Journal of Economics, Finance and Management Studies

ISSN (print): 2644-0490, ISSN (online): 2644-0504

Volume 08 Issue 07 July 2025

Article DOI: 10.47191/jefms/v8-i7-88, Impact Factor: 8.317

Page No: 5034-5041

The Role of Good Corporate Governance (GCG), Risk Management, Internal Supervision Against Corruption in Pt. Pertamina.

Adji Suratman
Maksi STIE YAI jl. Salemba Raya No.7-9A Jakarta, Indonesia.

ABSTRACT: The purpose of the study is to analyze the Role of Good Corporate Governance (GCG), Risk Management, Internal Supervision of Corruption and its impact on the Performance of PT. Pertamina. The study was conducted using a qualitative method with 10 participants as actors in the Master of Accounting program at STIE YAI Jakarta. Literature research, previous research, limited interviews, existing phenomena, Forum Group Discussion (FGD) and Triangulation Stages were conducted to match the opinions of the actors. Discussed in the discussion stage, reviewed and conclusions and suggestions were drawn. The results of the discussion can be concluded that Good Corporate Governance (GCG) plays a less role in suppressing Corruption. Risk Management plays a less role in suppressing Corruption, Internal Supervision plays a less role in suppressing Corruption at PT. Pertamina.

KEYWORDS: Good Corporate Governance (GCG), Risk Management, Internal Supervision, Corruption and Financial Performance of PT. Pertamina.

I. BACKGROUND

The phenomenon of corruption in PT. Pertamina was discovered and is being further processed by the Attorney General's Office. The Attorney General's Office revealed that the figure of IDR 193.7 trillion was the state's loss in 2023 alone due to corrupt practices at PT. Pertamina.

There are five main components of state losses recorded by the AGO, namely:

1) Loss of Domestic Crude Oil Exports: IDR 35 trillion
2) Loss of Crude Oil Imports through Brokers: IDR 2.7 trillion
3) Loss of Fuel Imports through Brokers: IDR 9 trillion
4) Loss of Compensation: IDR 126 trillion
5) Loss of Subsidy: IDR 21 trillion.

The Attorney General's Office (AGO) examined 10 witnesses related to alleged corruption in the management of crude oil and Pertamina-KKKS refinery products for the 2018-2023 period. The person examined was Tutuka Ariadji or TA, always the former Director General of Oil and Gas (Dirjen Migas). In addition, other witnesses who were examined were from t***he Ministry of Energy and Mineral Resources. SN as Director of Downstream Oil and Gas Business*** Provision, then EED as Head of Sub-Directorate of Subsidies & Fuel Prices, and CMS as Subsidy Coordinator. Furthermore, DS as former Functional Manager of Supply Operation for the ISC period of PT Pertamina (Persero), TYA as Employee of PT Asuransi Tugu Pertamina Indonesia, and MS as VL Legal Consial Downstream. Meanwhile, three witnesses from PT Pertamina International Shipping who were examined were EP as VP of Operations & Puspent Risk Management, AS as Officer Cherming, and DA as former Manager Provision, then EED as Head of Sub-Directorate of Subsidies & Fuel Prices, and CMS as Subsidy Coordinator. Furthermore, DS as former Functional Manager of Supply Operation for the ISC period of PT Pertamina (Persero), TYA as Employee of PT Asuransi Tugu Pertamina Indonesia, and MS as VL Legal Consial Downstream. Meanwhile, three witnesses from PT Pertamina International Shipping who were examined were EP as VP of Operations & Primary Risk Management, AS as Officer Cherming, and DA as former Manager Chief Operation. It is known that the Attorney General's Office previously uncovered alleged corruption practices that occurred within PT Pertamina Patra Niaga. The Attorney General's Office examined the former President Director (Dirut) of PT Pertamina (Persero), Elia Massa Manik (EMM), in a case of alleged corruption in the management of crude oil and refinery products at PT Pertamina (Persero), Sub Holding, and Cooperation Contract Contractors (KKKS) in 2018-2023. It can be assumed that Good Corporate Governance is not running well. Risk Management as a pillar of control is not running well. Internal Supervision, inherent supervision, and hierarchical supervision are less effective, which causes corruption to occur on a large scale at PT. Pertamina and the Company is harmed. The state is harmed as a result, PT. Pertamina's performance has decreased and the state has suffered losses. We are interested in researching, reviewing, discussing and analyzing the role of GCG, Risk Management and Internal Supervision in minimizing Corruption at PT. Pertamina. Existing problems:

