be used for the research.

4.1.1 Company Brief Profile

This company is one from many companies that is state owned company. In the 1950's Indonesian government established PT Eksploitasi Tambang Minyak Sumatra Utara, to manage oil and gas fields in Sumatra by appointing the army. Previously, on 10 December 1957 it changed name to PT Perusahaan Minyak Nasional, abbreviated to PERMINA. This particular moment was eventually commemorated as the official establishment date and year, or inauguration of PT Pertamina. In 1960, PT Permina was changed to a State-owned Company PN Permina. Then, PN Permina merged with PN Pertamina to become PN Pertambangan Minyak dan Gas Bumi Negara (Pertamina) on 20 August 1968. Based on Law No.19 of 2003 dated 17 September 2003, the State Oil and Gas Company (Perusahaan Pertambangan Minyak dan Gas Bumi Negara) was renamed PT Pertamina and until now this company still exist to provide their best to our country. They also changed its vision in 2011; Pertamina perfected its vision to, "To Be a World Class National Energy Company".

This company product become the first line in the daily use, and always develop overtime so that people can feel the development such as new oil, gas, and energy product can be used for our daily use. Right now there is PERTALITE which is new development of fuel for car and motorcycle, and new bright gas for cooking that is more valuable for our daily life. PERTAMINA produce subsidize and non-subsidize fuel for different market segment and still lead the market until now. They also have many subsidiaries and different kind of renewable energy and also have some branch abroad in several countries. PERTAMINA always improve their ability and capability also in internal control, so that this company score always increase from time to time. GCG assessment score in 2014 was 94.43%, an increase of 0.17% from 94.27% GCG assessment in 2013, with the status of "Very Healthy". This company Performance in PERTAMINA also showed in this company

position in the Fortune Global 500 as one of the results of the strong efforts by the Board of Directors and their staff.

4.1.2 IA Function in PERTAMINA

Internal Auditor in PERTAMINA has its own function and guidance as part of internal control in the company, this guidance is formed by following standard in International Standards for the Professional Practice for Internal Auditing (IPPF) and other policy that relevance and used in PT PERTAMINA.

4.1.2.1 Scope

Guidance for internal audit in PERTAMINA contains policies for the management and supervisory functions are carried out by the Internal Audit. This document is composed of:

1. Organization and Human Resources Internal Audit Function

Contains basic policies on the organization and human resources for workers Internal Audit Internal Audit which includes policies on:

- Status and Position of Internal Audit Organization
- Vision and Mission of Internal Audit
- Roles, Responsibilities and Authority of Internal Audit
- Strategic Plan
- Human Resources

2. Internal Audit Function Implementation Standards

Loading policy on standards used to carry out all activities in Audit Internal Functions include policies on:

- Audit Charter
- Internal Auditor Code of Conduct
- Standard Implementation of Internal Audit Function
- Rights and Responsibilities of Auditors

- Rights and Obligations auditee
- Communication Protocol
- Knowledge Management

3. Internal Audit Function Planning Tasks

Contains explanations of the policy of planning based on the methodology of risk-based audit (RBA) as follows :

- Long term planning
- Short term planning

4. Duties of Internal Audit Function

Contains basic policies on the management of the implementation of internal audit activities that includes policies on activities:

- Assurance
- Consulting
- Audit Investigation
- Reporting implementation of the Internal Audit Function
- Monitoring and Follow-Up Results Assurance Consulting
- Management Audit Management System

5. Control of execution of tasks of the Internal Audit Function

Loading policy on the evaluation of the implementation of the Internal Audit Function tasks in the process of planning, implementation, reporting, follow-up and Peer Review and Quality Assurance Audit conducted by the team in stages and by the functional or the External Review of the parties outside the company.

4.1.3 Risk Based Audit

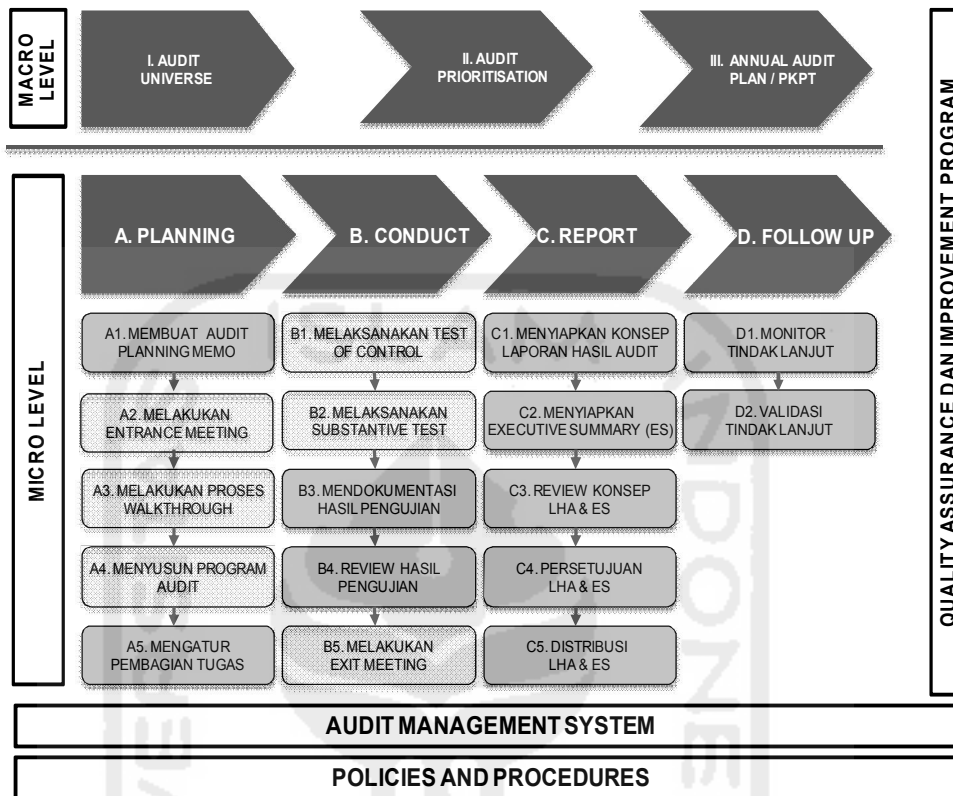
4.1.3.1 RISK-BASED AUDIT (RBA) METHODOLOGY

Methodology RBA's organizing the principle of how the internal audit should carry out activities with a focus on the identification, assessment, mitigation, and monitoring of risks across business processes in PT PERTAMINA (Persero). The overall methodology take into account all aspects of Internal Audit in approach and running the activity - internal audit activities as well as harmony in managing and dealing with the risks identified. This is done with the intention to support the company's goals and to meet the expectations of stakeholders. The following schematic representation RBA methodology and activities included:

- Planning
- Conduct
- Report
- Follow up

Those are the representation of RBA in micro level, before that in the planning stage there is also some macro level of planning which can be seen the following pictures below about the main activities of the risk based audit activities. There are strategic planning, short term planning, and long term planning.

Picture 4.1 Audit Universe



(Pedoman Pengelolaan Fungsi Internal Audit, 2011)

A. PLANNING TASKS OF INTERNAL AUDIT FUNCTION

I. STRATEGIC PLANNING

The strategic planning is used to translate vision, mission, drivers' value, and to translate strategic plan issues of the organizations into a comprehensive action which are coherent, scalable, and balance. Strategic planning document contain all the initiatives undertaken by internal audit in order to enhance the role and quality of execution of work. The strategic planning drawn up by the drafting team strategic plan, which consists of Internal Audit personnel appointed by considering RJPP auditees and risk mapping.

Chief Audit Executive reports the progress of the implementation of the strategic plan every six (6) months to the Managing Director. This reporting can be delivered in conjunction with other reporting of Internal Audit to the Managing Director. The conceptual framework of strategic plan Internal Audit consists of three (3) pillars, namely:

- a. Financial
- b. Operational
- c. People, Safety, and Environment

II. LONG-TERM PLANNING

To carry out surveillance activities, internal audit should be backed up with a plan / long-term monitoring program called the Long-Term Plan/ Rencana Jangka Panjang (RJP). It is prepared by:

1. Goals / objectives contained in the long-term plan of each activity of the Company.
2. Data trends irregularities that occur in each of the Company's activities
3. Risk Profile has been mapped that exist in each of the Company's activities.

RJP arranged for a minimum period of 5 years and must be made adjustments / improvements on an ongoing basis based on changing conditions of a long-term plan targets, the condition of the effectiveness of internal controls, the condition of the trend deviation and risk profile of each of the Company's activities will be the object of the audit. Preparation of RJP should include some information, among others:

1. The name of the object to be a priority in monitoring for any period during the term of RJP.

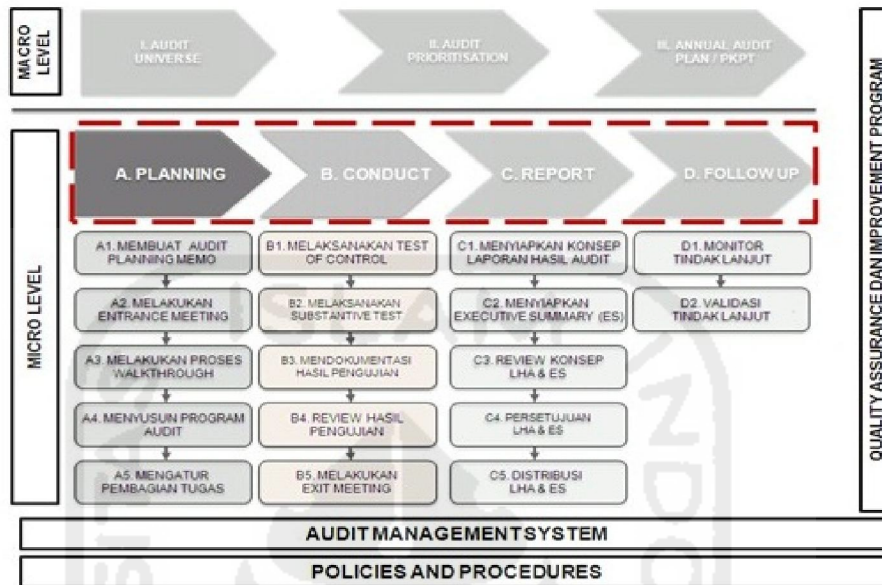
2. The number of objects that take priority in monitoring for any period during the term of RJP.
3. Goals / objectives to be achieved for any monitoring object specified in RJP.
4. The reasons / justifications underlying the determination of object supervision in RJP.

RJP proposal prepared by a team led by the Audit Manager Planning, Development & Support (APDS), to be submitted to the VP field and CAE. The proposal was then submitted to the President for feedback and approval

III. SHORT-TERM PLANNING

To guarantee that the implementation of the internal audit activity is effective, it is necessary to develop short-term plan to be referred as the Program Kerja Pengawasan Tahunan (PKPT) with a term of 1 year. To implement the methodology RBA in macro level, internal audit need audit universe to use as a basis for prioritization audit that will be poured into PKPT. Every part of audit must be planned very carefully, because without knowing the process such as in business risk process and knowing the priority of it, the audit could lead to ineffective work of audit. So every step in audit is very important and must be followed. The planning process in the micro level will be explained step by step later. Illustration on RBA methodological framework of macro level can be seen in the following picture below.

Picture 4.2 Macro level RBA



(Pedoman Pengelolaan Fungsi Internal Audit, 2011)

Before the explanation of micro level of RBA method, it is important to know there are 3 macro level of this system those are:

a) Audit Universe

The purpose of the audit universe is to facilitate the determination and selection of areas and locations that can be audited for PKPT. Audit universe developed in line with the current business process structure (refer to Decree No. Kpts-11 / C00000 / 2007-SO regarding Business Process Mapping PT Pertamina (Persero) arranged one time. Audit Universe renewed if there was development of business processes PT Pertamina (Persero) and potential changes in the operations and risks. The whole personnel of the Internal Audit are responsible for the Audit Universe to ensure that due process is still relevant and reflect PT Pertamina (Persero). Audit Universe which has been refurbished must be approved by the Chief Audit Executive (CAE).

b) Audit prioritization

Audit Prioritization is a process of identification, selection and prioritization of auditable areas to be included in the Annual Supervision Work Program (PKPT). Priority rating audit conducted based on quantitative and qualitative rating. Rating quantitatively assess by the management / owner while the process of qualitative rating assessed (in line with a bunch of predetermined criteria) by the management / owner and Internal Audit process. Priority audit is conducted each year by considering the changes that occur based on the criteria in quantitative and qualitative rating.

Prioritization audit is done by considering the number of audit conducted by the Internal Audit of human resources that is limited so, not all auditable areas contained in the audit universe can be audited within a specified time period, audit priority process is done by considering:

- Feedbacks from the SVP / VP / Manager function of the focus of the current management and business needs.
- Input from the Risk Management function of the company's current risk status.
- Financial materiality and the financial impact on the area to be assessed.
- Audit findings and in particular on the results of the audit significant and detrimental.
- Area and processes that have weaknesses in control.
- Regulatory requirements and compliance.
- Independent opinion of Internal Audit to areas deemed high risk and it is important for the organization.

c) Annual Audit Plan / Program Kerja Pengawasan Tahunan (PKPT)

1. PKPT is the election and appointment of the audit assignment after doing an audit and analysis of the object priority calculation weekday / man-days available. The results of the audit priorities form the basis for the preparation of PKPT. The following criteria into consideration in the selection of auditable areas that will be included in PKPT:

- a. The number of man-days available in Internal Audit, taking into accounts the capabilities of the existing staff and experience in each department, for a period of audit, as basis in determining the number of auditable areas that can be implemented in the period.
- b. Frequency of audit an auditable area - categories of interest rate, which is obtained based on the final value of the calculation of quantitative and qualitative rating, a guide for Internal Audit in determining the frequency of audits on an auditable area.
- c. Audited by Other Assurance Functions - Other Assurance function when conducting an audit of a process (eg, the International Standards for Organization (ISO) and the Internal Audit can draw conclusions and confident on the audit results, do not need to prioritize auditable areas. Previous audit experience, especially for areas with constant control weaknesses, Internal Audit is allowed to do a re-election on auditable areas.
- e. Significant new development at PT Pertamina (Persero) to change the mapping of risk within the organization so that the Internal Audit need to redefine the focus and resource allocation plans.
- f. As part of PKPT, Internal Audit may consider auditable areas that are not rated as follows:

Table 4.1 Unrated Audits

Area – area audit that unrated	Definition
Specific Audit /ad-hoc	Audit Committee / management can request ad-hoc audit / special under consideration - certain considerations / changes on the business operating environment
Audit subsidiaries and its business process	Audit of subsidiaries in which PT PERTAMINA (Persero) in control and majority ownership. Some of the criteria that need to be considered when going to perform assurance for the subsidiaries include, among others: <ul style="list-style-type: none"> • A shortage of information / confidence of the subsidiaries Internal Audit • The existence of huge losses • Increased operational and financial issues
Joint Venture Audit/Producers Audit	An audit was based on a joint venture such as the form of Joint Operating Body - Production Sharing Contract. Audits can be performed simultaneously with parties outside the Internal Audit function PT Pertamina (Persero), which has the rights and interests over the auditee

(Pedoman Pengelolaan Fungsi Internal Audit, 2011)

Note: These criteria serve as a guide for the final selection of auditable areas. In accordance with the circumstances, Internal

Audit can use professional assessment in auditable election areas. Based on the above criteria Internal Audit chooses auditable areas for three years. The first year is an actual plan to be executed, while the second and third year in the form of estimates.

2. CAE has the authority to determine whether consolidation is appropriate PKPT proposal covers all existing business processes.
3. PKPT that had been developed should get input from the Audit Committee and approval by the Director.

d) Rolling Forecast on PKPT

PKPT need to be monitored and updated periodically to reflect changes that occur.

PKPT changes can be done by three things:

- a. Requests by the Board of Commissioners, the Audit Committee, the Board of Directors or management.

If the request is valid, VP Internal Audit determine the exact time of the audit request. VP Internal Audit for approval of CAE prior to conducting the audit. CAE determine whether the requested audit should be done immediately. The things that are important / urgent can be:

- Audit investigations; and
- The drastic changes to the operating environment (eg, new acquisitions).

If the request is invalid and the request may be additional PKPT current year, then the request is rejected. The reasons for refusal are given to the applicant.

- b. Changes to the risk profile, the environment, and the company's strategy of PT Pertamina (Persero). PKPT can be considered to be revised if the management of the Internal Audit saw significant changes on the risk profile, the environment and corporate strategy. This is done to keep the role of Internal Audit up to date with the changes in the company's business
- c. Delays assurance assignment caused by the auditee
If the auditee cannot be contacted or met for the assignment,

especially for assignments that are assurance, it is necessary to rescheduling assignment that had previously been scheduled in PKPT.

e) **Work Plan Budget/ Rencana Kerja Anggaran Perusahaan (RKAP)**

Budget oversight include a budget plan that reflects / displays a budget plan that is realistic and is based guidelines / budget procedures applicable to PT PERTAMINA (Persero).

B. IMPLEMENTATION OF INTERNAL AUDIT FUNCTION TASK

I. ASSURANCE SERVICES

1. Assurance activities are undertaken by the Audit Team with a lineup consisting of Responsible Party, Trustees, Chairman and Members, with the following conditions:

Table 4.2 Audit Team

Structure Audit Team	Executor
Person in charge of team	VP Internal Audit
Team supervisor	Manager Internal Audit
Team leader	Senior Auditor
Team members	Auditor Junior Auditor

(Pedoman Pengelolaan Fungsi Internal Audit, 2011)

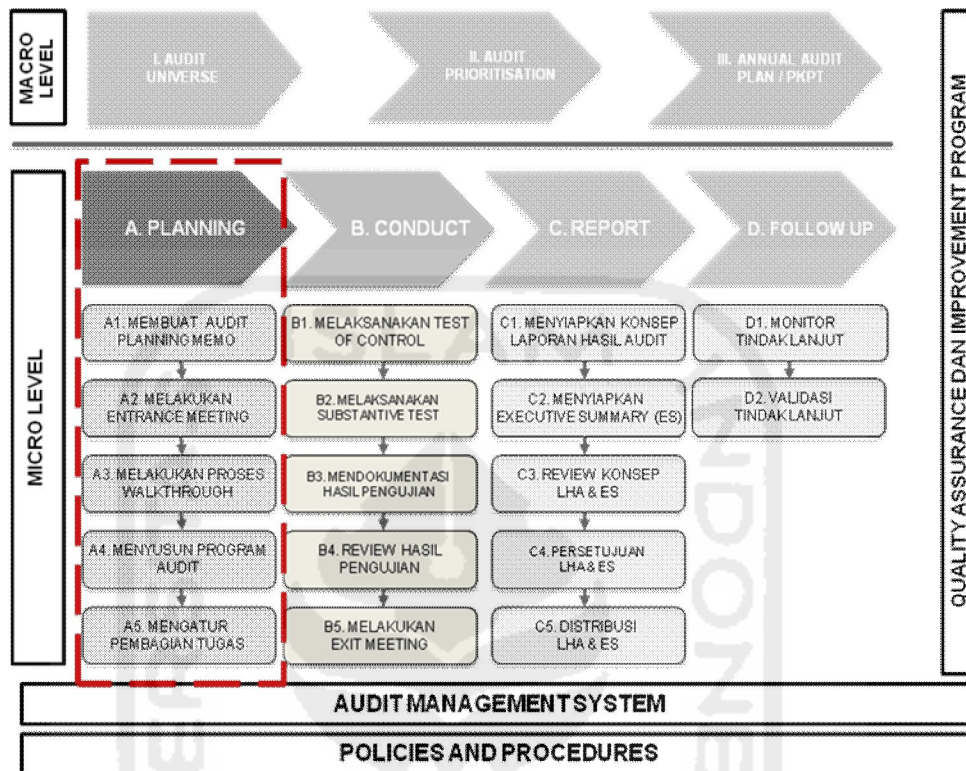
2. Writing names of workers involved in the Audit Team Audit Planning Memorandum document and warrant, must be equipped with a professional degree / certification has been obtained (eg, CIA, CISA, CFE, QIA, etc.).
3. CAE commission to carry out the monitoring on the assignment of assurance made by VP and Manager of Internal Audit along with other auditors.