1) How does the role of Good Corporate Governance (GCG) minimize corruption in PT. Pertamina?
2) How does the role of Risk Management minimize corruption in Pertamina?
3) How does the role of Internal Supervision minimize corruption in Pertamina?
4) How does the role of Corruption reduce the Financial performance of PT. Pertamina?

II. THEORETICAL STUDY

A. Grand Theory,

1. Agency Theory. Agency Theory or Agency Theory was developed by Michael C. Jensen and William H. Meckling in 1976. This theory explains the relationship between the principal and agent in a business context, especially in situations where the principal delegates authority to the agent. This relationship is often accompanied by the potential for conflict of interest between the two.

2**. Legitimate Theory**. Legitimacy theory was first developed by Dowling and Pfeffer in 1975. This theory explains that companies must maintain harmony between the values they embrace and the values of society in order to maintain legitimacy or recognition from society. Legitimacy theory states that organizations continuously seek ways to ensure that their operations are within the limits and norms that apply in society.

3. **Stakeholder Theory**. R. Edward Freeman in 1984. Freeman defines stakeholders as any group or individual who can influence or be influenced by the achievement of company goals. This theory emphasizes that the prosperity and success of a company depends on its ability to manage and align the interests of various stakeholders.

4. **Clean Surplus Theory**. The clean surplus theory was developed by James A. Ohlson in 1995. Clean Surplus Theory: is a framework that is consistent with measuring the value of a company. This theory explains how the market value of a company can be represented by the balance sheet and income statement.

2. Legitimate Theory. Legitimacy theory was first developed by Dowling and Pfeffer in 1975. This theory explains that companies must maintain harmony between the values they embrace and the values of society in order to maintain legitimacy or recognition from society. Legitimacy theory states that organizations continuously seek ways to ensure that their operations are within the limits and norms that apply in society.

3. Stakeholder Theory. R. Edward Freeman in 1984. Freeman defines stakeholders as any group or individual who can influence or be influenced by the achievement of company goals. This theory emphasizes that the prosperity and success of a company depends on its ability to manage and align the interests of various stakeholders.

4. Clean Surplus Theory. The clean surplus theory was developed by James A. Ohlson in 1995. Clean Surplus Theory: is a framework that is consistent with measuring the value of a company. This theory explains how the market value of a company can be represented by the balance sheet and income statement.

B. Variable Theory.

1. GOOD CORPORATE GOVERNANCE (GCG).

Good Corporate Governance (GCG) in Indonesian means a good corporate management system, focusing on the principles that direct and control the company to achieve a balance between the company's strength and authority in being accountable to stakeholders. GCG aims to create added value for all stakeholders, improve company performance, and encourage long-term sustainability.

1.1. GCG Principles:

1. Transparency: Information that is easily accessible and understood by all stakeholders.
2. Accountability: Clear and measurable accountability.
3. Responsibility: Responsibility to stakeholders and the environment.
4. Independence: Independence in decision-making without interference from other parties.
5. Fairness: Fair and equal treatment of all stakeholders.