4. CAE has the authority to determine the implementation of the assurance activities of a business process activity.
5. Internal Auditor directly involved in the provision of consulting services was not allowed to perform assurance in the same object at least (one) year.
6. Assurance activities are classified as follows:
 - a. Operational, covering operational assurance for all activities that aim to improve the efficiency, effectiveness and economical achievement of corporate goals.
 - b. Financial, includes assurance activities related to the financial statement presentation.
 - c. Compliance includes the assurance of compliance with regulations / conditions applicable in the operational and financial activities.
 - d. Information Technology includes assurance for the company's information systems.

1. PLANNING OF RBA/ ASSURANCE

This task of audit which will be the first of stage in RBA methodology which are consist of planning, implementation or conduct, report, and then follow up and monitoring. This stage is very important because when planning audit they should know business process and decide the object of audit by test of control.

Picture 4.3 Assurance Planning



(Pedoman Pengelolaan Fungsi Internal Audit, 2011)

Planning assurance includes the following activities:

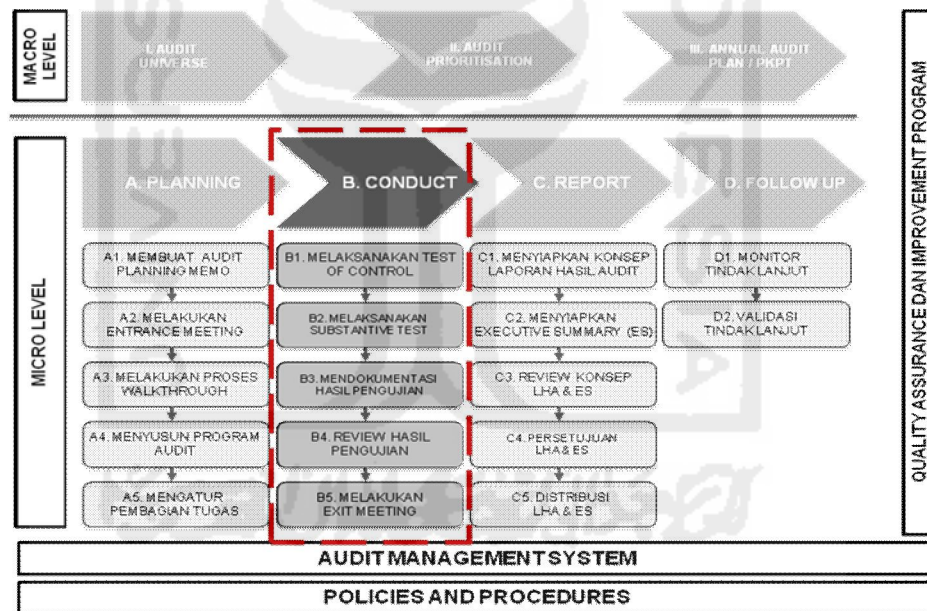
1. Preparation of the Audit Planning Memorandum (APM) which is sent to the management no later than 3 business days prior to the meeting entry.
2. Implementation entry meeting with the auditee to do in the beginning of each audit and documented. Entry meeting was attended by Audit Team (supervisor, chairman, and members of the Assurance Team) and the management of the respective business units.
3. Implementation of the walkthrough process to gain an understanding of the business processes that made the object of assurance. The results are

documented in the form of Narrative walkthrough Documentation, Business Process Model, and Risk & Control Matrix.

4. Establishment of Audit Program that contains the steps necessary to carry out testing of control effectiveness of business processes becomes the object of assurance.
5. The division of tasks to team members to carry out an audit program that has been compiled.

2. IMPLEMENTATION OF RBA/ASSURANCE

Picture 4.4 Assurance Implementation



Implementation Assurance includes the following activities:

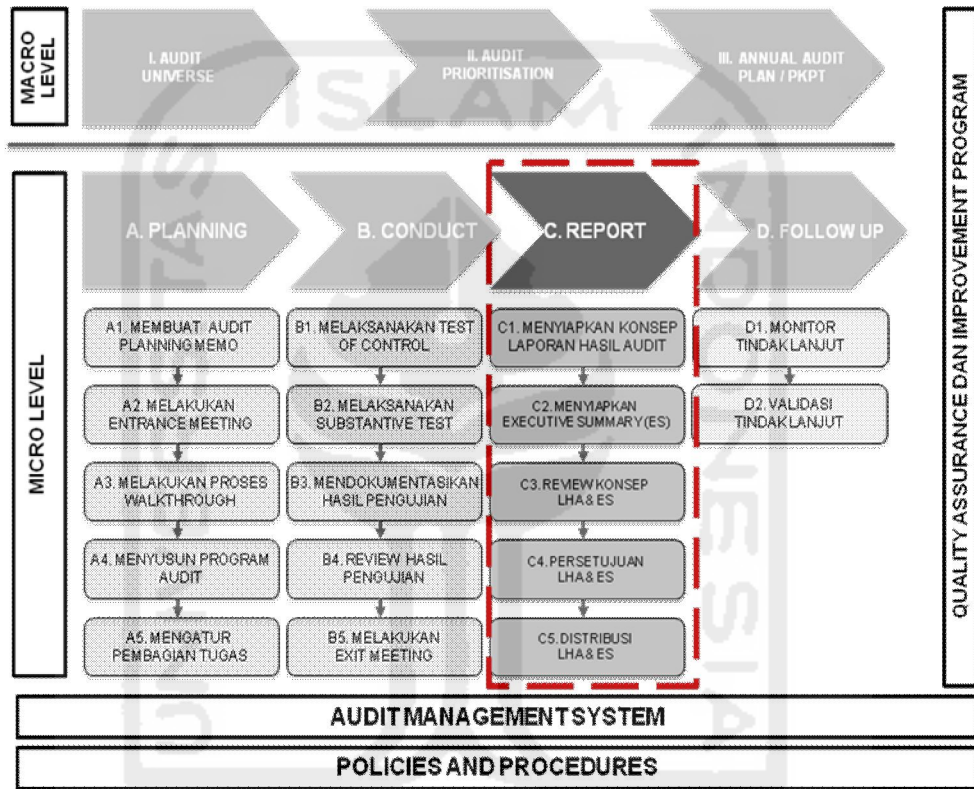
1. Implementation test of control appropriate audit program, including:
 - a. Determination of the test sample. A detailed explanation of the selection and sampling can be seen in the TKI Sampling Audit No. C-003 / J00000 / 2011-S0.

- b. Testing of attributes controls in the samples have been determined, to assess the effectiveness of the control design.
2. Implementation of the corresponding substantive test audit program, include the Test of Details, such as testing to detect the occurrence of the risk caused by control weaknesses.
3. Documentation of test results in the form of Electronic Working Papers (EWP) which includes such as:
 - a. Documentation of the implementation of the audit program;
 - b. Documentation of test results;
 - c. Issue supporting documentation obtained from the test results;
4. Conduct a review of the test results and supporting documentation conducted in phases by the Chairman, Supervisory, and Responsible Assurance Team.
5. Implementation of the exit meeting with the auditee, conducted at the end of the implementation of the assurance. Exit meeting was attended by Audit Team (person in charge, supervisor, chairman, and members of the Audit Team) and the management of the business unit which became the subject of assurance. The materials covered in the exit meeting are as follows:
 - a. Conclusion form of assessment (score) the effectiveness of business processes becomes the object of assurance;
 - b. Issue / Area of Improvement identified based on the results of the test;
 - c. Recommendations every issue identified for follow-up by management.
 - d. Action Plan (action plan) or corrective actions that need to be done by the management and the target completion.

6. Exit Meeting Minutes Documents are stored only by personnel in charge of Team, does not need to be distributed to the auditee.

3. REPORTING RESULT OF ASSURANCE/RBA

Picture 4.5 Reporting Result of Assurance



Pedoman Pengelolaan Fungsi Internal Audit, 2011)

The reporting results of assurance includes the following activities:

1. Preparation of draft Audit Report which contains minimal objectives, scope, results and conclusions of the activities of assurance in the form of scores and an opinion on the internal controls of business processes that become the object of assurance.

2. Preparation of Executive Summary which contain at least one conclusion (opinion) the results of assurance, recapitulation management issues and action plans, and important matters related to the results of assurance that require attention of the Director and the Board of Directors.
3. Implementation of a tiered review of the draft Audit Report (LHA) and the Executive Summary to ensure the quality of the report before it is distributed.
4. Signing of LHA by Responsible Audit Team and the signing of the Executive Summary by CAE prior to distribution.
5. Distribution of LHA and Executive Summary just done in hardcopy to the relevant authorities as follows:

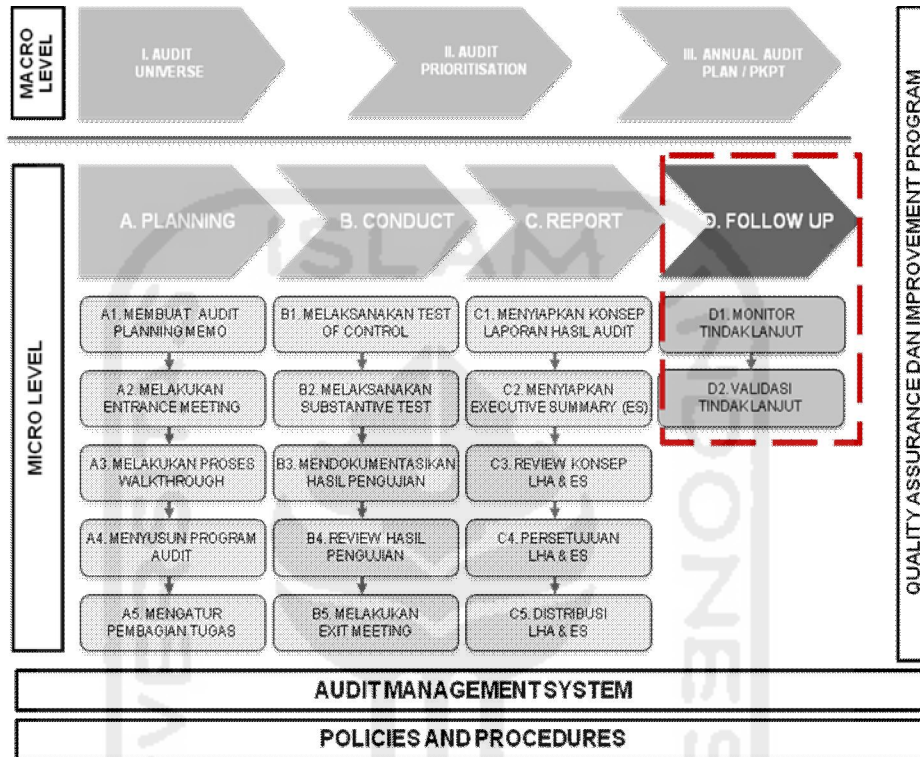
Table 4.3 Authorities

Document	Distribution
Audit Report Result	<ul style="list-style-type: none"> - Officer equivalent VP or SVP (as needed) - Director
Executive Summary	Chief Director

LHA and Executive Summary published no later than 10 (ten) business days since the implementation of exit meeting.

4. FOLLOW UP & MONITORING ASSURANCE/RBA

Picture 4.6 Monitoring & Follow Up Assurance



(Pedoman Pengelolaan Fungsi Internal Audit, 2011)

Monitoring of results includes following activities:

1. Monitoring follow-up on the recommendations of assurance results conducted periodically to ensure that the management / auditee has to take remedial action on control weaknesses effectively and in accordance with the agreed targets in the exit meeting.
2. After getting information about the actions taken by management, the Audit Team must perform validation on the follow-up to determine the status of completion of the follow up actions.
3. Issue stated "not actionable" is the issue of the status of "Agreed by Management".

4. To issue a status of "Disagreed by Management" reported separately to the attention of management.

The main function of IA in PT Pertamina is implementing assurance service which is using Risk Based Audit Methodology. But in several occasions Internal Auditor also have to consult with the client, and also perform investigation that is necessary to fulfill the internal control in the company.

4.1.4 GCG PERTAMINA

4.1.4.1 Development of GCG in PERTAMINA

In PERTAMINA Good Corporate Governance (GCG) practices historically based on some practice from all over the world, there are so many cases that make development of GCG increase to make the company work well:

- Restructure of Corporate Governance through structuring capital markets in the US with the establishment of the Capital Markets Act 1933 and SEC Act 1934.
- Saving & loan crisis in financial institution in the US in 1980s.
- Scandal at the Bank of Credit and Commerce International (BCCI) for committing illegal transactions, which finally exploded in 1991, and derivative transactions uncontrollably at Barings Bank in Singapore branch that eventually undermined the company in 1995.
- And last and mostly known case : the case of accounting manipulation and lies to the public at Enron Corp., WorldCom,

Qwest in the US, and in Indonesia (QSAR, Bank Century, Bakrie Insurance

- There is also development from The World Bank, the Organization of Economic Cooperation and Development (OECD), and business associations actively engaged in interstate movement of change towards good corporate governance.
- And Establishment of National Commission for Corporate Governance by the minister (Kep-10 / M.Ekuin / 08/1999) to formulate national policies for the realization of GCG in Indonesia
- Also GCG development rules in the SOEs, State Owned Enterprises Minister through Kep-117 / M-MBU / 2002 dated August 1, 2002 apply to SOEs Testament, Perum and Persero replace Kep-23 / M-PM.PBUMN / D / 2000.
- SOE Act No.19 / 2003.

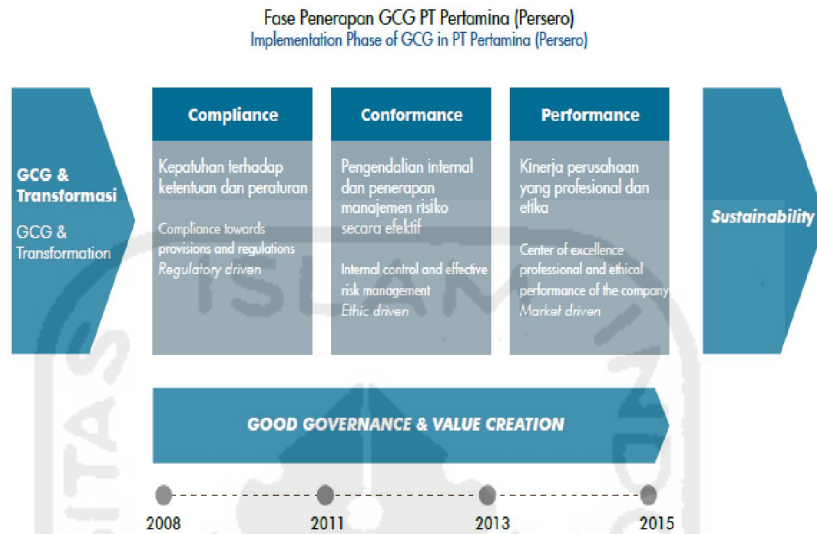
The improvement of the company program from the GCG is also stated in the annual report of this company. Related GCG implementation, one improvement is done in the supervision of important transactions in the Company conducted by Function of Compliance, in accordance with provisions contained in Letter Minister of SOE No. S-528 / MBU.S / 2013 dated October 28 2013 on clean SOEs (PERTAMINA, 2014).

Furthermore, Application of the Principles of Governance itself in PERTAMINA also using the government act that regulate clean practice in government SOEs. It is stated in Regulation No.PER-01/MBU/2011 dated 1 August 2011, which correlated the State Minister of SOEs Regulation No.PER-09/MBU/2012 dated 6 July 2012 about Implementation of Good Corporate Governance in State-Owned Enterprises, which are:

1. Transparency, which stands for openness in decision making processes and in revealing material and relevant information about the company.
2. Accountability, which reflects clarified functions, organ implementation and responsibilities so that the company can be managed effectively.
3. Responsibility, which is conformity by the company's management to laws and prudent corporate principles.
4. Independency, which is the condition where the company is managed professionally with no conflict of interests and influences/pressures from any parties that do not conform to laws and prudent corporate principles.
5. Fairness, which refers to justice and equality in fulfilling the rights of Stakeholders derived from agreements and laws.

In this company development of GCG also rapidly increase from year to year to increase the health of the company, and clean company practice that also conformance with the regulation and policy in the company, so PERTAMINA make their road map to maintain the value of clean company. The road map of GCG is also in accordance with the Letter of the Minister of SOEs No.S-528/MBU.S/2013 dated 28 October 2013 to meet the criteria of compliance in the management function also stated in the phase that the phase of the roadmap focused on alignment of ethics and professionalism as one of many performance indicators also to achieve company sustainability of GCG implementation.

Picture 4.7 GCG Roadmap



(PERTAMINA, 2014)

This company also holds values as company commitment to realizing the vision and mission based on global standards and Good Corporate Governance implementation. These values also become company workers guidelines for all employees in the running of the company. Hence, in this company GCG is synergized from company's internal function, such as, the Board of Commissioners and the Board of Directors, Internal Audit, Legal Counsel and Compliance and other relevant functions.

GCG, in the implementation, has relation with company as a big frame which has several parts. In the broader view CGC also has effect from inside and outside the company. From Inside Company the small area of GCG consists of Stakeholders, such as board of commissioners, board of management and Shareholders meeting. Management or people who are working to implement the purpose of the company also relate to the field of work and become responsible to implement the value of GCG

to make this company move forward and get more profits. However, some policy, financial regulation, government, creditor, supplier, and also customers as external factors of a company also have great impact of the implementation of GCG. This company has to obey the rules and to comply with the principles and regulation from government as the highest regulator especially because this company is SOEs company.

The implementation of GCG focused is on the main organ in small area inside the company, as mentioned before. Nevertheless, focusing on this area is useless if it is not supported by good corporate management. The management must implement systems and procedures related to the policy and guidelines to increase company GCG values. In this focused area, supporting organ such as board of commissary committee, corporate secretary, and auditor also has important role because they are in the field and have to maintain company values also quality to be presented in financial report. The internal auditor as the line of defense in the company must help the company to continuously evaluate company operation so that it will become efficient and effective. Internal control auditor act also has to comply with new standard and procedures so company internal control will improve continuously. New paradigm in Internal Auditor nowadays make internal auditor take part as department that give assurance, consultation, evaluation and improvements of risk control and governance process. Every part of the company values in GCG must be filled if the company wants to increase their profit, because from clean practice and good governance company, effective and efficiency of the company will improve.

4.2 INTERVIEW ANALYSIS RESULT

Respondent I

Name : Teuku Umar Usman

Position : Internal Audit Manager Refinery & Marketing Sumbagut
(Sumatera Bagian Utara)

Analysis : (transcript attached)

From the result of the interview, there are some area of work or function division in PT PERTAMINA. internal audit manager in an area is supervising some provinces in Indonesia. For example, IA manager in Sumbagut area is supervising some provinces from Aceh to Riau. Respondent said that auditor role is to run audit that is related to Government, Risk, and Control or (GRC). Then, auditor will evaluate and identify governance which exists in the company. Then auditor run risk management evaluation. From the theory of three lines of defense internal auditor also have part in it. First line of defense is management, second line is risk management which has separate division in the company, and third line is auditor. The function of auditor is to run audit and to evaluate operational, finance, and also investigation. While, the important role is to do operational audit related to effectiveness improvement and operational efficiency of the company. Some auditor in this company also must have some certification that is required for junior until senior auditor to increase professionalism. Some professional and continuous courses are also held to improve the knowledge of the auditor.

In PERTAMINA there is some general guidance, there is also TKO and TKI for the procedures for individual and organization to be implemented. And manuals or guidance of IA in this company used risk based audit method. The work of auditor from preparation, planning, implementing, until monitoring used risk based audit. Risk based audit

focuses on auditing the area which has higher risk. In the planning of audit also there will be considerations from focus of the management to make annual audit plan. And every year auditor has to make annual audit plan or supervision program using the risk based management system, from risk mapping from high risk, middle to low risk. For the high risk there will be annual audit, middle risk level will be audited every 2 or 3 year, and small risk will be audited every 3 year or more. The guidance will be updated if there is update in the country and international, and this company is refers to the guidelines of IPPF (International Professional Practice Framework).

This company started using risk based methodology in 2008 when they are doing transformation to make audit more efficient and effective that focusing to the area which has high risk, according to IPPF. This guideline also accepted in international for the practice of risk based audit, and PERTAMINA which have goals to be the world class national energy company used the best practices to achieve it. In the old system audit investigation is have big role, but inefficient. . This traditional audit, as a watchdog, will check every problem that happens, but sometimes more problems arise and arise. The company do not want to get some findings like that, so the new method, risk based audit which is focused on high risk is required to achieve organization goals in effective and efficient ways. The benefit of using this method is more focus to the area that has problem and has significant influence to the company. So if there are findings especially from the high risk, the system and procedures will be improved more stringent. Respondent said that the stage of risk based audit from planning is preparing preliminary survey, for preparation. This will be occurred when running audit deep and detail, and then plan the audit. Every year auditor make annual audit plan, and then it will be used when run the audit, then making the assignment letter, audit purpose, objective and scope for the audit. In the planning of audit they also have to map every step of operation. The areas that have high risk will be the auditor

focus. In step of audit report the higher risk will be explained to find out which findings have significant impact to the company.

Some obstacle in running this method is coordination with the ERM division who make risk mapping that is not finished, so auditor improve it or use last year mapping. The competency of every worker which still needs improvement with the manuals in the company can be improved through TKO and TKI. From the operational and governance of the company it has significant influence after the implementation of risk based. We can prove it by the GCG score of PERTAMINA which has more than 90 percent. It is also proved that operational of the company improves, and internal audit systems also improves and help the company in make good corporate governance. The process of GCG itself from transparency, responsibility, independency, accountability and fairness are implemented very well. It can be proved also from the score of GCG which always increased from year to year. Moreover, every step of GCG is implemented very adequately based on the procedures and policy in the company.

Respondent said that it is hard to decide what is deficient in the practice of GCG in company because every division in this company is working hard on the transformation to achieve company goals. Transformation is done in every sector, like if the company is not transparent before they are improving the transparency. If company are not really responsible of the company asset, it must be fixed, the other also must be fixed, administration fixed, until report and financial report will be fixed. PERTAMINA as SOEs also ruled by the government so if the government want the price of fuel rise, then it will be rise. And if government want dividend company gives dividend to the government. So it will be hard for this company to invest more, because there is influence from the government.

Internal control in this company is said better and implemented well because every procedures and guidance always updated. There is also quality assurance program that is running, GCG which is always improved from year to year, but the ERM need more improvement and fixation because this division is new and still developing but, there is improvement from year to year in every part of internal control. Every control in the management runs well with the evaluation of internal auditor so that internal control always improves. Internal auditor also have role as strategic business partner that gives more added value in the company.

In short, it can be inferred that risk based audit methodology in internal auditor improves operational of the company that also improves internal control. And the improvement of internal control in operational also increase good corporate governance score that always increase in PERTAMINA.

Respondent II

Name: Muhammad Nirvan

Position: VP Internal Audit Upstream Gas & Newly Renewable Energy

Respondent explained that as an entity there must be auditor. An auditor is a must in a company, and related with policy and constitution audit function is to audit the company to achieve certain goals, to escort company to achieve their goals. And in the process, audit also gives recommendations and suggestions to the company activities. So audit function literally gives value added by running assurance and consultative services. Minimum requirement to be internal auditor in this company is having Qualified Internal Auditor (QIA) certificate that also held in PERTAMINA for fresh graduate. There are many certificates in the internal auditor such as QIA, CIA, CISA, CFRA, and etc., but it is not

easy to get one. By the course of certification internal auditor knowledge and capabilities are tested and improved. Those certifications also needed to run audit that is more complex and based on policy and procedures to run audit.

In the process of audit there are some policy and regulation in running audit and PERTAMINA always update the guidance for that, and using the best practice that is referred to IIA. Every system and guidance in internal audit of this company referred to that practice to run supervision in the company, there is also audit management system (AMS) which support the assurance and consultative service is also used for managing the system of audit by end to end business process in assurance and consultative in the system. Guidance in PERTAMINA such as in internal auditor best practice established in IIA always being update to the company guidance, so company adjust to best practice that is exist to update. And it is also adjust with the business process exist in the company. Procedures of this company also run well and updated by the conference which is done every year to applied best practice. The conference are held national and international also make material and knowledge of company increased so this company can adopt best practice to be implemented.

Every method in audit is looking to the process of business in the company, and for running the audit guidance used risk based audit (RBA) that is regulated systematically to run the audit. Every audit will be run must consider the input from management and top level management that will be used for implementing the audit. From planning, making audit memo, until reporting in auditing is systemized in the audit management system. Conversely, audit is not running to all business process because of lack of human resource and very big business process of the company, indeed RBA is needed. In RBA auditor focus of higher risk so that it can

be mitigate in order to achieve organization goals. The RBA processes is done by mapping from the ERM and then get input or recommend from management, and from audit findings that always appeared and has significant influence, auditor make annual audit plan.

The Respondent said that RBA implementation should be centralized because there are so many business process and business area in the company. It makes inefficient for work because needed more auditor. However the decentralized system, which is implemented in this company, also has weakness because of small amount of people. On the contrary board of director do not want more people to work because of the limited budget of the company. It creates problem such as the headquarter need workers, then take workers from other area and vice versa. It also happens in the subsidiary companies because many of them are lack of auditor, and they take people from headquarter. That condition make internal auditor has overlapping task.

Every company needs control in every sector, and then internal auditor is one of it. And RBA that used by internal auditor of course helping the company to control the entire activities and make performance and governance of the company improve. Company need good corporate governance (GCG), to make people comply with the policy and regulation, but it cannot be done only from the company itself. Every stakeholder and environment also needs to cooperate to make the GCG better, but in the implementation there are so many factors that hamper it. Company need to cooperate and have relationship with other interested people and relationship with others sometimes make more problems. Relation with other entities in the work sometimes not according to the rules, such as when doing work there are still entities not pay the appropriate fare, and some paying tips to make work better. So the GCG is not well

implemented, because there are still practice like that in the companies around us, and that's make PERTAMINA hard to implement the GCG.

The score of GCG in PERTAMINA is more than 90 percent, that is very high, but the probability of the bad practice in the company such as corruption and nepotism still exist. It can still arise because the sanction and reward in the company are not well implemented. Respondent also said that in practice of GCG there is guidance and rule about workers which said that they must communicate every bad behavior or practice around the company. Worker also must not get parcel from anyone or get anything as payment from other parties, in every form, and conflict of interest must be avoided in every work. There is also integrity pact that stated every worker around PERTAMINA would not get bribe and make GCG in this company better. Respondent explained that company is transparent if looking from overall, but there is still little business that is not transparent enough such as licensing of business for example the build SPBU still not transparent, which means still need improvement. Some vendors also has some practice in PERTAMINA such as there are entrusted people freely come in company sometimes still exist. But from time to time there are some improvements because if internal audit find this practice it must be given sanction to the workers that is not fair like that. As a company there is reward and punishment in the implementation, but in the end management who will give the decision to punish workers that done that practice.

PERTAMINA do not declare about internal control over the company, because there are many findings that is still need improvements, need more or need to be terminated. RBA in this company is also done in case per case, so it cannot be concluded effectively, but every case has its own score whether it is good, average or bad. GCG are not only made from the internal control or from auditor only but from all workers around

PERTAMINA to make it better. To make GCG better there must be support from all division, internal control, IA, stakeholder, and everything that help company to improve their GCG. Without help from every aspect in a company, environment, and stakeholder it is very hard to achieve the GCG. So, not only from internal auditor that can make GCG improved but also from many aspects.

4.3 QUESTIONNAIRE

Internal control in the company has big impact to the company culture also to maintain company sustainability. Without internal control some bad practice like corruption, collusion, and nepotism. Researcher wants to know the implementation of internal control of this company through respondent from PT PERTAMINA which is known better in the governance system or control system. Good governance and internal control in this company is the best from other SOEs in Indonesia. To know the implementation researcher take some division in this company especially internal audit to be the respondent of the research. Internal audit and good corporate governance will be analyzed through the questionnaire that will be spread to some division.

4.3.1 Respondent Profile Analysis

From some division questionnaire will be spread randomly to get the data reliability for the research. Researcher chooses 30 respondents to fulfill the questionnaire. They will be asked some questions to know implementation of risk based audit (RBA) and its impact to good corporate governance (GCG). Before analyzing the impact through questionnaire, we need to know respondent profile that will answer the question given for research. Profile of the respondent is different from one to another. Profile will be classified from age, sex, educational background, and position in

the company. Description of respondent classification showed in the table below:

Table 4.5 Respondent Profile

Description	Frequency	%
A. AGE		
1. 22-29	7	23,33
2. 30-39	6	20
3. 40-49	11	36,67
4. 50 ≥	6	20
Total Respondent	30	100
B. SEX		
1. Male	26	86,67
2. Female	4	13,33
Total Respondent	30	100
C. EDUCATIONAL BACKGROUND		
1. S1	23	76,67
2. S2	7	23,33
3. S3	0	0
Total Respondent	30	100
D. HAVE BEEN WORKING		
1. 1-5 year	10	33,33
2. 6-10 year	4	13,33
3. 10 > year	16	53,33
Total Respondent	30	100
E. POSITION		
1. Internal Audit Division	7	23,33
2. Risk Management Division	7	23,33
3. Human Resources Division	5	16,67
4. Finance & Business Division	5	16,67
5. Operational Division	6	20
Total Respondent	30	100

From the table it is described that in PT PERTAMINA especially in area Sumbagut workers are dominated by man compared to woman. And the range of people work in this company is between 30 to 49 years old.

Workers in this company have many diverse educational backgrounds and few people in this company have post graduate degree. It is showed in table 4.5 that around 4 people have graduated from post graduate program in the university. It can be seen from the time of work in the company, there are many people who are work for more than 10 years. From the table it can be inferred that average of PT PERTAMINA workers have been working more than 10 years. It means that people working in this company are professional and capable because they had many experience in the field.

Furthermore PT PERTAMINA area Sumbagut workers also differ in some division. Researcher gets data from several divisions as follows: a. 7 people of Internal Audit division, b. 7 people from ERM division, c. 5 people from HRM Division, d. 5 people from Finance & Business Division, and e. 6 people from Operational Division.

4.3.2 Analysis of RBA Implementation in PT PERTAMINA area

Sumbagut

Researcher wants to explain the perception of RBA implementation analysis from respondent in PT PERTAMINA (Persero) area Sumbagut to know the implementation of policy from company workers. RBA in PERTAMINA follow international standards and also updated every year to be implemented. As mentioned before RBA is method which is used to audit the company according to the level of risk, more prioritize the high level risk to be audited. And in the implementation of RBA there are 4 steps in implementing the RBA such as planning, conduct, report, and monitoring. Researcher will analyze the implementation through questionnaire from the first step to the last as follows:

1. Planning

This stage is when internal auditor preparing the method for the implementation, assessment or any evaluation needed to run audit. The chief of internal auditor established RBA plans to determine the priorities of internal audit activity, consistent with the organization goals. IA must follow guidance and policy of the company so company will achieve the goals. In the planning stage management have many perceptions to IA division to plan the audit method for running audit because the management will be audited. The planning stage is so complicated because auditors have to prepare the strategy and focus of IA to the management, time and process of business that will be audited and more complex to be prepared. Internal Auditor role in respondent perception will be analyzed in the table:

Tabel 4.6 Planning of Risk Based Audit Analysis of PT PERTAMINA area Sumbagut

No	Question	Answer		Total Respondent
		Yes	No	
1	Dalam membuat annual audit planning, internal audit telah mempertimbangkan strategi bisnis dan tujuan bisnis yang akan dicapai perusahaan	29	1	30
2	Dalam membuat annual audit planning, internal audit telah mempertimbangkan resiko kegiatan, bisnis ataupun fungsi yg diaudit berdasarkan Risk Management	25	5	30

3	Audit Planning telah dilaksanakan dengan baik sesuai dengan pedoman dan prosedur yang berlaku di perusahaan	26	4	30
4	Risk Manajemen telah mengidentifikasi dan memetakan resiko bisnis sebagai bahan audit plan	25	5	30
5	Dalam membuat annual audit planning, internal audit telah mempertimbangkan masukan dari manajemen	29	1	30
6	Dalam membuat audit planning, internal audit meng-identifikasi internal control yang berkaitan dg proses bisnis	22	8	30
7	Dalam membuat audit planning, internal audit menyusun Risk Control Matrix.	26	4	30
8	Dalam menjalankan planning, Internal audit menentukan area yang akan menjadi prioritas audit	29	1	30
9	Auditor telah mengembangkan audit plan dengan baik dan sesuai pedoman dan prosedur yang berlaku	21	9	30
10	Auditor membuat audit planing memo untuk perencanaan audit.	30	0	30
Total		262	38	300

From the table 4.6 that explained about respondent perception in the planning of RBA methodology, internal auditors run the planning and prepare the strategy well. It can be proved that most of respondents in the company agree of internal auditors work explained above in most of the question. It means that planning stage in internal audit run smoothly to make company efficient and effective to achieve company goals. In the planning stage, internal auditor make annual audit plan which consider business strategy and goals of company, answered (yes) by almost all respondents. Second question of planning is about internal auditor must consider risk of business from risk management in making planning of

audit 25 from 30 respondents said (yes). Internal auditor also complies with the policy and regulation in the company in running planning audit. Also identified and mapping the risk of management well, which respond (yes) from most of the respondents.

The planning step of RBA methodology almost all run by the internal auditor. Management and some division in the company run well because in the planning stage internal auditor identified the internal control that is related with the process of business. In the questionnaire some people (8) said no that internal auditor has to identify internal control related to the business. Management are also involved in the planning stage to discuss the auditor role to the management and agreed by all management and division. From that answer it can be seen that some people do not agree because control in the company is also run by each of the division in the company which means they are also evaluating internal control. It can also become a problem because every people assumption, opinion, and knowledge about the task of auditor is different. The auditor task is actually to give evaluation from the internal control to improve it after run by management.

From table 4.6 it can be inferred that internal auditor has made the risk control matrix in the planning of RBA. Priority of the risk also determined well by auditor. However, some of respondents do not agree that audit plan developed by internal auditor according to the policy and regulation. It is probably cost by some technical procedures in audit such as: IA develops risk management without comply with management suggestion, identification of internal control is not well documented and some works of auditor are not following the procedures. Other problem can also arise from conflict of interest with the management because auditor has a complex task to evaluate control of the company.

All respondent agree that memo of planning audit also made by auditor in this step, which means all step also documented well. It can be inferred from the questionnaire that every step in the internal control run by auditors answered yes by many respondents in each of planning step in RBA. The score of internal audit in the planning stage of RBA will be analyzed as follows:

$$\begin{aligned} \% \text{ Planning} &= \frac{262}{300} \times 100\% \\ &= 87,33\% \end{aligned}$$

The result show that 87,33 percent of the planning stage in the risk based audit methodology is completed or run by the auditor as showed in the table. It could be concluded that RBA implementation of PT PERTAMINA area Sumbagut is very adequate or very good implemented.

2. Implementation/Conduct

Every company should have goals to be achieved, and to achieve the goals is not as easy as flipping hands. After do planning to prepare strategy for the audit and know the process and sub process specifically internal auditor run audit. After knowing the risk that is significant and prioritize it auditor run audit from the level of risk appropriately to make sure the internal control of the company. RBA conduct in PERTAMINA of course has benefit and deficiencies; it will be analyzed in table:

Table 4.7 Implementation of RBA Analysis of PT PERTAMINA area Sumbagut

No	Question	Answer		Total Respondent
		Yes	No	
11	Internal audit menyampaikan audit planning memo ke auditee untuk penugasan audit	22	8	30
12	Di awal penugasan audit dilakukan entry meeting dg Manajemen auditee	23	7	30

	utk penjelasan dan klarifikasi tugas audit			
13	Internal auditor menentukan sampel yang akan dilakukan	23	7	30
14	Di akhir penugasan audit dilakukan exit meeting dg Manajemen auditee utk klarifikasi dan kesepakatan hasil audit dan rekomendasi.	27	3	30
Total		95	25	120

This stage is where the planning meets implementation or conduct, and when the theory meets practice. The first question is answered (yes) by 22 people, but 8 people disagree that audit planning memo is delivered to auditee or people who will be audited for audit task. Entry meeting is also run by auditor with the management auditee for clarification of audit task. It also gets (yes) from many respondents, but some people disagree that entry meeting is held. It is also showed in QAIP that some auditor do not held entry meeting that must be run to clarify the audit task that will be run in management.

From the question described above, internal auditor has chosen sampling of audit agreed by some of respondent, but some people are not agree because sometimes it is hard to determined what sample should be taken for the audit. Auditor also run exit meeting with the management for clarification of audit result agreement and recommendation of audit from internal auditor. Sampling of audit sometimes cannot be measured all by the statistic and get the answer from respondent because of so many things that must be audited so there could be some miss of statistical sampling, but the last question clarification to auditee and communication of recommendation is a must. Then it can be concluded that internal auditor can run the strategy and implementation of RBA well because every step run well by internal auditor. From the explanation above and answer from

respondents, the result of respondent perception of audit report can be calculated as follow:

$$\begin{aligned} \% \text{ Implementation} &= \frac{95}{120} \times 100\% \\ &= 79,17 \% \end{aligned}$$

Result of this analysis show that conduct of RBA methodology in PT PERTAMINA area Sumbagut are very good implemented or very adequate based on procedures and policy in the company and it is 79% show that workers agree that internal audit function help management effectively.

3. Report

Report is step when the internal auditor communicates the result of audit to the interested user such as management, audit committee and board of director. Some problem maybe arises in this step of course if there are miss communications in the explanation of result. Step of report will be analyzed in table below:

Table 4.8 Report of RBA Analysis of PT PERTAMINA area Sumbagut

No	Question	Answer		Total Respondent
		Yes	No	
15	Internal audit melaporkan hasil audit dengan jelas sesuai kriteria yang telah ditetapkan pada standar audit internasional.	20	10	30
16	Dalam laporanya audit telah menetapkan hasil penilaian dan solusi dari auditor atau mitigasi & tindak lanjut terhadap hasil audit.	30	0	30
17	Laporan audit di review secara berjenjang dan disetujui oleh CAE.	24	6	30
18	Laporan hasil audit disampaikan kepada Manajemen.	30	0	30

Total	104	16	120
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According to table 4.8 respondent perception of PT PERTAMINA, some of people do not agree that auditor has made the report with the criteria of international standard in the audit. It can be stated like that because of the incompleteness of the report made by auditors like the step of audit is not clear, and the sample of audit also not clear stated in the report and etc. And then, in the report of audit, some respondents agree that auditor has set the result of assessment and written solution from the auditor or mitigation and follow up of audit results.

On the next question, the average respondents answered yes to whether audit report is reviewed periodically and is approved by chief audit executive (CAE). The last question, audit result reports delivered to the management get yes answer from the entire respondent. So from the result of respondent perception of internal audit report it can be calculated as follow:

$$\begin{aligned} \% \text{ Report} &= \frac{104}{120} \times 100\% \\ &= 86,67\% \end{aligned}$$

From the result of analysis internal auditor report in PT PERTAMINA area Sumbagut is very good implemented or very adequate risk based audit implementation in the report of RBA.