1.2. OrganGCG. in the context of Good Corporate Governance (GCG). In accordance with Law No. 40 of 2007 concerning Limited Liability Companies, the Company's Organs consist of the General Meeting of Shareholders (GMS), the Board of Commissioners and the Board of Director 1.4. GCG, Business Ethics Guidelines and Code of Conduct

To consistently realize GCG, an attitude of INTEGRITY is required from all employees and the Company. INTEGRITY is realized when there are BUSINESS CONDUCT GUIDELINES and ETHICS that are compiled based on COMPANY VALUES in carrying out the mission

and realizing the Company's vision. The Code of Conduct and Business Ethics exist so that there are practical instructions for the Company and all its people in carrying out business activities that meet the principles of GCG, the availability of guidelines to realize the Company's values, and the availability of references for company people to avoid conflicts of interest in carrying out roles and responsibilities in the work environment.
The Code of Conduct is referring to the main organs of the company that are responsible for the management and decision-making of the company. These main organs usually consist of the General Meeting of Shareholders (GMS), the Board of Commissioners, and the Board of Directors. In addition to the main organs, there are also supporting organs that assist in carrying out the duties and obligations of the main organs in implementing GCG. Supporting organs of Good Corporate Governance (GCG) in Indonesian are structures or functions within the company that assist the Board of Commissioners and the Board of Directors in implementing GCG principles. These organs support the implementation of GCG and assist in carrying out the duties and responsibilities of the main organs of the company.

1.3. Benefits of GCG Implementation:

Increasing stakeholder trust, Improving company performance and stock value, Reducing risk and increasing sustainability, Encouraging efficiency and productivity, Increasing company competitiveness. Encourage the Company's Organs to make decisions and carry out actions based on high moral values and compliance with laws and regulations as well as awareness of the Company's social responsibility towards stakeholders and environmental sustainability around the Company. part of the implementation of GCG contains obligations that must be carried out and prohibitions that must be avoided by all employees of the Company as an elaboration of the implementation of GCG principles, which consist of; Transparency, Accountability, Responsibility, Independence, and Fairness. Given the very dynamic business environment, it is necessary to review the Code of Conduct continuously in order to obtain the best work standards for the Company. Business Ethics are standards of behavior expected from the Company in interacting and relating to stakeholders, such as employees, customers, suppliers, creditors, government, shareholders, media, competitors, and the surrounding community. To ensure business continuity and success as a competitive Company, the Company should be responsible for; carrying out business activities in an ethical manner and complying with applicable laws and regulations, fully committing to ethical standards and the implementation of applicable laws and regulations, understanding and supporting the development of local communities by implementing the principles of mutual respect and mutual development, and supporting environmental conservation in the Company's operational areas.

2. RISK MANAGEMENT.

1) Definition of Risk Management according to experts. According to ISO 31000:2018. Risk management is a systematic process of implementing policies, procedures, and practices related to risk communication and consultation activities, determining the scope, context, and criteria of risk, and implementing risk assessments. According to Naji and Ali (2017): Risk management is the process of determining whether a risk is acceptable or designing actions to minimize the significance or probability of an adverse event occurring. BPK RI (Ministerial Regulation): Risk is the possibility of an event occurring that has a negative impact on the achievement of organizational goals. According to the author, Risk management is a systematic and structured process for identifying, analyzing, evaluating, and controlling risks in an organization or project. The main purpose of risk management is to minimize the negative impact of risk and maximize existing opportunities.
2) General Steps in Risk Management:
a) Risk Identification: Determining the potential risks that may occur in an organization or project.
b) Risk Analysis: Understanding the nature and impact of potential risks identified.
c) Risk Assessment: Determining the severity of the risk and the probability of occurrence.
d) Risk Solution: Designing strategies and actions to reduce or eliminate risks.
e) Risk Monitoring: Monitoring the implementation of solutions and evaluating their effectiveness.

3. INTERNAL SUPERVISION.

1) Definition. Internal supervision is a control system carried out within an organization to ensure that activities are carried out in accordance with the plans, regulations, and objectives of the organization. Internal supervision aims to improve effectiveness, efficiency, and compliance with applicable regulations. While Internal Auditor. According to The Institute of Internal Auditors (IIA) in 1999 in the book Adji Internal Auditing is an independent, objective independence and consulting activity designed to add value and improve an organization’s operatives. It helps the organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management control and governance process According to the IIA Board of Directors in the book Risk-Based Internal Audit (Tuanakotta, 2019: 2), Internal Audit is an independent, objective

assurance activity and consulting activity designed to add value and improve the organization's operations. According to Adji, Internal Auditors can be proxied that Internal Auditors are people within the Company who carry out independent, objective assurance activities and consulting activities designed to add value and improve the organization's operations.