4. Follow Up and Monitoring

In this stage, any activities related to monitoring and the confirmation of recommendation status issued by auditor must be followed up as soon as possible by the management or auditee. There is evaluation of the adequacy of evidences of follow up and its validation in the audit

management system (AMS). The step of follow up and monitoring is simple as stated in the table below:

Table 4.9 Follow Up and Monitoring RBA of PT PERTAMINA area Sumbagut

No	Question	Answer		Total Respondent
		Yes	No	
19	Rekomendasi dari laporan audit yang dijalankan tetap dimonitor dan di tindak lanjuti.	30	0	30
20	Tindak lanjut terhadap hasil audit dikomunikasikan dengan Manajemen auditee dan dilaporkan ke komite audit.	22	8	30
Total		52	8	60

Table 4.9 illustrates that follow up and monitoring RBA of PT PERTAMINA area Sumbagut are done well enough. Recommendation of audit report that has been run is still monitored and followed up, agreed by some of respondents. We can see from the table many respondent give yes answer to the question. The second question which is follow up of audit result showed that it is not communicate well with the management. It can be from the time of audit result which auditor report are too long which can make ineffective work and the issue are not relevant enough to be discussed. Or auditor did not give explanation of audit result clearly to the management. But in the other side auditor have to communicate it with the audit committee first before they have to proceed the result to the management, and because of that auditor are required to work efficient and effective also as fast as possible. From paragraph above it can be inferred that follow up and monitoring RBA of PT PERTAMINA area Sumbagut are quite successful from average answer of respondent in this company. It can be calculated in percentage as:

$$\% \text{ Follow Up \& Monitoring} = \frac{52}{60} \times 100\%$$

$$= 86,67 \%$$

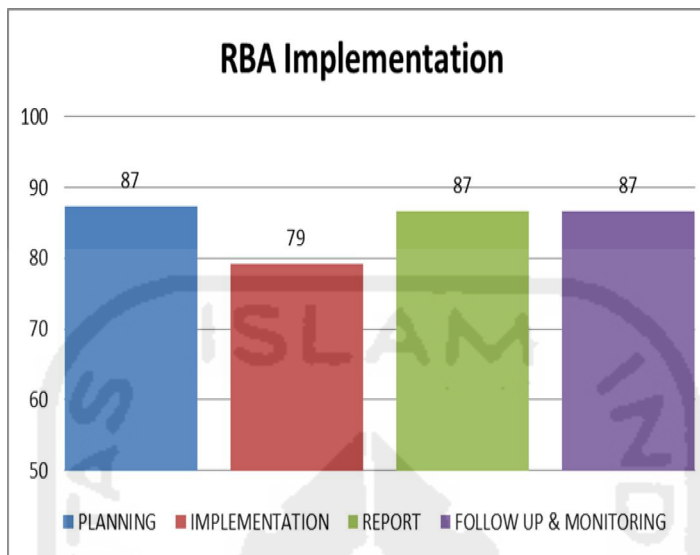
The results of analysis in follow up and monitoring of RBA PT PERTAMINA area Sumbagut are very good. It can be shown that 81% of the procedures run by the auditor.

Table 4.10 Result of RBA Analysis of IA from PT PERTAMINA area Sumbagut

No	Description	Percentage	Result
1	Planning	87,33	Very good
2	Implementation	79,17	Very good
3	Report	86,67	Very good
4	Follow Up & Monitoring	86,67	Very good
Total Score		339,83	Very good
Average		84,96	

According to table 4.10 show that implementation of RBA methodology run by internal auditor in PT PERTAMINA area Sumbagut is very good implemented, it is seen the result of the implementation of planning, conduct, report, and follow up & monitoring are very good implemented. It is mean that implementation of RBA in internal auditor is run their policy and regulation well and also follow every step and procedures in the company. Hence, of the works of auditor also need some improvement to make better internal control and evaluation done by implementing the RBA methodology.

Figure 4.1



From figure 4.1 it is illustrated that planning has the highest score in RBA, then follow by report and follow up & monitoring and the last is implementation which is the lowest. This result shows that implementation of RBA still need more improvements in order to get higher score and to give auditor better result.

4.3.3 Good Corporate Governance (GCG) Analysis

In the practice of a company of course has a conflict of interest from principal (investor) with agent (management) of the company. This theory of agency creates the system of control and theory to make the conflict become smaller and decrease. Good Corporate Governance (GCG) is systems that control the problem or conflict of interest in the company that could resolve the problem of agency is needed in every company. In the development of GCG it has 5 elements: Transparency, Accountability, Responsibility, Independency, and Fairness. Analysis in PT PERTAMINA area Sumbagut will show the implementation of GCG in accordance with the system in company as follows:

1. Respondent Perception of Transparency

In every company transparency is most important things to make a clean company practice. Transparency itself means openness in decision making process and revealing material and relevant information about the company. Every company action especially for transaction and economic activities must be revealed to user of the information such as government, creditor, shareholders and stakeholders of the company. Because, with the transparency company can control its financial. In PT PERTAMINA transparency also become important things because it is SOEs company which controlled also responsible to government. Analysis of company transparency from respondent perspective showed in the table below.

Table 4.11 Transparency

No	Question	Answer		Total Respondent
		Yes	No	
1	Perusahaan memberikan laporan keuangan dan analisa manajemennya untuk dilaporkan kepada pihak-pihak yang memiliki kepentingan (stakeholder).	26	4	30
2	Perusahaan menempatkan laporan keuangan dan analisa manajemennya melalui system informasi sebagai perluasan informasi.	23	7	30
3	Perusahaan mempublikasikan informasi keuangan dan informasi lain yang material yang berdampak signifikan pada kinerja perusahaan secara akurat dan tepat waktu	22	8	30
Total		71	19	90

From table 4.11 transparency in the company are well implemented. From the question company give stakeholders financial report and management analysis answered yes by many of the respondent. Then, question about financial report and analysis of management through

information system get yes answer from most of respondent. But some respondent aren't agree because some of people cannot see the financial report for some management which is do not have the authority cannot see the report directly with in the system. Last question, company publish financial information and other information that material that significantly influence company performance accurately and on time also get no answer from some of respondent. Because of the wideness of operation and business, this company has of course spent time to make a report about financial and non-financial information that will make workers struggle. From this answer it means that the workers need more effective ways to work and improve their work so that publication of that information could be more on time and accurate with every situation. There are also some issues that also stated that some of works in this company are still not transparent such as in running the SPBU and run the tanker ship.

$$\% \text{ Transparency} = \frac{71}{90} \times 100\% = 87,78\%$$

2. Respondent Perception of Accountability

Accountability in a company is to make company properly managed and make management of the company responsible for all the activity to policy, and make sure the system implemented and controlled well. Company organs also must competent and implement the policy in the company. Company also has to measure internal control work effectively. Accountability based on respondent perception in PT PERTAMINA area Sumbagut is stated below in the following table.

Table 4.12 Accountability

No	Question	Answer		Total Respondent
		Yes	No	
4	Perusahaan memiliki pedoman khusus atas good corporate governance yang mengatur tentang akuntabilitas	30	0	30

5	Perusahaan memiliki pedoman internal audit dan penerapannya dalam internal control untuk mewujudkan kepatuhan	30	0	30
6	Fungsi internal auditor telah memadai dalam membantu manajemen menjalankan good corporate governance	23	7	30
7	Perusahaan memiliki pedoman corporate governance yang tertulis dimana di dalamnya mengatur secara rinci mengenai akuntabilitas.	30	0	30
8	Terdapat tanggung jawab dan kewenangan jelas pada internal audit dalam menjalankan audit berbasis resiko yang akuntabel	22	8	30
9	Perusahaan memiliki pedoman yang jelas tentang good corporate governance dan control, serta code of conduct. Sehingga pedoman-pedoman tsb dapat: a. mengatur internal control perusahaan b. mengetahui keseluruhan kinerja perusahaan. c. menyelaraskan kinerja pekerja dengan visi misi perusahaan	28	2	30
Total		163	17	180

From the first question that company has private guidance of GCG that control about accountability, all of respondent say yes. Question about company have internal audit guidance and its implementation in internal control for actualize the compliance also get yes answer from all of respondent. We can assume that internal control in the company from internal auditor is run effectively according to policy and carry the value of accountability of GCG in the implementation. Next, internal audit functions adequately help management implement GCG get yes answer from average of respondent. On the contrary, some people do not agree that GCG could only happen because of the role internal audit, since all stakeholders of the company also take part. Guidance of GCG in PT

PERTAMINA also contain with accountability, also get yes answer from almost all respondent. And then question of RBA implementation of internal auditor run effectively and accountable with the responsibilities and clear authority get no answer from some people. It could happen because people knowledge of audit function is different from every individual and audit works that is not run well with some technical problem and issues.

At last, almost all respondents answered yes to the third question of Accountability. In short, from the answer of Table 4.12 it can be concluded that GCG implementation in PT PERTAMINA especially in area Sumbagut is very good or very adequate because the implementation of internal control is effective and according to the policy.

$$\% \text{ Accountability} = \frac{153}{180} \times 100\% = 90,56 \%$$

3. Respondent Perception of Responsibility

Responsibility is sometimes connected to corporate social responsibility (CSR). However, in the value of GCG it is broader than that. Regulation and legislation also point of responsibility towards society and the environment also point of GCG. External and internal factors also have to be concerned to make company effective and efficient. It is showed in the table below.

Table 4.13 Responsibility

No	Question	Answer		Total Respondent
		Yes	No	
10	Proses penerapan internal control sesuai dengan kebijakan yang berlaku.	22	8	30
11	Tanggung jawab yang dipikul oleh	25	5	30

	perusahaan dapat dimonitor dengan baik diikuti dengan pemeriksaan oleh badan eksternal yang berkepentingan.			
12	Perusahaan mampu mengelola dan menjalankan bisnis secara efektif dan efisien.	26	4	30
13	Pedoman dan standar yang berlaku diperusahaan menjadi aspek yang harus dipertanggungjawabkan dengan laporan-laporan yang lengkap baik untuk internal maupun eksternal.	30	0	30
Total		103	17	120

Table 4.13 illustrated that respondent perception about responsibility to PT PERTAMINA area Sumbagut workers are good. That Implementation process of internal control is according to the current policy is responded positively by many respondents. However, some respondents also stated their disagreement because some works within the company is wide and complex. There could be some conflict of interest within the company, also some ineffective work of workers that could not be controlled well by management. And then, responsibility of the company can be controlled and monitored well by external parties also get little disagreement from few respondents. It could happen because the scope of the company business and time to report the information of the company is limited; moreover the requirements to be good in the perspective of external parties are too high to be accomplished. The governance can run within the company effectively and efficiently which is agreed by all respondents. And policy and regulation of the company also showed responsibly for the external and internal users also get yes answer from all respondents. So it can be conclude that internal control in the company maintained effective and efficient through value of responsibility in the GCG.

$$\begin{aligned} \% \text{ Responsibility} &= \frac{103}{120} \times 100\% \\ &= 85,83\% \end{aligned}$$

From the result it can be concluded that good corporate governance aspects in the responsibility are fulfilled by PT PERTAMINA area Sumbagut. That is also means that GCG of the company 80%% implemented. And the results show that GCG are very adequate or very good in the implementation.

4. Respondent Perception of Independency

Independence is also part of GCG which needs to be fulfilled because the more independent the company is, the more improvement they could achieve. Being independent means that company being able to solve problem internally and externally. For example, any organ of the company must avoid domination from other party, must not affected by particular interest. The implementation of independency in PT PERTAMINA area Sumbagut is stated in the table 4.14 below.

Table 4.14 Independency

No	Question	Answer		Total Respondent
		Yes	No	
14	Struktur perusahaan tercantum dengan jelas dan menunjukkan perusahaan tidak terpengaruh dengan pihak luar perusahaan.	23	7	30
15	Perusahaan memiliki komite yang independent yang ditunjuk oleh BOD dan BOC yang bekerja pada perusahaan.	30	0	30
16	Tenaga ahli telah bekerja sesuai dengan job desk dan orientation serta mengedepankan efektifitas perusahaan.	22	8	30
17	Pekerja di dalam perusahaan telah menjalankan tugasnya dengan baik dengan menghindari pengaruh dari dalam maupun luar perusahaan	30	0	30

18	Perusahaan meminimalisir dan menghindari segala bentuk benturan kepentingan.	22	8	30
Total		127	23	150

According to table 4.14 some practice of independency of GCG implemented in the company is effective as showed in the result of the table. The structure of the company is clearly stated so it is not affected by external parties, some people disagree with this opinion. It could be reflected that there are still some parties that could affect the company independency. All of Respondents agree that company has independent committee which is chosen by BOD and BOC who work in the company. Many of the respondents disagree that professional workers work with job description orientation and effectiveness. It could be assumed that professional workers in this company are not following their job description and orientation so that their work could be not effective as it must. Workers in the company have run its task effectively and avoid internal and external influence also get yes answer from most of respondent. Company also minimalize and avoid every agency problems, but there are still some people who do not, so that there are still some bad practice within the company, and it influences other workers not to be independent. In short the table shows that respondent believe in company progress in implementation internally which is also means company practice and implementations of GCG are effective.

$$\% \text{ Independency} = \frac{127}{150} \times 100\%$$

$$= 84,67\%$$

If the company internally organized and able to minimized the effect of external parties, the company could be independent. From the result of analysis of GCG especially in independency aspect, PT PERTAMINA

area Sumbagut is very good in implementation or having good GCG implementation

5. Respondent Perception of Fairness

Shareholders and stake holders are most important things that build a company, because company is maintained or controlled by stakeholders but, they are given money from shareholders. And both of them must cooperate that also has their own interest, and to make them prosper as human being that honor dignity.

Table 4.15 Fairness

No	Question	Answer		Total Respondent
		Yes	No	
19	Perusahaan telah memenuhi persyaratan untuk melindungi kepentingan pemegang saham	30	0	30
20	Pekerja melaksanakan kewajiban dan dipenuhi hak nya dengan cara yang baik sebagaimana tercantum dalam perjanjian	20	10	30
21	Perusahaan memberikan pelayanan yang setara terhadap pemerintah, investor, perkerja, stakeholder dan publik.	30	0	30
22	Perusahaan telah memenuhi persyaratan sesuai dengan standar dan kebijakan perusahaan yang berlaku umum.	29	1	30
23	Perusahaan memberikan kebebasan berpendapat dan akses informasi yang memadai.	30	0	30
Total		139	11	150

The result of questionnaire showed that this company implementation is run well. It is showed in the table that all respondents agree whether the company has fulfilled requirement to protect shareholders equity. More than 65% respondents agree that workers get reward for their job, but they must be responsible for it. On the contrary, some respondents disagree that their rights are all fulfilled. Company gives equal services to government, investor, workers, shareholder, and public also get yes answer from many respondents. From question, company fulfills requirements to the standard of policy that is general, also get many yes answer from respondent. Then, company gives rights for people to giving argument and information access that is adequate; it is get yes answer from all respondent.

$$\begin{aligned} \% \text{ Fairness} &= \frac{139}{150} \times 100\% \\ &= 92,67\% \end{aligned}$$

In summary from all above analysis, it can be concluded that the implementation of GCG in PERTAMINA area Sumbagut is run effectively and very good in process because it follows policy and regulation especially in aspect of fairness. The result of this analysis also showed in the table 4.16 below.

Table 4.16 GCG Result

No	Description	Percentage (%)	Result
1	Transparency	87,78	Very good
2	Accountability	90,56	Very good
3	Responsibility	85,83	Very good
4	Independency	84,67	Very good
5	Fairness	92,67	Very good

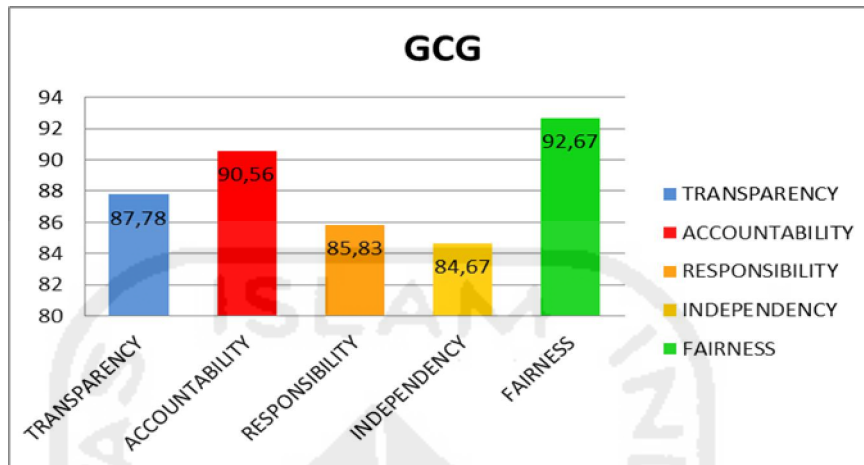
Total	441,51	Very good
Average	88,302	

From table 4.16 above it is described that the implementation of GCG in the company is following procedures and regulation as a part of a big entity. It is illustrated by the table that all of the aspects of GCG show result of more than 86 percent, so it means most of the respondents agree that implementation of GCG is good not only in internal auditors, but also in every sector of the company. From the table it is illustrated that the element which needs to be improved is transparency of the company that is the lowest one from all aspect of GCG.

It is known that PERTAMINA is state owned enterprises so they have to be transparent to government and others, because this company also vital as an energy company that can define the economic value of our country. If this company is not transparent public can give their bad opinion and will give bad effect also for our country stabilization. But overall the result of GCG from transparency, accountability, responsibility, independency and also fairness is very good implemented. These results also prove that internal controls of the company are very good and implemented well by the management as first defense of line that applied procedures and policy.

It can be described that from all of GCG implementation, fairness in this company get the highest score based on respondents answer. Then it is followed by accountability which also gets more than 90. Whereas, according to respondents, lowest score in GCG is come from the independency which is 84,67%. It is described in the figure below as:

Figure 4.2



4.3.4 Internal Audit Role in Improve GCG in PT PERTAMINA

Analysis

I. Internal Control

Every step in management process of the company must have a system that must evaluate every activities of the company to make the process effective and efficient. Some of the work of management also being controlled by that system, it is called control system. Every management division also must have their internal control to make sure their processes are following the procedures. But in a big company there is also a need for more wide and completely evaluation of every operation and process in the company especially for economic activities. Here are the internal auditor as evaluator of the control and activities in the company. In new development of internal auditor they also have to give more added values to the company also become strategic business partner in the companies that also help management in the company to achieve company goals. And internal auditors have to help management solve their problem by the new best practices also come with solution and

consultative organ in the body of company. To analyze the internal control it is described in table 4.17 below.

Table 4.17 IC Analysis

No	Question	Answer		Total Respondent	% Yes
		Yes	No		
1.	Dalam pelaksanaan internal control, Manajemen menjalankannya secara efektif.	22	8	30	73%
2.	Risk based audit telah berjalan sesuai dengan prosedur dan memperhatikan aspek good governance	25	5	30	83%
3.	Informasi kinerja perusahaan meningkatkan keterlibatan pekerja.	30	0	30	100%
4.	Pengendalian internal berjalan secara simultan sehingga meningkatkan good governance dalam perusahaan	29	1	30	97%
5.	Risk manajemen berperan dalam ERM sehingga meningkatkan good governance perusahaan	30	0	30	100%
6.	Internal auditor berperan dalam meningkatkan GCG di perusahaan	30	0	30	100%
7.	Internal Auditor membantu manajemen dalam mengevaluasi Risk Manajemen	21	9	30	70%
8.	Internal auditor memberikan jasa konsultasi dan	30	0	30	100%

	menjadi strategis bisnis partner bagi Manajemen.				
Total		217	23	240	90,42%

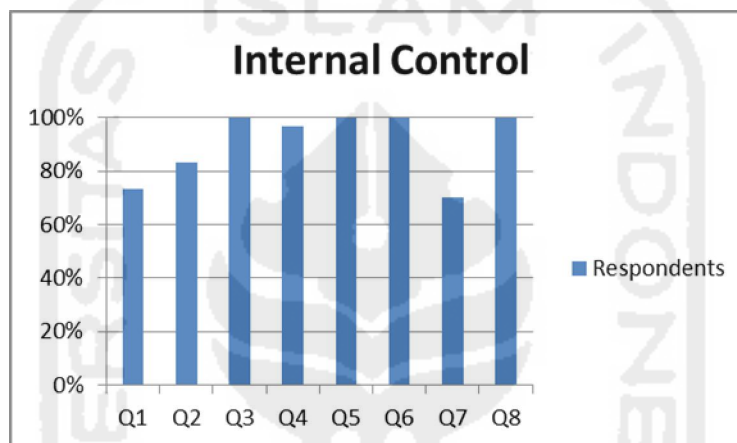
Every internal control is of course developed to increase the performance of the company. However, in the implementation of internal control the performance of the company cannot give more value to make workers keep their good work. From the table above it can be understood that many respondents agree management in the company run internal control effectively, but some others are not. It is means that the internal control of this company is still needed more improvement by the time being. RBA methodology applied in the company also needs more improvement such as follow the procedures from planning until monitoring stage. It is hard to see just from the internal audit division to know that company implement GCG very well, but from the answer it can be concluded that RBA is also improving the GCG.