2) Types of Internal Supervision.
a. Inherent Supervision: Continuous control by direct superiors over their subordinates.
b. Functional Supervision: Supervision carried out by functional supervisory units within the organization such as Internal Auditors/Internal Supervisory Units.
c. Routine/Regular Supervision: Supervision carried out routinely and regularly.

3) Internal Supervisory Function:
1) Ensure that the implementation of tasks is in accordance with plans and provisions of laws and regulations.
2) Controlling the administration so that it is managed in an orderly manner.
3) Providing suggestions for improvement.
4) Preparing supervision programs and activities, Annual Audit Work Program (PKPT).
5) Carrying out supervision of compliance, performance, and quality.
6) Monitoring and coordinating follow-up to supervision results.

4. Corruption.
Corruption according to Law No. 31 of 1999 is an act of abuse of power for personal or corporate gain. The benefits in question are more directed at things that are material in nature, such as money or the like that are detrimental to the state.
According to Jeremy Pope (book Anti-Corruption Cultural Education 2022)
Corruption is behavior carried out by officials, where it is unreasonable or illegal, causing themselves and others to abuse their authority.
Corruption according to Adji can be proxied as an act of abusing authority and position to benefit oneself, others, organizations to the detriment of corporations/states. The Attorney General's Office (AGO) examined the former President Director (Dirut) of PT Pertamina Patra Niaga in 2021 with the initials AN as a witness in a case of alleged corruption in the management of crude oil and refinery products at PT Pertamina (Persero), Sub Holding and Cooperation Contract Contractors (KKKS) in 2018-2023 ...11 Apr 2025
As reported, the alleged corruption in the case was in the form of conditioning so that the need for crude oil and fuel oil was carried out through import mechanisms, instead of utilizing domestic products. The alleged corruption case at Pertamina, which is estimated to have resulted in state losses of IDR 968.5 trillion, is evidence of weak supervision of government institutions in the field of oil management.

III. RESEARCH METHOD
According to Moleong (2007: 6) qualitative research is research that aims to understand the phenomena experienced by the research subjects. More appropriate and suitable for researching matters related to research on behavior, attitudes, motivations, perceptions and actions of the subjects.
This research uses a descriptive qualitative approach, aims to explain a phenomenon in depth and is carried out by collecting data as deeply as possible. Such as collecting primary and secondary data from various sources, including interviews with 10 Master of Accounting students of STIE YAI as actors, document research, and case studies. Previous research. The triangulation stage was carried out to match the opinions of the actors with the Forum Group Discussion (FGD), discussed, analyzed and conclusions and recommendations were drawn.

IV. DISCUSSION
1. How does Good Corporate Governance (GCG) play a role in minimizing corruption in PT. Pertamina?
Good Corporate Governance (GCG) is a set of rules, practices, and processes used to direct and control a company. The goal is to ensure that the company is run transparently, accountably, and responsibly, and to protect the interests of stakeholders. Corruption, on the other hand, is the abuse of public office or power for personal gain, whether in the form of money, goods, or services. GCG and corruption are closely related. Effective implementation of GCG can be a powerful tool to prevent and eradicate corruption. With GCG principles such as transparency, accountability, and independence, companies can create an environment that is safer from corrupt practices. Here are some important points regarding the relationship between GCG and corruption: GCG as a tool to prevent corruption:
1) GCG creates a system that allows for better supervision of company activities, reducing the opportunity for corruption.

2) Transparency and Accountability: GCG principles such as transparency (openness of information) and accountability (responsibility) help ensure that every company action is accessible and accountable.