All respondents agree that Information of company performance increases the work of workers inside the company. It means that workers in the company need to improve and keep their performance as good as possible. Internal auditor procedures and policy are maintained well, but every step of process must move forward, and increase the performance. Small things must be counted if one does not want to miss the train, or in this case the company wants to achieve its goals. Internal control around the company is maintained well by every people so that works in the company are effective and efficient. All of respondents agree that Risk management also help to improve GCG, and many respondents also agree that internal auditor also influences the GCG. 70 percent of respondent agree that internal auditor work has to help the ERM division to improve their quality. All respondents agree that internal auditor should give

consultation and become strategic business partner for management. Thus, the score of internal control of the company is as follows:

$$\begin{aligned} \% \text{ Internal Control} &= \frac{217}{240} \times 100\% \\ &= 90,42\% \end{aligned}$$

Figure 4.3



As illustrate in the figure above that all respondents are agree to some questions. Those questions are related to information of company performance, ERM division improves GCG, internal auditor role improve GCG, and internal auditor as SBP. While 9 respondents are not agree that IA help management evaluating risk management.

Table 4.18 IC Result

No	Details	Percentage	Result
1.	Internal Control	90,42%	Internal audit plays important role in enhancing Good Corporate Governance

Internal control not only related to the internal auditors, as an evaluator. Every management division must have its control. From the result of internal control analysis in PT PERTAMINA area Sumbagut almost all fulfilled. Therefore, the score of the analysis show that internal controls in the company are very good or very adequate it is also mean that internal audit plays important role in enhancing Good Corporate Governance.

4.4 DISCUSSION

4.4.1 RISK-BASED AUDIT (RBA)

In a company it is a must to have internal control to make every work efficient and effective in order to achieve the company objectives. Internal audit also needed as the third line of defense who evaluates the internal control. PERTAMINA as one of SOEs in Indonesia has remarkable job in serving people with fuel, gas and other energy to be used. From year to year this company maintained their production quality and their work inside effectively and efficiently. Transformations in this company also improve company service and improve internal control. In 2008 internal audit change its method to RBA to get more effective and efficient work within the company. This change is done because business process and activity around the company is so many and cannot be handled by auditor themselves. The best practice of internal auditor used today is RBA, which is referred to institute of internal auditors (IIA). RBA method makes audit findings become more focused on the high risk, so the work of auditor will be efficient and effective.

RBA is a very complex thing to explain. The score of planning, conduct, report, and monitoring of RBA in PERTAMINA show that it is very well implemented. It is showed in the table from planning that 87,33% respondents agree that planning of the audit is successful. The Implementation of audit is the lowest from all aspect which show result of 79,17 %, it means this aspect need some improvements, however this score which is almost near 80 is clearly stated

very good. Next, the report of audit is also very good and is agreed by 86,67%, which means that every step is running well. Last, the follow up and monitoring also gets 86,67% yes answer from the respondents, which means it is also well implemented. From the questionnaire all of step in RBA are very good but in the implementation there are still some problem such as lack of people to run audit, decentralized work that make inefficient work, also some procedures that is not run by the auditor or not according to the policy in implementing audit. The problem sometimes come not from IA division but the work of ERM division that is not done in mapping the risk which is new and make auditor have to improve it. From the questionnaire result, the implementation problem is come from audit planning memo which is not delivered, entry meeting that is not run, and sampling of audit. On the other hand, most of respondents are agree to the implementaion which result almost near 80% in the implementation. Other problem in RBA implementation is stated in the quality assurance program which is tools to evaluate the work of internal auditor in implementing RBA, the problem which is still need improvement in every step from planning until follow up & monitoring are some technical process of RBA in a company that must be improved by the manager of IA to make the work more effective and follow the procedures and guideline used in the company. It is stated as follows:

I. Planning

From planning stage there are some things that need improvements such as:

1. Audit Planning Memorandum (APM) should follow guidance
2. Every planning task should be documented
3. Process business identification should be made in Narrative Walkthrough Documentation (NWD), Business Process Model (BPM) and should identified risk to Risk Control Matrix (RCM).
4. Making the steps of audit clear and complete to make teammates easy to implement the work.

5. Any documentation related to the work done and audit evaluation should be improved

II. Conduct

In conduct stage some steps that need improvement are:

1. Documentation of audit work and serving the result with conclusion
2. Details and completeness of audit documentation, sampling of audit so it the appropriate result can be proved.
3. Optimization of audit management system (AMS)
4. Calling system to call examinee in special audit should be improve

III. Report

In reporting stage in audit there should be some improvement in:

1. There must be conformity or compatibility from the purpose of assurance with the conclusion in the audit result.
2. And result of audit should describing the conclusion of audit comprehensively also being signed from people in charge.

IV. Monitoring and Follow Up

In monitoring and follow up of audit there should be some improvement such as:

1. Deadline of recommendation which is not confirmed or finished in the deal with the manager of IA and management of auditee. Some technical problem could be fixed if managers as people who influence the worker follow the procedures. But some of focus of audit like in compatibility in audit result, time to give the report and result, documentation like sign from people in charge, sampling data, and evidence also must be followed up in order to give better audit result. Some other problem sometimes arise could also come from conflict of interest and some bad practice in the corporate. Because of that there is no internal control that can perfectly

evaluate the practice in the company; some other factors like environment, behavior and culture of people around some division in a company sometimes could make problem or conflict too. Some different knowledge and information gets from one people to others which are different could also create the problem. Therefore, to make the work running smoothly internal auditor also must be professionals and stick with the rules also with ethic codes as IA so that company could achieve its goals.

4.4.2 GOOD CORPORATE GOVERNANCE (GCG)

Good Corporate Governance or GCG is used as a tool to measure the effectiveness of company. Nevertheless, to measure it there are some factors not only from inside the company but also around the company. The influence cannot be seen only from IA functions that help company implement GCG but, all stakeholders around company. There are some factors that used to measure the GCG score such as transparency, accountability, responsibility, independency, and fairness. And from the data get from respondents in PT PERTAMINA area Sumbagut researcher analyze that GCG in the company are very good implemented with the average score 88,30%. It can be seen from some factors, such as transparency in company is 87,78% or stated as very good score of GCG. Second factor, accountability also very good with the score 90,56%.

Responsibility in the company is also very good with score of 85,83%. Independency of company also stated very good according to the respondent which got score 84,67% from 30 respondents. And fairness in the company also get very good score 92,67%. This score of course cannot mentioned all aspect of the company as a whole, but It is represent the score which is very good if it is compared between the score of GCG in PERTAMINA overall in 2014 which is 94,43% and increase 94,50% in 2015. It is also can represent one of area that is implement good implementation of GCG in this company. However, in running the company bad practice and bad people are still exist, but it can be mitigate by

strong rules and regulations. Responsibility of employee still needs more improvement because some people state that internal control are not work well, also monitoring of the employee activities. In contrary the score are prove it is very good, so it just still need improvements. Company also has some problem of independency because they are SOE's company and has many business unit that must be managed, also some interfere of bad people that make some organ is not independent. On the other hand, this company always proves their best in improving their score. It means this company has excellent qualification in the implementation of GCG. This company keeps the practice of GCG and improves it from year to year.

4.4.3 INTERNAL CONTROL

Internal control is one of the most important things in running company, because if there is no evaluation and control company will get stuck or get no improvements. From the questionnaire many respondents agree that internal control in this company especially in Sumbagut area is very good. 90,42% of the implementation in internal control is run well not only by auditor but also from management and every worker around the company.

It is also in line with the good corporate governance that has high score and improving every time. In running internal control there will be some method that researcher cannot mention what is the best and what is worse. There is still bad practice happen in the company which is not touched by internal control but every worker in the company must avoid that. And PERTAMINA as SOEs Company can prove it also by the score of GCG and many improvements of work that result in more efficient and effective work. Internal control in the company also influenced the GCG from the point of view of respondents. Moreover, internal auditor can be stated as strategic business partner that gives value added to the company and help the company evaluating the internal control.

Internal auditor becomes strategic business partner to the management because they give consulting service to the management. The consulting service is aim to improve the effectiveness of risk management, control, and governance of the company, which in practice does not take over management responsibilities. And it is a necessity of a management, not an audit purposes, but in practice the auditor as a supervisor also required to have a function as an observer. From all of the answer, it can be seen that 84,86 or almost 85 percent of respondent agree that internal auditor work is very good. So it can be inferred that internal auditor improve good corporate governance through the effectiveness of internal control.



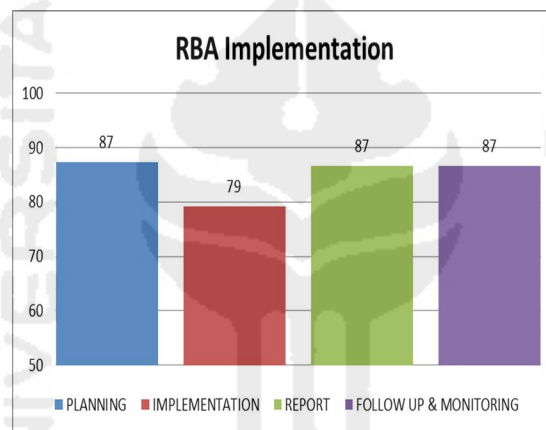
CHAPTER V

CONCLUSION AND RECOMMENDATIONS

5.1 CONCLUSION

Based on analysis, interview, questionnaire, and documentation, researcher make some conclusion as stated below:

Figure 5.1

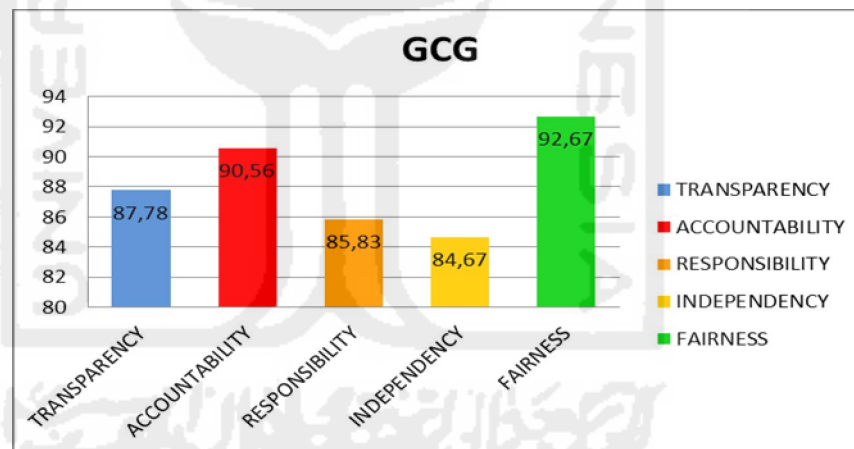


1. Risk Based Audit is implemented very well in PT PERTAMINA area Sumbagut. We can see it from the analysis that planning, conduct, report, follow up & monitoring all are very good implemented. The score are 87,33; 79,17; 86,67; 86,67 in percentage from planning until monitoring. It means all of the steps of RBA from planning until monitoring are very good or very adequate because more than 80% respondents agree with the implementation of RBA for all step. The result of analysis show that there are some aspects which still need improvements, especially for RBA implementation which got 79,17%. In implementing the methodology there are some procedures that did not run well. Thus, internal audit should improve their works by following the procedures and policy inside the company. The average

result of RBA is 84,96% in PT PERTAMINA area Sumbagut which is very good. It is also reflected from the score of QAIP which is 3.02. However, there is still some improvement needed in every step of RBA.

2. GCG of PT PERTAMINA area Sumbagut also very good implemented with the average score of 88,30% and it is also in line with the overall PERTAMINA score which is 94,50% in 2015. The score has big different but it still reflect very good implementation of GCG in the company in this area. So it is also reflecting that transparency, accountability, responsibility, independency and fairness in the company are well implemented.

Figure 5.2

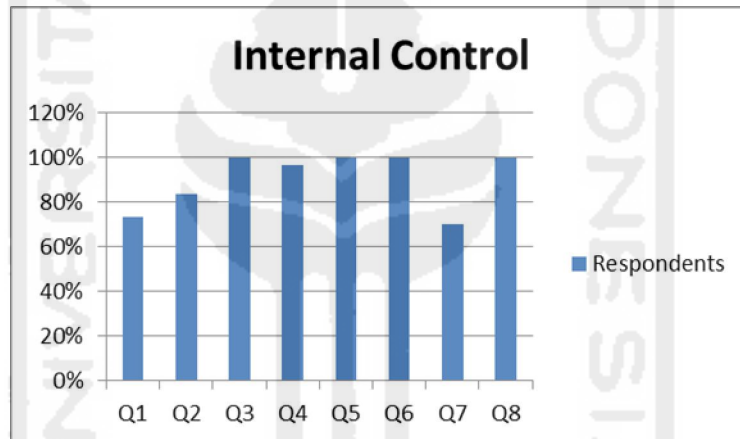


3. Internal control over the company also stated well with the score 90,42% that means company is able to control every sector of their business. Good internal control in the company can also influence the GCG. It is described in questionnaire and interview that with good result of internal control, IA evaluation and all of environment around company, GCG can be improved. In contrast there must be helped from other division to make GCG run well, because company not only

consists of IA but also every stakeholder. Reward and punishment are implemented, but some of bad practice still runs, so internal control should be improved to increase company GCG.

4. It is illustrated in figure 5.3 below that all respondents 100% agree to some questions. All respondents agree that internal auditor have role in improving GCG in this company, they certainly agree that internal auditor give consultation service and become strategic business partner to management.

Figure 5.3



5. And IA function as evaluator that evaluate management control around company also have to follow the procedures in order to ensure every step is right and GCG can be achieved and they could become strategic business partner.
6. Implementation of RBA has improved better internal control in the company, and it is simultaneously increase GCG score for PERTAMINA

5.2 RECOMMENDATION

Based on the research done in PT PERTAMINA area Sumbagut this research recommends that:

1. IA of PT PERTAMINA should improve the detail and complete documentation of work in the company.
2. Company should fulfill the empty space by recruit more people for IA division because problem of overlapping task could make ineffective work of auditor, hence IA function could be more focused on the business risk that is handled by them.
3. Competency of auditor and communication within the IA function should be improved, because miscommunication and different competency of auditor can result in ineffective work of auditor. There should be knowledge sharing, and intense communication within workers to make internal auditor work more effective.
4. Policy and regulation in conduct the audit have to be fulfilled, so that the work could be more effective and help other division to get more relevant and clear informationt.
5. ERM division who are making risk mapping should improve and make it on time to be used for internal auditor to make annual audit plan.

5.3 RESEARCH LIMITATION

1. The sample of the research only focus on PT PERTAMINA area Sumbagut which cannot be used to generalize PT PERTAMINA because of wide business and many subsidiaries this company has.
2. Time period of research is limited
3. To do a research within the company is quite hard, and take long time to get the respondents time and respondents answers, especially to operational division that often in the operation field.

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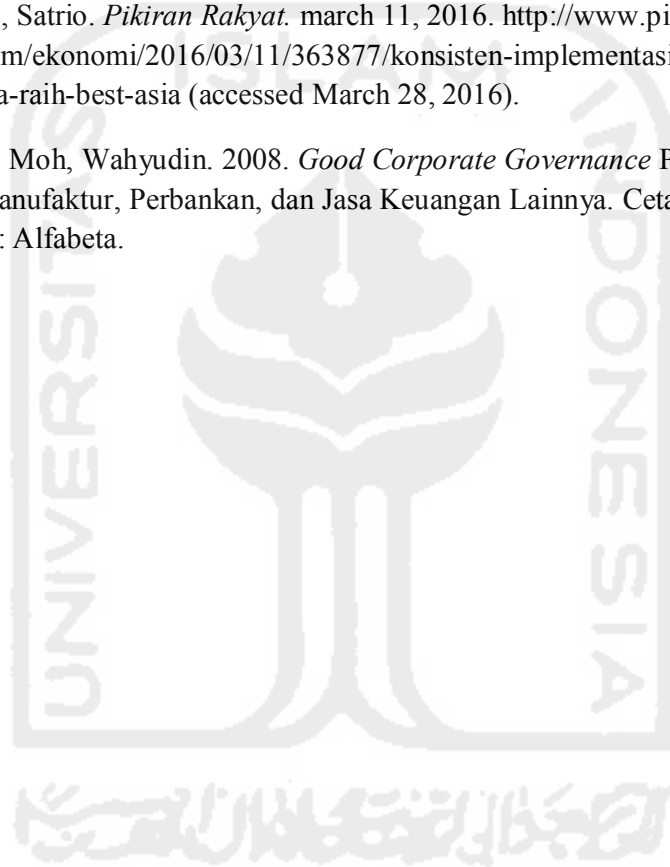
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APPENDICES

APPENDIX 1

KUESIONER

RISK BASED INTERNAL AUDIT IMPROVE GOOD CORPORATE GOVERNANCE THROUGH EFFECTIVE INTERNAL CONTROL

A. DATA RESPONDEN

Isilah data berikut dengan jujur dan objektif dan isilah di dalam kotak yang telah disediakan. Butir pertanyaan diisi dengan jawaban yang sesuai dengan kondisi Bapak/Ibu/Saudara di dalam kotak jawaban yang telah disediakan

1. Nama :
2. Jabatan /Posisi :
2. Usia :
3. Lama Bekerja :
4. Pendidikan Terakhir :

B. PETUNJUK PENGISIAN KUESIONER

1. Isilah setiap daftar pertanyaan yang diajukan dengan jawaban yang saudara anggap paling sesuai
2. Memberikan tanda (V) pada jawaban :
 - a. Ya
 - b. Tidak

C. PERTANYAAN

1. Risk Based Audit

a. Planning

No.	Uraian	Jawaban Kuisisioner	
		Ya	Tidak
1.	Dalam membuat annual audit planning, internal audit telah mempertimbangkan strategi bisnis dan tujuan bisnis yang akan dicapai perusahaan		

2.	Dalam membuat annual audit planning, internal audit telah mempertimbangkan resiko kegiatan, bisnis ataupun fungsi yg diaudit berdasarkan risk Manajemen		
3.	Audit Planning telah dilaksanakan dengan baik sesuai dengan pedoman dan prosedur yang berlaku di perusahaan		
4.	Risk Manajemen telah mengidentifikasi dan memetakan resiko bisnis sebagai bahan audit plan		
5.	Dalam membuat annual audit planning, internal audit telah mempertimbangkan masukan dari manajemen		
6.	Dalam membuat audit planning, internal audit mengidentifikasi internal control yang berkaitan dg proses bisnis		
7.	Dalam membuat audit planning, internal audit menyusun Risk Control Matrix.		
8.	Dalam menjalankan planning, Internal audit menentukan area yang akan menjadi prioritas audit		
9.	Auditor telah mengembangkan audit plan dengan baik dan sesuai pedoman dan prosedur yang berlaku		
10	Auditor membuat Audit planing memo untuk perencanaan audit.		

b. Implentation/Conduct

No.	Uraian	Jawaban Kuisisioner	
		Ya	Tidak
11.	Internal audit menyampaikan audit planning memo ke auditee untuk penugasan audit		
12.	Di awal penugasan audit dilakukan entry meeting dg Manajemen auditee utk penjelasan dan klarifikasi tugas audit		
13.	Internal auditor menentukan sampel yang akan dilakukan		
14.	Di akhir penugasan audit dilakukan exit meeting dg Manajemen auditee utk klarifikasi dan kesepakatan hasil audit dan rekomendasi.		

c. Report

No.	Uraian	Jawaban Kuisisioner	
		Ya	Tidak
15.	Internal audit melaporkan hasil audit dengan jelas sesuai kriteria yang telah ditetapkan pada standar audit internasional		
16.	Dalam laporannya audit telah menetapkan hasil penilaian dan solusi dari auditor atau mitigasi & tindak lanjut terhadap hasil audit		
17.	Laporan audit di review secara berjenjang dan disetujui oleh CAE.		
18.	Laporan hasil audit disampaikan kepada Manajemen		

d. Follow Up and Monitoring

No.	Uraian	Jawaban Kuisisioner	
		Ya	Tidak
19.	Rekomendasi dari laporan audit yang dijalankan tetap dimonitor dan di tindak lanjuti.		
20.	Tindak lanjut terhadap hasil audit dikomunikasikan dengan Manajemen auditee dan dilaporkan ke komite audit.		