3) Independence: GCG encourages independence in decision making, reducing the potential for conflicts of interest that can lead to corruption.

4) Consistent Implementation: The effectiveness of GCG in preventing corruption depends on the commitment and consistent implementation of all levels in the company. In PT. Pertamina GCG is not running optimally, GCG organs starting from Shareholders, General Meeting of Shareholders on the Company's Work Plan and Budget, supervisory control from GCG organs, weak Commissioners especially Independent Commissioners, weak supervisory committees. Weak Independent Directors. The principles of GCG Tariffs are not running optimally such as Transparency, Accountability, Responsibility, Independence and Fairness are not running well. If strong GCG runs well then Corruption is reduced, conversely if weak GCG does not run in PT. Pertamina then the impact is large-scale corruption. Currently, the very large corruption in PT. Pertamina has been investigated, the investigation has been filed for corruption cases by the Attorney General's Office. Just waiting to be transferred to the Court.

2. How does Risk Management play a role in minimizing corruption in PT. Pertamina?

Corruption risk management (CRM) is a systematic process to identify, assess, and reduce the risk of corruption in an organization or activity. It is an integral part of implementing anti-corruption policies and aims to minimize the negative impact of corruption on organizational goals and development.

Here are some important points related to corruption risk management:

1) Risk Identification: The first step is to identify potential acts of corruption that may occur in various organizational activities and processes.
2) Linkage to Internal Control:MRK is closely related to the internal control system in an organization. Effective internal control can help prevent and detect corrupt practices.
3) Application in Various Sectors:MRK is relevant to various sectors, including the public sector, private sector, and non-profit organizations. Each sector has different challenges and risks of corruption, so the MRK approach needs to be tailored.
4) Case Example:
5) Weaknesses in the risk management system can open up opportunities for corruption.

6) Application in Various Sectors: MRK is relevant for various sectors, including public, private, and non-profit organizations. Each sector has different challenges and risks of corruption, so the MRK approach needs to be tailored.

Case Example:

Weaknesses in the risk management system can open up opportunities for corruption. For example, the corruption cases at PT Timah Tbk and PT. Pertamina show the importance of strong internal supervision and control, according to Sustainable Indonesia.

Benefits of MRK:

1) Increase the effectiveness of the organization in achieving its goals.
2) Increase public and stakeholder trust.
3) Prevent financial and reputational losses.
4) Support the implementation of good governance.

It can be concluded that corruption risk management is an important process for building a clean and integrity-based organization. By managing corruption risks effectively, organizations can reduce the negative impacts of corruption and ensure operational sustainability and achievement of goals. Three Lines of Defense" or Three Lines of Defense is a risk management framework that divides responsibilities in an organization into three layers, namely: the first line (operational management), the second line (risk management and compliance), and the third line (internal audit). The goal is to ensure effective and efficient risk management throughout the organization.

Further Explanation:

1) First Line: Consists of business units and operational management responsible for identifying, assessing, and controlling risks in day-to-day operational activities. They are also responsible for developing and implementing internal control policies and procedures.

2) Second Line: Usually consists of departments such as risk management, compliance, and legal. They are tasked with monitoring and evaluating the implementation of risk management by the first line, as well as providing guidance and support in risk management.

3) Third Line:It Is an independent internal audit function and is tasked with providing assurance on the effectiveness of the overall risk management and internal control system. They conduct independent audits and assessments of the first and second lines.

Benefits of the Three Lines of Defense Model:

Increase risk awareness throughout the organization, Ensure that risks are managed effectively and efficiently, Increase the effectiveness of internal control, Support the achievement of organizational goals, Improve organizational governance.

Application Example:

For example, in a bank, the first line will consist of tellers, credit officers, and other operational staff who are in direct contact with customers. The second line will consist of the risk management department that monitors credit and operational risk exposures. The third line will consist of internal audits that check compliance with both applicable policies and procedures, as well as the effectiveness of risk control.