2. Good Corporate Governance (GCG)

a. Transparansi

No.	Uraian	Jawaban Kuisisioner	
		Ya	Tidak
1.	Perusahaan memberikan laporan keuangan dan analisa manajemennya untuk dilaporkan kepada pihak-pihak yang memiliki kepentingan (stakeholder).		
2.	Perusahaan menempatkan laporan keuangan dan analisa manajemennya melalui system informasi sebagai perluasan informasi.		
3.	Perusahaan mempublikasikan informasi keuangan dan informasi lain yang material yang berdampak signifikan pada kinerja perusahaan secara akurat dan tepat waktu		

b. Akuntabilitas

No.	Uraian	Jawaban Kuisisioner	
		Ya	Tidak
4.	Perusahaan memiliki pedoman khusus atas good corporate governance yang mengatur tentang akuntabilitas		
5.	Perusahaan memiliki pedoman internal audit dan penerapannya dalam internal control untuk mewujudkan kepatuhan		
6.	Fungsi internal auditor telah memadai dalam membantu manajemen menjalankan good corporate governance		
7.	Perusahaan memiliki pedoman corporate governance yang tertulis dimana di dalamnya mengatur secara rinci mengenai akuntabilitas.		
8.	Terdapat tanggung jawab dan kewenangan jelas pada internal audit dalam menjalankan audit berbasis resiko yang akuntabel		
9.	Perusahaan memiliki pedoman yang jelas tentang good corporate governance dan control, serta code of conduct. Sehingga pedoman-pedoman tsb dapat: a. mengatur internal control perusahaan b. mengetahui keseluruhan kinerja perusahaan.		

	c. menelaraskan kinerja pekerja dengan visi misi perusahaan		
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c. Pertanggungjawaban

No.	Uraian	Jawaban Kuisisioner	
		Ya	Tidak
10.	Proses penerapan internal control sesuai dengan kebijakan yang berlaku.		
11.	Tanggung jawab yang dipikul oleh perusahaan dapat dimonitor dengan baik diikuti dengan pemeriksaan oleh badan eksternal yang berkepentingan.		
12.	Perusahaan mampu mengelola dan menjalankan bisnis secara efektif dan efisien.		
13.	Pedoman dan standar yang berlaku dip perusahaan menjadi aspek yang harus dipertanggungjawabkan dengan laporan-laporan yang lengkap baik untuk internal maupun eksternal.		

d. Kemandirian

No.	Uraian	Jawaban Kuisisioner	
		Ya	Tidak
14.	Struktur perusahaan tercantum dengan jelas dan menunjukkan perusahaan tidak terpengaruh dengan pihak luar perusahaan.		
15.	Perusahaan memiliki komite yang independent yang ditunjuk oleh BOD dan BOC yang bekerja pada perusahaan.		
16.	Tenaga ahli telah bekerja sesuai dengan job desk dan orientation serta mengedepankan efektifitas perusahaan.		
17.	Pekerja di dalam perusahaan telah menjalankan tugasnya dengan baik dengan menghindari pengaruh dari dalam maupun luar perusahaan		
18.	Perusahaan meminimalisir dan menghindari segala bentuk benturan kepentingan.		

e. Kewajaran

No.	Uraian	Jawaban Kuisisioner	
		Ya	Tidak
19.	Perusahaan telah memenuhi persyaratan untuk melindungi kepentingan pemegang saham		
20.	Pekerja melaksanakan kewajiban dan dipenuhi hak nya dengan cara yang baik sebagaimana tercantum dalam perjanjian		
21.	Perusahaan memberikan pelayanan yang setara terhadap pemerintah, investor, perkerja, stakeholder dan publik.		
22.	Perusahaan telah memenuhi persyaratan sesuai dengan		

	standar dan kebijakan perusahaan yang berlaku umum.		
23.	Perusahaan memberikan kebebasan berpendapat dan akses informasi yang memadai.		

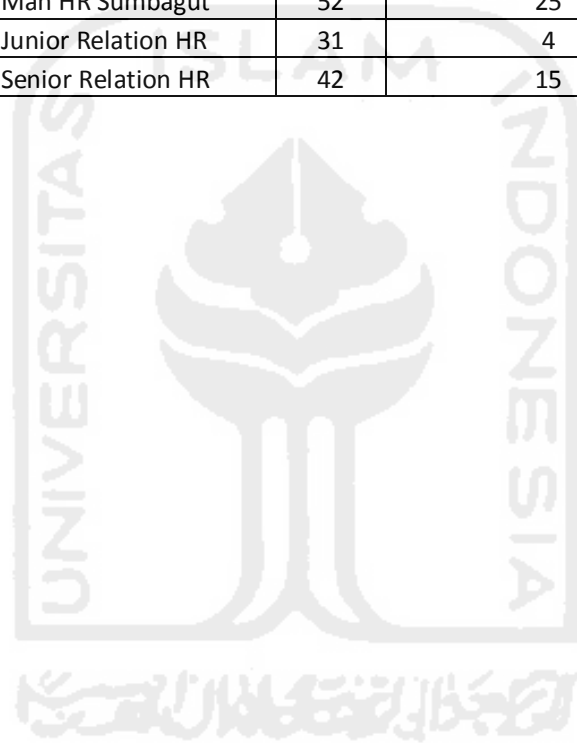
3. Internal Control

No.	Uraian	Jawaban Kuisisioner	
		Ya	Tidak
1.	Dalam pelaksanaan internal control, Manajemen menjalankannya secara efektif.		
2.	Risk based audit telah berjalan sesuai dengan prosedur dan memperhatikan aspek good governance		
3.	Informasi kinerja perusahaan meningkatkan keterlibatan pekerja.		
4.	Pengendalian internal berjalan secara simultan sehingga meningkatkan good governance dalam perusahaan		
5.	Risk manajemen berperan dalam ERM sehingga meningkatkan good governance perusahaan		
6.	Internal auditor berperan dalam meningkatkan GCG di perusahaan		
7.	Internal Auditor membantu manajemen dalam mengevaluasi Risk Manajemen		
8.	Internal auditor memberikan jasa konsultasi dan menjadi strategis bisnis partner bagi Manajemen.		

APPENDIX 2
Respondents Profile

RESPONDENT	NAME	DIVISION	POSITION	AGE	WORK EXPERIENCE (YEAR)	Previous Education
R1	Petrus Kane	IA	Auditor	29	2	S1
R2	Deny Haryadi	IA	Auditor	32	4	S1
R3	Mohammad Irsyad	IA	Auditor	33	8	S1
R4	Nanung	IA	Auditor	29	2	S1
R5	Hanrais Hasibuan	IA	Junior Auditor	28	1	S1
R6	Teuku Umar Usman	IA	IA Manager	51	7	S2
R7	Iwan Adi Saputra	IA	Senior Auditor	37	10	S1
R8	Purnomo	OP	Senior Production	44	17	S1
R9	Ismail G	OP	Ast Man Production	43	16	S1
R10	Sakti Puroboyo	OP	HSSE Manager	42	15	S2
R11	Rudi H	OP	Ast Man Procurement	42	15	S1
R12	Tengku Rubiah	OP	Asset Manager	50	23	S2
R13	Sonny Heriawan	FIN	FIN MOR I Man	54	27	S2
R14	Taufik H	FIN	Junior Ast. Fin	30	3	S1
R15	Japrin Effendi	FIN	Supervisor Fin Medan	42	15	S2
R16	Suharto	OP	Controller Manager	52	25	S1
R17	Eldhini Viona	FIN	Treasury & Tax Ast Man	41	14	S1
R18	Meizar Kurnia	FIN	Treasury Manager	51	20	S2
R19	Budi D	RM	Senior Analyst RM	45	16	S2
R20	Darma Aji	RM	Analyst RM	35	6	S1
R21	Agus R	RM	Junior RM	29	2	S1
R22	Dwi Retno	RM	Junior RM	29	2	S1
R23	Bayu	RM	Junior RM	29	2	S1

R24	Edi Jariato	RM	Compliance & RM	42	15	S1
R25	Agus P	RM	Senior Analyst RM	45	18	S1
R26	Bagus Darmawan	HR	Senior Analyst HR	40	13	S1
R27	Taher Hasibuan	HR	Junior Analyst HR	29	2	S1
R28	Chandra	HR	Man HR Sumbagut	52	25	S2
R29	Susan H	HR	Junior Relation HR	31	4	S1
R30	Haryo Bawono	HR	Senior Relation HR	42	15	S1



APPENDIX 3

Profile Percentage

Respondent Sex			
NO/Value	Sex	frequency	%
1	Laki-laki	26	86,67%
2	Perempuan	4	13,33%
	Total	30	100%

Respondents Age			
NO/Value	Age	frequency	%
1	22-29	7	23%
2	30-39	6	20%
3	40-49	11	36,67%
4	50 >	6	20%
	Total	30	100%

Working Time			
NO/Value	W/T	frequency	%
1	1-5 year	10	33,33%
2	6-10 year	4	13,33%
3	10 > year	16	53,33%
	Total	30	100%

Working Time			
NO/Value	W/T	frequency	%
1	1-5 year	10	33,33%
2	6-10 year	4	13,33%
3	10 > year	16	53,33%
	Total	30	100%

Educational Background			
NO/Value	Educational Background	frequency	%
1	S1	23	76,67%
2	S2	7	23,33%
3	S3	0	0
	Total	30	100%

Working Position			
NO/Value	Position	frequency	%
1	Internal Audit Division	7	23,33%
2	Risk Management Division	7	23,33%
3	Human Resources Division	5	16,67%
4	Finance & Business Division	5	16,67%
5	Operational Division	6	20%
	Total	30	100%

APPENDIX 4

RBA Analysis

1. RBA Table

Questionnaire Result
According to answer
Yes = 1
No = 0
Risk Based Audit

ABBREVIATION	
PL	PLANNING
IM	IMPLEMENTATION
RP	REPORT
FU	FOLLOW UP & MONITORING

RBA																																	
PLANNING																																	
Q. No	R1	R2	R3	R4	R5	R6	R7	R8	R9	R10	R11	R12	R13	R14	R15	R16	R17	R18	R19	R20	R21	R22	R23	R24	R25	R26	R27	R28	R29	R30	TOTAL	%	
PL1	1	1	1	1	1	1	1	1	1	1	1	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	29	96,66667		
PL2	1	1	1	1	1	1	1	0	0	0	0	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	25	83,33333		
PL3	1	1	1	1	1	1	1	1	1	0	1	1	1	1	1	0	0	0	1	1	1	1	1	1	1	1	1	1	1	26	86,66667		
PL4	1	1	1	1	1	1	1	0	0	1	0	1	1	1	1	0	0	1	1	1	1	1	1	1	1	1	1	1	1	25	83,33333		
PL5	1	1	1	1	1	1	1	1	1	1	1	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	29	96,66667		
PL6	1	1	1	1	1	1	1	1	1	1	1	0	0	0	0	1	1	1	1	1	1	1	1	1	1	1	0	0	1	0	0	22	73,33333
PL7	1	1	1	1	1	1	1	1	1	1	1	1	0	0	0	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	26	86,66667	
PL8	1	1	1	1	1	1	1	1	1	1	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	29	96,66667	
PL9	1	1	1	1	1	1	1	0	0	0	1	0	0	1	1	0	0	0	1	1	1	1	1	1	1	1	1	0	1	1	21	70	
PL10	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	30	100		
																														262	87,33333		
IMPLEMENTATION																																	
IM1	1	1	1	1	1	1	1	0	0	0	0	1	0	0	0	0	1	1	1	1	1	1	1	1	1	1	1	1	1	22	73,33333		
IM2	1	1	1	1	1	1	1	1	1	0	1	0	1	0	1	0	0	1	0	1	0	1	1	1	1	1	1	1	1	23	76,66667		
IM3	1	1	1	1	1	1	1	0	0	1	1	0	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0	1	0	0	23	76,66667	
IM4	1	1	1	1	1	1	1	0	0	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	27	90		
																															95	79,16667	

Average

Average

REPORT																																	
RP1	1	1	1	1	1	1	1	0	0	0	0	0	0	1	1	0	0	0	1	1	1	1	1	1	1	1	0	1	1	1	20	66,66667	
RP2	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	30	100
RP3	1	1	1	1	1	1	1	0	0	0	0	0	1	1	1	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	24	80	
RP4	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	30	100	
																															104	86,66667	
Average																																	
FOLLOW UP & MONITORING																																	
FU1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	30	100	
FU2	1	1	1	1	1	1	1	0	0	0	0	0	0	0	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	22	73,33333	
																															52	86,66667	
Average																																	

2. RBA Score

RBA SCORE		%
PLANNING	87,3333333	87,33%
IMPLEMENTATION	79,1666667	79,17%
REPORT	86,6666667	86,67%
FOLLOW UP & MONITORING	86,6666667	86,67%
TOTAL SCORE	339,833333	339,833
AVERAGE	84,9583333	84,96%

APPENDIX 5

GCG Analysis

1. GCG Table

GOOD CORPORATE GOVERNANCE																																		
TRANSPARENCY																																		
	R1	R2	R3	R4	R5	R6	R7	R8	R9	R10	R11	R12	R13	R14	R15	R16	R17	R18	R19	R20	R21	R22	R23	R24	R25	R26	R27	R28	R29	R30	TOTAL	YES %		
TR1	1	1	1	1	1	1	1	0	1	0	0	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	26	86,6667	
TR2	1	1	1	1	1	1	1	0	1	1	1	0	1	1	1	1	1	1	1	0	1	0	0	0	0	1	1	1	1	1	1	23	76,6667	
TR3	1	1	1	1	1	1	1	0	0	1	0	0	0	1	1	1	0	1	0	1	1	1	1	1	1	1	1	1	1	1	0	22	73,3333	
																															71	78,8889	AVERAGE	
ACCOUNTABILITY																																		
AC1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	30	100	
AC2	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	30	100	
AC3	1	1	1	1	1	1	1	1	1	1	1	0	0	0	0	0	0	1	1	1	1	1	1	1	1	1	0	1	1	1	23	76,6667		
AC4	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	30	100		
AC5	1	1	1	1	1	1	1	0	0	0	0	0	0	1	0	1	1	0	1	1	1	1	1	1	1	1	1	1	1	1	22	73,3333		
AC6	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0	1	1	1	1	1	1	1	1	1	1	1	1	1	28	93,3333		
																															163	90,5556	AVERAGE	
RESPONSIBILITY																																		
RS1	1	1	1	1	1	1	1	0	1	0	1	1	1	0	1	1	1	1	1	1	1	1	1	0	0	0	0	1	1	0	22	73,3333		
RS2	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0	0	0	0	1	1	1	25	83,3333		
RS3	1	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0	0	0	1	1	1	1	1	1	1	1	1	1	1	1	26	86,6667		
RS4	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	30	100		
																															103	85,8333	AVERAGE	

INDEPENDENCY																																	
IN1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0	0	1	1	1	1	1	1	0	0	0	1	1	0	23	76,6667	
IN2	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	30	100	
IN3	1	1	1	1	1	1	1	0	0	1	1	1	1	1	1	1	1	1	0	0	1	0	0	1	1	0	1	1	0	22	73,3333		
IN4	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	30	100		
IN5	1	1	1	1	1	1	1	0	0	1	0	0	1	1	1	0	1	0	1	1	1	1	1	1	1	0	0	1	1	1	22	73,3333	
																															127	84,6667	AVERAGE
FAIRNESS																																	
FR1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	30	100	
FR2	1	1	1	1	1	1	0	0	0	0	1	1	1	1	1	0	0	0	1	1	1	1	1	1	0	0	1	1	0	0	20	66,6667	
FR3	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	30	100	
FR4	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	0	1	1	1	29	96,6667	
FR5	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	30	100	
																															139	92,6667	AVERAGE

2. GCG Score

GCG	SCORE
TRANSPARENCY	78,88889
ACCOUNTABILITY	90,55556
RESPONSIBILITY	85,83333
INDEPENDENCY	84,66667
FAIRNESS	92,66667
TOTAL	432,6111
AVERAGE	86,52222

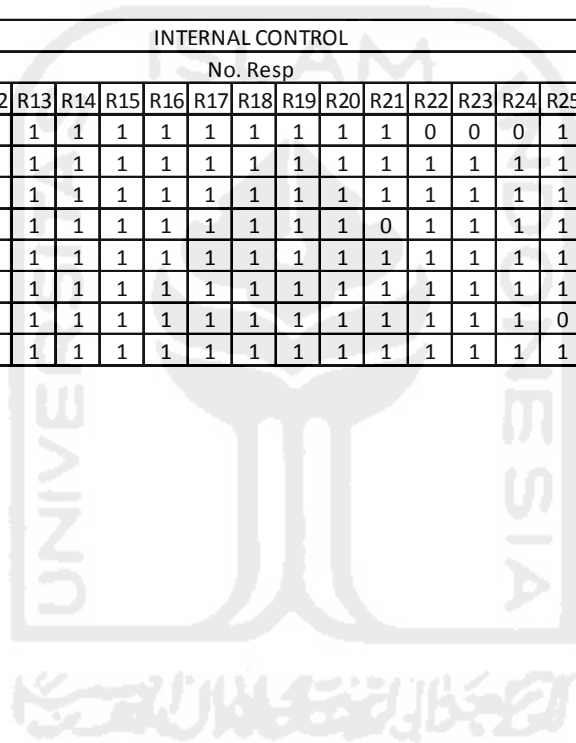


APPENDIX 6

Internal Control Analysis

1. Internal Control Table

INTERNAL CONTROL																																
No. Resp																																
	R1	R2	R3	R4	R5	R6	R7	R8	R9	R10	R11	R12	R13	R14	R15	R16	R17	R18	R19	R20	R21	R22	R23	R24	R25	R26	R27	R28	R29	R30	TOTAL	%
IC1	1	1	1	1	1	1	1	0	0	0	0	0	1	1	1	1	1	1	1	1	0	0	0	1	1	1	1	1	1	1	22	73%
IC2	1	1	1	1	1	1	1	0	0	0	0	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	25	83%
IC3	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	30	100%	
IC4	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	0	1	1	1	1	1	1	1	1	29	97%	
IC5	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	30	100%	
IC6	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	30	100%	
IC7	1	1	1	1	1	1	1	0	0	0	0	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0	0	1	0	0	21	70%
IC8	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	30	100%	
																										217	90%	AVERAGE				



APPENDIX 7

Interview Transcript 1

Actual Script

Respondent: Teuku Umar Usman

Position : IA Manager

Script wawancara

I: Interviewer

R: Respondent

I: (Salam), disini saya dari UII ingin mewawancarai bapak tentang IA dan GCG di PERTAMINA, boleh perkenalan dlu ya pak, nama bapak siapa, dan jabatan apa?

R: Nama saya Teuku Umar Usman jabatan Internal Audit Manager Refinery & Marketing Sumbagut(Sumatera Bagian Uatara)

I: Lalu Fungsi dan area kerja bapak di bagian mana saja ya pak?

R: Tugas saya adalah melakukan audit bersama anggota tim saya disini, bersama anggota saya disini, ada ketua tim dan anggota tim di Refinery Internal Audit Dumai, yaitu “kilang” di RU (Refinery Unit) II Dumai, tempat proses pengelolaan kilang minyak di RU II, kemudian saya juga Manajer di Area Marketing Sumbagut, yaitu dari mulai Aceh sampai ke Riau, jadi wilayahnya dari Aceh, kemudian ada kantor pusatnya ada di Medan, kemudian ada di SUMBAR (Padang), di Riau ibukotanya Pekanbaru, kemudian di Kepri ya (Kepulauan Riau) masih dalam wilayah Sumbagut.

I: Lalu bagaimana dengan pekerjaan bapak disini, seorang auditor, tugas seorang auditor itu seperti apa sih menurut bapak?

R: Auditor itu tugasnya melakukan audit ya, terutama terkait dengan GRC, jadi Government, Risk & Control, jadi kita mengevaluasi dan mengidentifikasi tata kelola yang ada di perusahaan, kemudian kita juga melakukan evaluasi risk management yang dilakukan di perusahaan. karena PERTAMINA memiliki bagian yang terpisah untuk risk management jadi berupa Enterprise Risk Management, fungsinya terpisah dari IA sebagai Second Defense of Line ya, jadi jika kita berbicara Three Lines of Defense, First Line of Defense ada Management, Kemudian Second line nya adalah risk management, dan Third Lines nya adalah auditor, nah fungsi kami sebagai auditor itulah yang melakukan apa.. melakukan audit dan evaluasi atas kegiatan operasional, keuangan, maupun terkadang kita juga melakukan audit investigasi, tapi paling utama adalah audit operasional, terkait peningkatan efektifitas dan efisiensi operasi perusahaan.

I: apakah di Pertamina sendiri untuk auditor sudah terqualifikasi? Dalam hal sertifikasi?

R: Iya, kalau di PERTAMINA seluruh auditor untuk tahap awal harus, wajib mengikuti QIA (Qualified Internal Auditor) yang biasanya dilakukan oleh Yayasan Pendidikan Internal Audit yang ada di Jakarta, biasanya kita akan lakukan sertifikasi untuk semua, jadi sertifikasi QIA itu wajib dilakukan seluruh auditor termasuk auditor yang baru maupun yang telah senior, semua harus memiliki sertifikasi QIA, untuk yang belum akan dilakukan sertifikasi semuanya, jadi auditor PERTAMINA seluruhnya QIA ya, kecuali untuk yang baru, mungkin menunggu jadwal kursusnya, kalau yang tahap berikutnya, kita juga ada CFE/ Certified Fraud Examiner, kita ada sertifikasi, saya termasuk salah satu yang telah masuk sertifikasi CFE, kemudian ada CIA/ Certified Internal Auditor yang bersifat International, dan ada CISA juga (Certified Information System and Analyst) itu juga bersifat International, beberapa auditor PERTAMINA telah memiliki sertifikasi CISA juga CIA, adapula CCSA (Certified of Control Self Assessment) itu juga saya sudah sertifikasi, untuk control self assessment, itu auditor disertifikasi, bagi yang sudah lulus, ada 5 orang lah di PERTAMINA ini, dan saya juga masuk CRMP (Certified of Risk Management Professional) sertifikasi nasional, yang sudah ada beberapa orang yang lulus tes, termasuk saya begitu, nah itulah sertifikasi yang telah dilakukan, dan update setiap tahun oleh PERTAMINA, jadi banyak auditor PERTAMINA, banyak yang sudah sertifikasi baik nasional maupun International, dan selalu diadakan kursus – kursus yang bersifat continuous professional education untuk selalu meningkatkan pengetahuan untuk para auditor.

I: Kemudian, Bagaimana dengan sistem pedoman dan tata kerja pada PERTAMINA itu sendiri, apakah akan selalu di update? Kalau di akuntansi seperti pedoman IFRS, kalau di auditor, bagaimana dan seperti apa fungsinya pak?

R: di PERTAMINA kami sudah memiliki pedoman audit yang bersifat umum dan menyeluruh, kemudian ada TKO dan TKI nya, jadi di PERTAMINA untuk sistem/ pedoman pedoman mengikuti IA dan secara garis besar kita menggunakan metodenya risk – based audit. Jadi kita sudah menggunakan risk based audit dari tahap perencanaan, pelaksanaan, sampai monitoringnya, bahkan dalam tahap awal sebelum tahap perencanaan, persiapan audit kita juga menggunakan sistem risk based audit, kita akan melaksanakan audit terhadap area – area yang beresiko

tinggi, makanya disebut risk based audit, yang risk nya tinggi itu menjadi fokus perhatian kita ya, selain adanya fokus dari manajemen yang jadi pertimbangan kita dalam rangka menyusun perencanaan audit tahunan kita, setiap awal tahun ya.. kita selalu melakukan membuat PKPT (Program Kerja Pengawasan Tahunan) atau annual audit plan kita bikin dengan menggunakan sistem risk based management juga, berdasarkan peta risk based kita, yang sudah kita petakan, mulai dari fokus yang beresiko tinggi sampai ke menengah, sedang dan rendah. Kalau untuk yang resiko tinggi kita akan lakukan audit setiap tahun, yang sedang 2-3 tahun, kalau yang kecil mungkin diatas 3 tahun akan kita lakukan auditnya, nah pedoman-pedoman ini selalu kita update apabila ada perkembangan di internasional maupun nasional, dan kita mengacu pada IPPF (International Professional Practice Framework) jadi framework yang dibikin oleh para professional internal auditor dunia itu menyusun IPPF. Nah itu yang menjadi pedoman kita dalam menyusun sistem prosedur pedoman audit

I: Ok, Lalu bagaimana dengan sistem risk based audit di PERTAMINA, kapan digunakannya, dan mengapa menggunakan risk based audit? Keuntungannya itu seperti apa pak?

R: PERTAMINA ini menggunakan risk based audit sejak 2008, jadi 2008 kita melakukan reformasi audit supaya bagaimana audit dapat dilakukan dengan lebih efektif dan efisien dengan berfokus pada area- area yang beresiko tinggi sesuai IPPF ya, dunia internasional menggunakan risk based audit, jadi PERTAMINA yang bertujuan menjadi world class national energy company, untuk menjadi kelas dunia kita juga menggunakan pedoman-pedoman practice internal audit yang mendunia juga, nah sejak kita lakukan reformasi 2008 kita lakukan itu, trus mengapa kita gunakan? Ya dalam rangka efektifitas dan efisiensi internal audit, jadi jangan seperti audit yang sudah lama itu kan bersifat watchdog, kalau ada kejadian dan masalah baru kita periksa, nanti muncul lagi masalah masalah berikutnya, nanti muncul masalah baru, nah itu kita tidak inginkan temuan - temuan berulang seperti itu, oh dari yang beresiko tinggi untuk mencapai tujuan organisasi apa, itu yang kita fokuskan sehingga kita dapat mencapai tujuan organisasi, atau tujuan perusahaan kita fokuskan kesitu agar tujuan perusahaan dapat tercapai dengan efektif dan efisien. Untuk keuntungan – keuntungan yang kita dapat dari risk based audit ya kita lebih fokus nih, pada area – area yang bermasalah. Yang bermasalah dan punya dampak signifikan. Kalau yang kecil – kecil ya gampang kita benahi, kalau sudah yang besar ya kita harus fokus dan sistim dan prosedur akan kita bangun secara lebih ketat begitu.

I: oya pak, tahapan – tahapan risk based audit itu seperti apa ya pak?

R: tahapan risk based audit ya mulai dari perencanaan ini mencakup persiapan untuk preliminary survey, ya untuk perencanaan sebelum audit kita lakukan lakukan preliminary survey ini ketika audit yang mendalam ya atau mendetail dilakukan pada setiap audit, kemudian kita lakukan perencanaan audit. Perencanaan audit ini sebetulnya perencanaan setiap awal tahun ya kita bikin program annual audit plan ya secara tahunan, kemudian nanti saat audit baru kita lakukan preliminary survey, habis itu kita lakukan juga kita bikin kan surat tugas, tujuan auditnya,

objektifnya, scopenya kita bikin. Di pelaksanaan audit kita juga akan memetakan nih di tiap – tiap tahapan operasi itu, dimana yang memiliki resiko-resiko tinggi itu kita fokuskan disitu, di tahap audit, kemudian pada saat pelaporan juga, kita akan berbicara yang impact-impactnya juga besar dan signifikan bagi perusahaan.

I: oke pak, kalau begitu bagaimana dengan hambatan – hambatan dalam proses risk based audit ini sendiri, kan tadi ada tahapan – tahapannya pak seperti planning, conduct, report, follow up dan monitoring, hambatannya menurut bapak yang paling lemah di perusahaan itu di bagian mana ya pak? Yang kemarin juga sudah di bahas dalam kuisioner pak?

R: hambatan, kelemahan dalam pelaksanaan risk based audit ya?

I: iya pak

R: dari segi planning conduct report dan monitoring, dari segi planning hambatan dari risk based audit ya kadang kadang ERM (Enterprise Risk Management) itu blm bikin produk tahunannya, jadi artinya per awal tahun itu kita mau bikin annual audit plan, ternyata risk based audit belum di siapkan begitu, jadi belum selesai sehingga kita ada kesulitan dalam menyusun internal audit plan karena identifikasi risk based itu dibikin pada awal tahun begitu, sehingga kadang – kadang kita memetakan sendiri dari peta yang tahun sebelumnya maupun peta yang terbaru terkait risk based ya.. risk based management sehingga peta - peta resiko tinggi, rendah, sedang itu sudah ada kita pakai, biasanya karena belum selesai kita pakai draftnya dan kita jadikan patokan dalam menyusun annual audit plan. Daripada saat pelaksanaan, hambatannya.. adalah adanya beberapa pemahan yang berbeda dari auditor itu sendiri karena tiap auditor pengetahuanya dan pengalamanya berbeda - beda sehingga penerapan risk based bisa berbeda beda, tetapi kita sudah coba betulkan sistim dengan menyusun TKO TKI maupun pedoman yang standar yang bisa diikuti oleh semua audit, dan kita lakukan apa.. Quality Assurance atas pekerjaan audit maupun pelaporan audit, kita lakukan quality assurance dan itu, saya pernah di bagian quality assurance itu, dan itu saya pernah di bagian quality assurance itu. Ya itu.. kemudian pada saat monitoring, kalau untuk monitoring tidak ada terlalu banyak masalah karena monitoring itu sudah hanya monitoring tindak lanjut, tapi pelaksanaan audit sudah selesai. Mungkin itu.

I: Lalu, bagaimana pak dengan penerapan risk based ini, apakah berpengaruh pada keuangan perusahaan dan kinerja atau performance perusahaan ?

R: ya, risk based audit sangat berpengaruh, dengan adanya risk based audit yang internal audit lakukan, kinerja keuangan sudah semakin membaik. Apalagi tata kelola perusahaan terutamnya, ee tata kelola perusahaan atau good governance selalu meningkat dari tahun ke tahun

mulai dulu dari 70an sampai 80 dan sekitar sekarang hampir sembilan puluh nilai PERTAMINA untuk GCG nya ya yang dilakukan oleh kementerian BUMN maupun oleh pihak konsultan begitu untuk menilai berapa nilai GCG PERTAMINA, sangat meningkat, dan itu membuktikan bahwa operasional di perusahaan sudah membaik dan sistem di internal audit kita juga sudah membaik sehingga membantu kita dalam melakukan good corporate governance.

I: oke pak, kalau begitu, tadi kan berkaitan dengan GCG juga ya dalam mencapai audit itu, menurut bapak, GCG itu apa sih pak? Dalam pelaksanaannya bagaimana?

R: ya GCG itu good corporate governance, tata kelola di perusahaan, tata kelola yang baik di perusahaan, nah Pertamina menggunakan GCG ini dengan elemen-elemennya ya. Ada transparansi, akuntabilitas, responsibility, kemudian independence dan fairness, ya kan, ini sudah dijalankan dengan baik di perusahaan, saya rasa, terkait transparansi perusahaan juga sudah memberikan transparansi yang memadai ya, kemudian berakuntabilitas kepada para stakeholder, baik itu kepada pemerintah kemudian masyarakat, kemudian juga pengambil kebijakan, kemudian pertanggungjawaban kita lakukan dalam bentuk RUP selalu kepada pemerintah sebagai pemilik perusahaan karena kita BUMN begitu ya, kemudian independence dan fairness ini juga dijalankan. Jadi pada prinsipnya sudah cukup baik pelaksanaan GCG. Dan ini juga tercermin dari nilai GCG Pertamina yang selalu meningkat dari tahun ke tahun.

I: kalau menurut bapak, yang dalam pelaksanaannya masih belum memadai atau kurang menurut bapak yang bagian mana pak? Apakah dalam transparansi, apakah dalam akuntabilitas, pertanggungjawaban, kemandirian atau pada tahap kewajaran? Bagaimana yang masih kurang dalam pelaksanaannya begitu pak?

R: ya sulit buat saya untuk memutuskan bagian mana dari GCG Pertamina yang kurang baik karena kita sedang melakukan transformasi di seluruh elemen ini, mulai dari transparansi. Yang tadinya kita tidak transparan menjadi transparan. Tadinya kita tidak bertanggungjawab atau kurang mempertanggungjawabkan aset – aset kita, sekarang sudah mulai dibenahi, aset – aset dibenahi, administrasi dibenahi, sampai pelaporan dan pertanggungjawaban keuangan semua dibenahi. Efisiensi dilakukan diseluruh bidang jadi, buat saya Pertamina sudah menuju ke arah yang lebih baik dari semua bidang yang ada begitu. Kalau independency, nah independency kita BUMN sebenarnya nah itu yang saya rasa agak kurang karena sebagai BUMN kita juga terlalu banyak diatur oleh pemerintah. Jadi di lain pihak kita merupakan PERSERO yang punya undang – undang PERSERO dan dengan undang – undang PERSERO itu kita menjadi perusahaan yang mandiri dan tidak banyak campur tangan pemerintah. Tapi pada prakteknya campur tangan pemerintah cukup banyak untuk mengatur harga minyak sehingga itulah turut mempengaruhi atau mengganggu kinerja keuangan perusahaan itu sendiri. Jadi ketika kita mau invest ternyata perusahaan, pemerintah minta dividen sehingga

investasi di kilang kita kurang begitu, ketika harga bagus, pemerintah minta harga minyak diturunkan, sehingga artinya dengan harga yang turun berarti beberapa investasi juga akan kita turunkan kembali begitu, itu jadi inferensi karena kita perusahaan BUMN.

I: kalau begitu menurut bapak, kan tadi kita sudah tentang internal audit ya pak kita bahas, apakah internal control dalam Pertamina itu berarti sudah baik ya pak, menurut bapak? Dari tahap pelaksanaan audit sampai GCG ini sendiri?

R: terkait apa?

I: terkait dengan internal control dan GCG itu sudah baik ya pak menurut bapak?

R: ya, internal control di Pertamina sudah cukup baik begitu, eeee karena sudah dilakukan sistem pengawasan yang baik, risk management sudah memetakan resiko – resiko, kemudian sudah melakukan evaluasi risk, nah kita juga melakukan apa.. pelaksanaan, jadi internal control itu bisa diawasi first line of defence itu management itu sendiri, yang menyusun manajemen, yang mengawasi manajemen, nah tahap kedua risk management, tahap ketiga baru internal audit. Melakukan audit atas pelaksanaan mitigasi resiko yang dilakukan oleh manajemen.

I: berarti risk manajemen juga berperan penting dalam tahapan internal control seperti itu ya pak? Berarti dalam pelaksanaannya tiga tahapan ini, risk based audit, corporate governance, dan risk management sudah efektif ya pak menurut bapak?

R: menurut saya risk based audit telah efektif karena sudah dijalankan, kemudian kita selalu update pedoman – pedoman dan sistem prosedurnya. Kemudian juga kita selalu melakukan quality assurance. Nah untuk GCG juga cukup efektif karena kita Pertamina sudah cukup transparan dan akuntabel kepada para stakeholder. Nah enterprise risk management yang kurang efektif, karena risk management ini sering terlambat karena masih cukup baru sebenarnya, 2010 lah baru mulai aktif risk management di tingkatkan di Pertamina begitu, tetapi dia sudah mulai ada perbaikan, cuman kita belum sempat lakukan audit atas risk management itu sendiri karena kita masih sedang membangun sehingga risk management itu mungkin, pertama laporannya suka agak terlambat, kemudian tidak lengkap, atau databasenya tidak terlalu akurat. Itu yang masih akan kita lakukan, jadi posisi risk management saja yang masih perlu dibenahi cukup di Pertamina.

I: oke pak, kalau begitu dalam pelaksanaan internal control, internal auditor ini sangat berpengaruh ya pak dalam proses bisnis, atau strategic bisnis, strategic business partner dalam perusahaan?

R: oya, sangat strategis, karena kita mengawasi, mengawal ya pelaksanaan internal control yang sebenarnya sudah dijalankan oleh pihak management itu sendiri. Pihak operasional dan pihak manajemen selalu bikin prosedur untuk melakukan control secara internal. Dan apabila ada

kelemahan kontrol kita lakukan audit. Dan kita minta itu untuk diperbaiki dan direvisi internal control yang ada. Sehingga internal control akan selalu semakin baik, kita lakukan audit dan perbaikannya.

I: jadi secara garis besar pelaksanaan risk based audit di pertamina ini dalam kaitanya dengan internal control sangat berpengaruh terhadap good corporate governance itu ya pak?

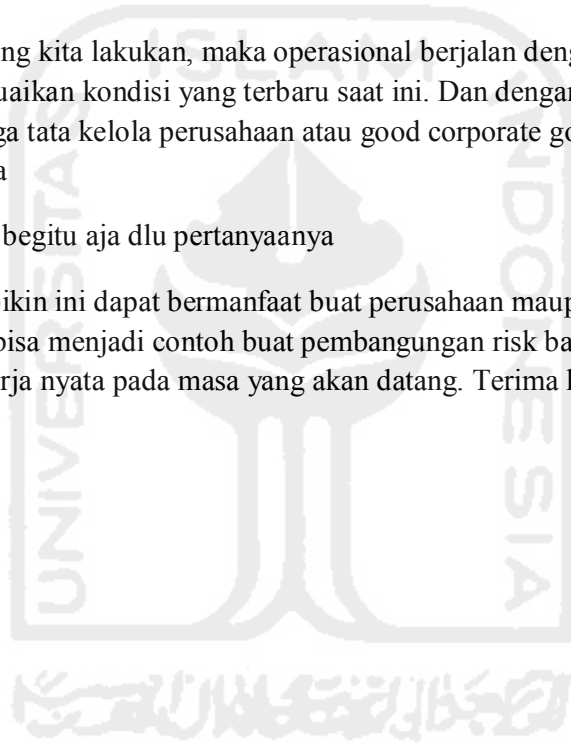
R: oya jelas. Dengan adanya risk based audit yang kita lakukan, maka operasional berjalan dengan bagus. Internal control semakin membaik dan selalu di update untuk selalu lebih baik menyesuaikan kondisi yang terbaru saat ini. Dan dengan berubahnya internal control tentunya peningkatan dari operasional mempengaruhi juga tata kelola perusahaan atau good corporate governance di pertamina, dan itu juga sudah semakin positif dan semakin meningkat nilainya

I: oke pak, baik mungkin dari saya sekian dulu, begitu aja dlu pertanyaanya

R: iya terima kasih, semoga skripsi yang anda bikin ini dapat bermanfaat buat perusahaan maupun buat di kampus uii, dan terutama nanti juga buat masyarakat nanti, skripsi yang anda bikin bisa menjadi contoh buat pembangunan risk based audit kedepan dan juga buat mahasiswa mahasiswa lainnya yang akan masuk ke dunia kerja nyata pada masa yang akan datang. Terima kasih

I: iya terima kasih pak, assalamualaikum wr wb

R: waalaikumussalam wrwb.



APPENDIX 8

Interview Transcript 2

Actual Script

Respondent: Muhammad Nirvan

Position: VP IA

INTERVIEW 2

RESPONDENT II

I: Interviewer, R: Respondent

I: Assalamuaikum wr wb

R: Waalikumussalam wr wb

I: perkenalan dulu ya pak, disini saya dari mahasiswa universitas islam indonesia ingin mewawancara bapak untuk penelitian skripsi saya tentang internal audit dan good corporate governance. Bisa diperkenalkan dulu ya pak namanya dan jabatannya apa begitu pak?