The Third Line (3rd Line of Defense) is a function that provides independent assurance on the implementation of the risk management process by the Internal Audit Unit. At PT. Pertamina, it has not been running effectively so that large-scale corruption occurs. The stronger the Risk Management, the more the Company's corruption can be eliminated. The weaker the Risk Management, especially the weak Triline Defense, the more corruption will increase, the further impact of which is that the Financial Performance of PT. Pertamina has decreased. Risk Management failed to eliminate Corruption at PT. Pertamina.

3. How does Internal Supervision play a role in minimizing corruption in PT. Pertamina?

Internal Supervision significantly minimizes the risk of corruption. This is because internal supervision functions as an early detection mechanism and prevention of corrupt practices in an organization or agency. Here are some ways internal supervision contributes to minimizing corruption:

1) Prevention: A good internal supervision system can prevent corruption by ensuring that procedures and policies are followed correctly, and that there is a clear separation of duties and responsibilities. This reduces the chances of abuse of authority and corruption.

2) Early Detection: Effective internal supervision can detect indications of corruption early on, such as irregularities in financial management or use of state assets that are not in accordance with procedures. With early detection, corrective action can be taken immediately before the corruption problem becomes more serious.

3) Functional supervision by the Internal Supervisory Unit (SPI) periodically based on the Annual Audit Work Program (PKPT) with Risk-Based Audits (ABR) that are at high risk of corruption are checked frequently.

Internal Supervision encourages:

1) Increased Transparency and Accountability: Internal supervision encourages transparency in the financial and operational management of an organization. This creates pressure for individuals to act honestly and responsibly, as their actions will be monitored and accountable.

2) System Development: Internal supervision also plays a role in the development of a strong system, such as the Government Internal Control System (SPIP) regulated in Government Regulation Number 60 of 2008. This system includes audits, reviews, evaluations, and monitoring to ensure compliance with applicable rules and regulations.

3) Education and Training: Increasing the capacity of the Government Internal Supervisory Apparatus (APIP) through education and training is also important in minimizing corruption. With a good understanding of the principles of supervision and early detection, APIP can be more effective in carrying out its duties.

Thus, strong and effective internal supervision is a key component in efforts to eradicate corruption. With good internal supervision, the risk of corruption can be minimized, and a more transparent, accountable, and integrity-based work environment can be created. Internal Supervision at PT. Pertamina has not been running optimally and effectively, both in terms of inherent supervision, hierarchical supervision from the Section Head supervised by the Section Head. The Section Head is supervised by the Division Head. The Division Head is supervised by the Director, the Director is supervised by the Commissioner. Supervised by Shareholders. Supervised by the Minister. Functional Supervision by the Internal Audit Unit / SPI has not been effective in Internal Auditor / SPin Pertamina. SPI is sharp downwards blunt upwards, supervises the lower level great champion but supervises the upper level superiors weak resulting in massive corruption in PT. Pertamina. It can be said that the stronger and more functional Internal Supervision will be able to suppress and eliminate Corruption in the Company. It can be said in Pertamina that Internal Supervision is weak and less functional then there will be massive Corruption and the financial performance of the company PT. Pertamina will decline.

4. How does the role of Corruption reduce the Financial Performance of PT. Pertamina?.

Corruption has a significant negative impact on the Company's financial performance. Corruption can reduce efficiency, reduce public trust, and hinder economic development. Conversely, good performance can be achieved through good governance, transparency, and accountability, which can help reduce corruption. Impact of Corruption on Performance:

on Performance:

1) Decreased Efficiency,

2) Corruption, such as bribery and extortion, can hinder the smooth running of bureaucratic processes and project implementation. This causes wastage of resources and time, and reduces productivity.
3) Reduced Public Trust:
i. Corruption damages public trust in the government and public institutions. Low trust can hinder public participation in development and reduce support for government programs.
4) Obstacles to Economic Development:
Corruption can attract foreign and domestic investment, increase business costs, and divert resources from productive sectors to sectors controlled by corruptors. This hinders economic growth and sustainable development.
5) Abuse of Authority:
i. Corrupt officials often abuse their authority for personal gain, not for the public interest. This is detrimental to the community and reduces the quality of public services.
ii. The Role of Performance in Corruption Prevention:
6) Good Governance:
i. Good governance, including transparency, accountability, and public participation, can create an environment that is more difficult for corrupt practices to thrive.
7) Increased Transparency:
i. Openness of information on procurement of goods and services, budgets, and public policies can reduce opportunities for corruption.
8) Accountability: Ensuring that public officials are accountable for their actions and that there is an effective law enforcement system can prevent corruption.