R: baik, iya de terimakasih nama saya Muhammad Nirvan saya sebagai vice president upstream gas and renewable energy internal audit yah, energi terbarukan PT PERTAMINA PERSERO corporate nya yah, jadi di pusatnya ya.

I: oke pak, hmm.. kalau begitu saya .. langsung bertanya pertanyaan umum tentang auditor begitu ya pak.

R: ya

I: definisi auditor menurut bapak itu seperti apa?

R: auditor itu .. ya biasa lah ya yg namanya sebagai suatu entitas ya, dimana harus ada di dalam PT (perusahaan) berdasarkan undang – undang yang mana tugasnya untuk mengaudit jalannya perusahaan untuk mencapai tujuan tertentu. Yang simple nya untuk mengawal bagaimana tujuan dari perusahaan itu dan memberikan kontribusi di dalam perjalanan, untuk memberikan rekomendasi rekomendasi dan saran saran. jadi jika dari definisi secara harfiah peran internal audit itu telah menjurus untuk memberikan services dan nilai tambah bagi perusahaan melalui tentunya assurance dan consultative, itu.

I: ok pak, untuk di PERTAMINA sendiri, untuk auditornya apakah sudah terkualifikasi sertifikasi sertifikasinya, sertifikasi sertifikasinya apakah terus dilakukan untuk pekerjaanya begitu pak?

R: ok, kalau di PERTAMINA kita .. yang baru masuk seperti fersh graduate ataupun yang sudah experience kita bekali dengan sertifikasi minimal yang namanya qualified internal auditor (QIA). Jadi itu yang harus mereka selesaikan sebelum melakukan pekerjaan pekerjaan untuk melakukan audit. Dimana dengan qualified internal auditor itu ya semua.. dengan jalanya, jalanya tentunya bagaimana melaksanakan assurance dan consultative sesuai dengan standar standar, pedoman ataupun aturan aturan yang telah mereka peroleh di dalam mencapai sertifikasi itu, tentunya dalam ujian sertifikasi itu terdapat ujian ujian, lulus atau tidak dan seperti itu. Nah lantas setelah dia minimal QIA nanti ada sertifikasi international, dimana adanya seperti certified internal auditor (CIA) yang diadakan .. di Amerika, lantas setelah itu banyak lagi ya seperti certified fraud examiner, yang berkesinambungan ya dengan kultur CIA kemudian CISA dengan komputer, ya balik lagi yang menunjang profesi profesi internal audit dalam melaksanakan tugasnya, seperti risk adalah seperti CFRA seperti itu, dan semua auditor diberikan kesempatan untuk mendapatkan profesi profesi dan sertifikasi itu.

I: iya pak, untuk selanjutnya saya ingin bertanya apakah sudah ada pedoman sistem tata kerja yang memadai di PERTAMINA sendiri?

R: ya, di dalam melaksanakan tugas tugasnya internal audit melaksanakan tugas tugasnya berdasarkan best practice ya yang ada di dunia auditor. Dimana kita berpedoman kepada IIA seperti itu yang dituangkan didalam pedoman dan aturan sendiri di dalam kita melaksanakan tugasnya, namanya pedoman dan peraturan dalam melaksanakan pengawasan, pedoman dan tugasnya di PERTAMINA itu satu. Kedua, Di dalam pelaksanaanya juga kita memiliki sistem untuk mengawal yang namanya Audit Management System (AMS) yang menunjang jalanya proses assurance dan konsultative, jadi end to end proses bisnis yang dilaksanakan untuk melakukan assurance atau consultative tadi telah di sistemkan di dalam base tadi ya itu audit management system (AMS) demikian pelaksanaanya.

I: lalu, bagaimana dengan sistem, pedoman akuntansi.. audit maksud saya, kalau di akuntansi itu seperti IFRS ya pak, apakah ini selalu di update?

R: kalau pedoman itu selalu, kita melaksanakan.. setiap pedoman itu selalu kita update apakah sudah sesuai dengan best practice yang ada, selalu. Jadi kalau IIA mengeluarkan suatu hal hal yang baru, kita ya.. menyesuaikan lah, artinya dengan best practice yang ada. Selalu seperti itu, setiap bisnis proses yang ada implementasinya, kita selalu mengadopt, atau merubah pedoman itu sesuai dengan bisnis proses atau boleh dikatakan kita melihat organisasi organisasi dengan bisnis prosesnya, selalu di update, jadi boleh dikatakan secara reguler atau secara berkala ya pedoman itu diganti atau dengan menambahkan reivisi revisi ya.

I: lalu, apakah menurut bapak fungsi auditor di pertamina sudah sesuai dengan prosedurnya?

R: ya, didalam pelaksanaanya ya kita selalu ada conference yah yang di tingkat nasional maupun tingkat internasional yang dilaksanakan oleh IIA ya, IIA conference yah. biasanya semua auditor diberikan kesempatan untuk mengikuti conference tsb, nah di dalam conference tersebut dari seluruh penjurur dunia biasanya ikut yah, dari mulai Eropa, dari Amerika, Asia semuanya ikut dan memberikan knowledge sharing ataupun semacam.. boleh dikatakan di belahan dunia mana telah dilaksanakan suatu pedoman dan aturan sistem internal audit. PERTAMINA internal auditor, mengadopt hal hal yang best practice yang berlaku di dunia auditor. Jadi ya selalu dinamis sifatnya, selalu mengadakan perubahan bila mendapatkan bahan bahan atau materi materi dari conference conference dari yang nasional maupun yang bersifat international seperti itu.

I: kemudian, untuk metode nya pak yang digunakan dalam melaksanakan audit, sekarang menggunakan metode apa ya pak?

R: kalau untuk masalah metode ya, metode menurut saya untuk semua audit itu melihat dari suatu proses bisnisnya apa, dan kita menyesuaikan disitu. Kalau untuk pedoman sudah di atur ya, bagaimana dari end to end suatu proses audit. Pertama, menentukan annual audit planya seperti apa, sudah ditentukan, melalui risk based audit tentunya dengan pihak user, atau fungsi yang terkait. dari situ dimintakan pendapat, ataupun kemauan dari direksi seperti apa. Hal hal yang diperlukan untuk membuat annual audit plan. Disamping itu dari internal sendiri dari internal audit sendiri hal hal yang sering ditemukan dalam melaksanakan assurance, nah dari situ baru digodok menjadi annual audit plan dan dilakukan namanya nanti pemeriksaan secara berkala, seperti itu. Lantas implementasinya tadi yang sudah saya katakan dengan audit manajemen system yang tentunya end to end proses ada dalam system tersebut. Dari melakukan perencanaanya kita sudah masuk kedalam system. Lantas bagaimana melakukan fieldworknya disitu, sudah tersistem juga, membuat bisnis proses plan, membuat audit memo, surat perintah, sampai reportingnya sudah masuk di dalam system. Jadi semuanya itu sudah terintegrasi di dalam system yang namanya audit manajemen system.

I: hmm.. kemarin saya sudah mewawancarai salah satu manager IA yang di area Sumbagut ya, pak Teuku Umar ya pak, sekarang audit di PERTAMINA menggunakan risk based ya, betul pak?

R: ya tadi sudah saya katakan bahwa, tidak mungkin semua ya suatu proses bisnis kita lakukan audit. Dimana keterbatasan orang, dimana proses bisnis yang begitu besar, sehingga best practice yang kita lakukan saat ini menuntut adanya risk based audit (RBA). RBA itu artinya kita memilih ya.. apa resiko yang paling besar, dampak untuk perusahaan yang paling besar. Sehingga kita melihat inilah yang dapat kita kawal yang dapat kita lakukan assurance sehingga dapat kita mitigasi resiko dalam mencapai tujuan perusahaan itu. Nah, caranya bagaimana, RBA itu kita lakukan dari proses yang namanya di bidang enterprises risk manajemen (ERM). Ada di bagian fungsi operational. Nah dari situ kita akan lihat resiko yang sudah terpetakan di fungsi yang namanya ERM. Lantas adanya masukan masukan dari direksi. Adanya temuan temuan audit yang sudah berkali kali, berulang ulang yang sangat signifikan. Nah, tentunya kita jadikan yah semacam annual audit plan, yang namanya program kerja pengawasan tahunan kita. Dari situ berangkat bahwa kita menggunakan RBA seperti itu.

I: ok pak, menurut bapak, dari segi pelaksanaan implementasinya RBA sendiri apakah masih ada kekurangan begitu pak, dalam pelaksanaannya? Kalau ada seperti apa ?

R: seharusnya dalam RBA itu semua auditor seharusnya terpusat, tersentralisasi ya. Ada sentralisasi nanti adanya poling poling, jadi artinya kalau kita mau melakukan pemeriksaan, karena luasnya area bisnis proses yang ada di PERTAMINA, dari sabang sampai merauka. Jadi kalau kita taruh semua auditor auditor dari sabang sampai merauke berapa banyak auditor yang harus kita tarik ya, kita rekrut. Dengan RBA itu dengan tenaga auditor yang sedikit yang tersentralisasi, seharusnya. Ini bisa melaksanakan begitu besarnya bisnis proses di PERTAMINA sehingga hal hal yang paling beresiko tinggi kita akan lihat, kemudian yang rendah rendah kita tinggalkan ini yang berpotensi, seperti itu. Dalam melaksanakannya tentunya tidak seluruhnya menurut teori yah, hal itu seperti yang saya sebutkan tadi. Tetapi dalam pelaksanaannya memang sulit. Kadang kadang masih para direksi ya para pengambil keputusan masih memerlukan internal auditor dekat sama mereka ya. Padahal dalam best practice dan teorinya itu tidak perlu seharusnya lebih independent lebih bagus artinya terpusat. Nah, sekarang ini masih tidak tersentralisasi ya masih ada desentralisasi, masih ada di daerah daerah. Seharusnya sudah terpusat menurut kita melaksanakan RBA seperti itu, itu salah satu poinnya. Kedua yang belum terlaksana tadi, yang pertama harusnya sentralisasi tapi masih desentralisasi. Kedua kekurangan kekurangan. Walaupun sentralisasi juga, itu auditornya sangat terbatas sekali, dan masih kurang. Jadi inilah proses yang boleh dikatakan ya, rekrutmen juga kebijakan kebijakan direksi yang dimana harus melihat budget juga ya untuk menerima pegawai. Sehingga apa yang dirasakan saat ini memang sangat kurang yah. Jadi, kadang kadang dari daerah kita pinjam ke pusat untuk melakukan audit di pusat. Kadang kadang yang dari pusat, kita pinjamkan untuk ke daerah juga ya untuk melakukan audit. Dan juga di anak - anak perusahaan tentunya, karena begitu banyaknya anak – anak perusahaan di PERTAMINA. sehingga setiap anak – anak perusahaan itu mempunyai auditor. Tapi itu masih kurang tenaga pemeriksanya, jadi kadang kadang masih ada pinjam meminjam. Kadang kadang auditor itu mempunyai surat tugas yang overlapping, boleh dikatakan bisa 1 bisa 2 surat tugas seperti itu.

I: ok pak, menurut bapak penerapan RBA ini apakah sangat berpengaruh terhadap kinerja perusahaan? Performance perusahaan?

R: iya, seharusnya harus ada pengaruh dong tentunya ya, dimana internal audit itu mengawal dalam suatu proses bisnis yang ada di perusahaan. Perusahaan itu mempunyai tujuan-tujuan sehingga kita memitigasi ya resiko-resiko yang ada dalam mencapai tujuan. Tentunya banyak hambatan-hambatan dalam mencapai tujuan perusahaan. Nah disitu ya kita memerlukan boleh dikatakan memerlukan control – control ya yang belum terpasang. Atau control – control yang perlu diperbaiki untuk mencapai tujuan perusahaan itu.

I: kemudian saya ingin menanyakan menurut bapak definisi good corporate governance (GCG) apa ya pak?

R: GCG itu bagaimana tata kelola perusahaan itu telah dilaksanakan dengan baik ya. Artinya ya kita melakukan jalannya perusahaan ini dengan peraturan dan prosedur yang ada tentu kita akan taati. Memang environment GCG itu tidak bias dilaksanakan oleh satu-sisa saja. Maksud saya tidak bias dilaksanakan oleh perusahaan saja atau PT PERTAMINA sendiri. Tetapi harus environment atau stakeholder yang harus melaksanakan juga. Corporate governance itu tidak bias dilaksanakan oleh perusahaan itu sendiri tanpa stakeholder juga melaksanakan hal itu. Nah prakteknya dalam lapangan, sering stakeholder atau entitas lain ataupun yang namanya hubungan antara korporat dengan pihak lain tentu banyak yang bersebrangan tentunya. Contoh saja ya, semua hal ya seperti taat dengan aturan, bayar sesuai tariff. Kadang – kadang masih ada yang melakukan pemberian tips supaya lancar pekerjaannya. Jadi itu menurut saya belum mencerminkan tata kelola yang baik. Karena masih adanya pemberian-pemberian uang – uang seperti itu. Itu banyak, hal-hal kejadian – kejadian yang dimanna berhubungan dengan pihak – pihak lain. Nah hal ini yang membuat PERTAMINA sulit melaksanakan GCG, tetapi untuk kedalamnya ya, scoring yang namanya GCG PT PERTAMINA kira-kira sudah mendekati 90an jadi memang sudah sangat tinggi ya score-nya. Tetapi masih ada juga tidak menutup kemungkinan walaupun score GCG tinggi perbuatan corruption, fraud, di setiap perusahaan pasti tetap masih ada. Karena kembali lagi kalau menyangkut ada atau tidak adanya karena sanksi punishment and reward itu belum berjalan dengan baik seperti itu.

I: kemudian, untuk konsepnya sendiri hal yang mendasari GCG ini apa saja ya pak di PERTAMINA, apakah ada pedomanya sendiri?

R: ya, GCG itu di PERTAMINA sebetulnya sudah lama yah, bagaimana sikap setiap para pekerja ya. Adanya pengisian gratifikasi ya itu harus melaporkan, adanya setiap bulan, pengisian – pengisian hal-hal yang sifatnya LHKPN. Jadi tidak menerima parcel, ya, tidak menerima dalam bentuk apapun lah. Yang namanya setiap insan PERTAMINA tidak adanya conflict of interest di dalam setiap pekerjaan. Hal itu, ada pedoman dan peraturannya di PERTAMINA sendiri yang harus ditaati oleh setiap pekerja. Pakta integritas dibuatkan, setiap insan PERTAMINA dibuatkan pakta integritas disitu ada item – item yang semuanya menyatakan kita ber governance lah, artinya tidak menerima suap, jadi banyak hal-hal boleh dikatakan yang sudah diterapkan di PERTAMINA seperti itu.

I: baik pak, menurut bapak yang masih kurang dalam pelaksanaannya pada bagian apa ya pak? Kan dalam GCG itu ada transparansi, akuntabilitas, pertanggungjawaban, kemandirian, dan kewajaran ya. Menurut bapak yang masih kurang dalam pelaksanaannya menurut bapak itu pada bagian mana ya pak?

R: ya, kalau masalah GCG itu sebetulnya sisi, ada case-case tertentu lah, seperti transparansi. Di satu sisi kita mempunyai transparansi, apapun yang sifatnya dokumen, apa pun yang sifatnya pencatatan ya kita harus transparansi. Tetapi di satu sisi ya untuk pengurusan ijin-ijin pembuatan misalnya pembuatan SPBU pembuatan apa ya itu masih belum transparan seperti itu, ya artinya boleh dikatakan, ya masih perlu diperbaiki. Di satu sisi masalah fairness, juga, fairness itu perlakuan ya misalnya vendor yah. Vendor, tidak semua kadang kadang ada cut and cut maka di dalam pemeriksaan itu belum fair betul yah. Kadang kadang masih ada titipan seperti itu yah. Jadi kadang kadang masih ada, ya memang lambat laun kesini memang sudah menuju ke perbaikan. Karena apa? Karena selalu kalau internal audit menemukan itu selalu akan memberikan sanksi kepada pekerja pekerja yang tidak fair seperti itu yang tidak ber GCG ya, selalu hal hal itu kita tegakkan. Tetapi kenapa masih ada juga ya sampai saat ini, dan percentage nya saya rasa sudah lebih sedikit juga, sebetulnya karena keinginan dari manajemen ya untuk menegakkan GCG itu, artinya misalnya orang yang melanggar terhadap GCG harusnya diberikan sanksi sesuai aturan. Kita kan punya pedoman yang namanya PKB. Adanya punishment and reward disitu, jadi keinginan manajemen lah, karena pada akhirnya manajemen yang menentukan punishment seseorang pekerja.

I: menurut bapak, apakah internal control dalam PERTAMINA sudah berjalan dengan baik begitu?

R: kalau dibilang berjalan baik, kita belum mendeclare yah, memberikan opini bahwa setiap proses bisnis di PERTAMINA sudah berjalan dengan baik, artinya control nya sudah memadai, itu belum. Masih ada setiap prosesnya bisnis itu masih ada bolong bolong nya. Jadi kita belum bisa memberikan opini apakah sudah berjalan dengan baik atau tidak. Nah, kita akan mengarah kesana tentunya akan memberikan opini nantinya, tapi sekarang ini belum bahwa internal control itu telah berjalan dengan baik. Tentunya kita akan memberikan opini, tapi belum, karena masih proses, masih ada yang boleh dikatakan perbaikan perbaikan untuk melakukan hal hal yang bersifat opini nantinya, nah itu kesana. Rencananya memang kesana, tapi nanti, kalau sekarang kalau ditanya apakah sudah berjalan dengan baik ya boleh dikatakan masih ada bolong bolongnya, buktinya masih ada audit audit finding yang namanya hasil pemeriksaan yang perlu diperbaiki, atau perlu ditambah, atau perlu dihilangkan seperti itu.

I: jadi menurut bapak apakah RBA di PERTAMINA telah efektif?

R: RBA di PERTAMINA itu prosesnya jalanya itu sudah dilaksanakan tetapi apakah hasilnya itu sudah efektif, itu tergantung setiap case pemeriksaan tentunya, apakah sudah cukup, atau belum, atau masih kurang, itu di dalam setiap case case aja. Tetapi jika ditanya mengenai entitas secara keseluruhan apakah Internal Control di PERTAMINA sudah berjalan efektif. Itu belum dilakukan tentunya. Tetapi untuk partial, ya untuk case case setiap bisnis proses itu sudah dilakukan dan per case tentunya, bukan per entitas, per case, oh ini sudah efektif, oh ini belum, ini cukup, seperti itu.

I: jadi menurut bapak, secara garis besar pelaksanaan RBA di PERTAMINA dengan internal auditor nya sangat berpengaruh terhadap GCG itu sendiri ya?

R: tadi saya katakan bahwa semua pihak, sebetulnya tidak hanya dari internal audit ya, semua insan PERTAMINA ya semua pekerja PERTAMINA baik stakeholdernya sangat berpengaruh. Karena interaksi antara internal antara stakeholder, antara eksternal semuanya berpengaruh terhadap terbangunnya, terciptanya GCG yang baik. Jadi tidak bisa, tadi saya katakan tidak bisa satu pihak saja dari PERTAMINA atau bahkan dari internal audit saja itu tidak bisa. Terbangunnya GCG yang baik itu ya, semua pihak ya, baik internal eksternal ya semua lah ya stakeholder, itu bersama sama membangun GCG. Itu baru tercipta yang namanya GCG yang diinginkan, karena tanpa hal itu percuma, artinya kita ber GCG tetapi yang lain tidak environment tidak, lingkungan tidak membentuk GCG itu sangat sulit bagi PERTAMINA untuk melakukan GCG yang benar ber GCG seperti itu.

I: oke pak, mungkin dari saya sekian dulu, terimakasih telah meluangkan waktunya untuk diwawancarai, terimakasih untuk waktunya Assalamualaikum wr. wb.

R: Waalaikumussalam wr. wb. Selamat ya, semoga sukses, semoga pembuatan skripsinya semua berhasil aamiin..

I: aamiin.. terima kasih pak