9) Anti-Corruption Education: Effective anti-corruption education can change public attitudes and behaviors toward corruption, as well as raise awareness of anti-corruption values such as honesty, integrity, and responsibility.
10) Increasing the Capacity of Apparatus: Increasing the capacity of law enforcement officers and anti-corruption institutions, as well as imposing strict sanctions on perpetrators of corruption, can have a deterrent effect.
It can be concluded that Corruption and performance have a strong reciprocal relationship. Corruption can damage performance, while good performance can be a tool to prevent and eradicate corruption. Therefore, efforts to improve performance and eradicate corruption must go hand in hand.
Minimizing corruption can improve the financial performance of the Company in various ways, including increasing state revenue, reducing waste, increasing investment, and increasing economic efficiency. Some positive impacts of minimizing corruption on financial performance:
1) Increasing State Revenue:
A. Corruption, such as tax evasion and misappropriation of public funds, reduces state revenue. By minimizing corruption, the government can increase tax revenue and reduce leakage of public funds, thus having more resources to finance development and public services.
2) Reducing Waste: Corruption often causes waste of public resources because inefficient or unnecessary projects are built for the purpose of corruption. Minimizing corruption can ensure that public resources are used efficiently and effectively, thereby reducing waste and maximizing benefits for the community.
3) Increasing Investment: Corruption creates threats and risks for investors, both domestic and foreign. By minimizing corruption, the government can create a better investment climate, attract more investment, and encourage economic growth.
4) Increased Economic Efficiency: Corruption hinders economic efficiency by disrupting market mechanisms, creating price distortions, and inhibiting healthy competition. Minimizing corruption can increase economic efficiency by ensuring that resources are allocated efficiently and markets operate fairly.
5) Increased Economic Growth: By increasing state revenues, reducing waste, increasing investment, and increasing economic efficiency, minimizing corruption can drive higher economic growth.
6) Increased Public Trust: Corruption undermines public trust in government and public institutions. Minimizing corruption can increase public trust, which is essential for social and economic stability.
In other words, minimizing corruption creates a more conducive environment for economic growth, especially increasing the Company's Financial Performance.
It can be concluded that increasing corruption has an impact on PT. Pertamina's financial performance.

V. CONCLUSION AND SUGGESTIONS.

A. Conclusion.

1) Good Corporate Governance (GCG) minimizes corruption in PT. Pertamina and plays a lesser role.
2) Risk Management minimizes corruption in PT. Pertamina and plays a lesser role.
3) Internal Supervision minimizes corruption in PT. Pertamina and plays a lesser role.
4) Corruption reduces PT. Pertamina's financial performance.

B. Suggestions.

1) Implementation, the role of Good Corporate Governance (GCG), GCG organs and GCG principles are improved to minimize corruption in PT. Pertamina.
2) Risk Management is improved in its role as a culture to minimize corruption in PT. Pertamina.
3) Internal Supervision is improved in its role to minimize corruption in PT. Pertamina.
4) Corruption has an impact on reducing PT. Pertamina's Financial Performance.

REFERENCES

1) Adji, Kadim, Good Corporate Governance, National Mandala, 2018.
2) Adji, Internal Audit, National Mandala, 2022.
3) Google, Good Corporate Governance, June, 2025.
4) ---------- , Internal Supervision, June 2025.
5) ------------, Risk Management, June 2025.
6) ---------- , Corruption PT.Pertamina, June 2025.