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Abstract

One way to enhance the implementation of Governance, Risk Management, and Compliance (GRC) is to integrate the three components. PT. X needs to implement the integration of the three components because PT. X has an incident of risk such as compliance risk violation. Before integrated GRC implementation, The Open and Compliance Ethics Group (OCEG) states that it is important to evaluate the company's readiness to implement an integrated GRC. Therefore, the purpose is to evaluate the readiness of PT.X in implementing GRC. There are differences with previous studies because of using the latest model of Open and Compliance Ethics Group (OCEG). This research is qualitative research with a case study approach. The data was collected by document review, survey and interviews with GRC experts, business support of PT.X, and PT.X project manager. The result shows that PT.X is ready to carry out GRC in an integrated manner with a strong commitment from the top management. Several things have been integrated, such as the implementation of risk management.

Keywords: *compliance, corporate governance, evaluation, GRC capability model, integration, risk management*

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1. INTRODUCTION

One way to enhance the implementation of GRC is to integrate the three components. PT. X needs integrated GRC because historically, there have been incident violations towards compliance with regulations/rules. The incident shows that there are weaknesses in PT. X's GRC implementation. The implementation of GRC on PT.X is still not integrated. The secretariat's corporate governance report to the President Director is still separate from the reporting carried out by SPI to the President Director regarding compliance monitoring. So, there is no integration in PT. X's GRC implementation because the President Director of PT.X received two reports of corporate governance and compliance implementation. At the same time, risk management reporting is not reported to the President Director but to the business support director. As a result, PT. X's risk management has not optimally handled the risk of compliance violations because there is no integration with governance to find out who is authorized to quickly handle the risk of compliance violations.

PT. X has to implement integrated GRC to fix PT. X's GRC implementation and prevent the same incident from happening again. OCEG (2019) also states that it is necessary to evaluate the readiness of an entity before implementing an integrated GRC. So, this study aims to evaluate the readiness of PT.X in implementing integrated GRC. The evaluation of PT. X's readiness to implement integrated GRC is vital as an initial step for improvement. The evaluation results are expected to help PT. X in preparing the integrated GRC planning and implementation steps. This research is important to do to evaluate PT. X's readiness to implement integrated GRC. It has a qualitative research method with a case study approach and GRC Capability Model as an evaluation framework. This research aims to find out whether PT.X is ready to implement integrated GRC or not based on PT.X capabilities. The reason for using the GRC Capability Model from OCEG is that OCEG introduces this model as an integrated model, which is the latest model from OCEG. Therefore, this research is important to evaluate PT. X's readiness to implement integrated GRC with GRC Capability Model as an evaluation framework.

2. LITERATURE STUDY

2.1 Dynamic Capabilities

Dynamic Capability is the capacity to identify needs or opportunities for change, formulate the necessary actions to respond to those needs, and implement those actions (Teece et al., 2007). In a shorter sense, a dynamic

capability is an organizational capacity to create, expand, or modify an existing resource.

2.2 GRC Capability Model

Companies can achieve principled performance by implementing and operating integrated GRC (OCEG, 2019). Principle performance is an organizational performance that focuses on reliable goals, overcomes uncertainty and acts with integrity (OCEG, 2019). Then, integrated GRC is the pathway to get principled performance, and OCEG (2019) introduces the GRC capability model as a model of integrated GRC. The GRC Capability Model has various components, as shown in Figure 1. Each component of the GRC Capability Model has various elements that make up the GRC Capability Model (OCEG, 2019). The GRC capability model has four components: Learn, Align, Perform, and Review components. The Learn component can assess the readiness of an organization in dealing with internal and external contexts, the company's way of managing culture and stakeholder requirements. Then, the Align component can assess the readiness of an organization from evaluate the alignment between organization's strategy and organization's performance. The last, Perform and Review component can assess the readiness of an organization from evaluate the tools to implement and monitor integrated GRC.

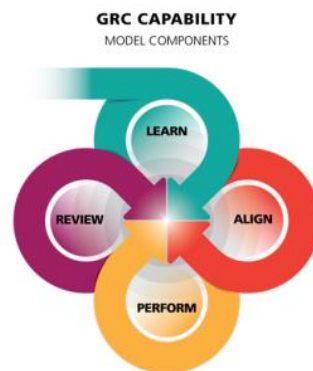


Figure 1. *GRC Capability Model*

(Source: OCEG, 2019)

Several previous studies have examined the GRC framework of the OCEG. One of them is research by Racz et al. (2010), who evaluated the integrated GRC in large companies in Germany. Furthermore, the research of Vicente and Silva (2011) produced a GRC integration model, which was compared with the OCEG GRC Capability Model. Then, the study of Spanki and Papzafairpoulou (2013) analyzed the process of implementing GRC in retail companies in

England. There is also research by Shahim et al. (2012) that assessed the maturity level of GRC implementation in manufacturing companies and financial companies in the Netherlands. The last, the research of Baskoro (2020) reviewed the implementation of integrated GRC in state-owned companies in Indonesia. The difference from previous research, this research is a study to evaluate PT. X's readiness to implement GRC using the latest model from OCEG.

2.3 Organizational Readiness

Organizational readiness is an acknowledgment of how prepared the organization is to apply new things based on the current conditions of the organization before implementing changes (Rahim & Duncan, 2019). The level of organizational readiness to implement an integrated GRC consists of several levels as presented in Table 1 as follows:

Table 1. Level of Readiness

Level	Name	Characteristic
1	Not Ready	The organization has not complied with the requirements for the learn, align, perform, and review components of the GRC Capability Model
2	Preliminary	The organization has followed the provisions of the learn component, but there is no alignment between the organization's strategy and the context, culture, and stakeholder needs. So that the organization does not meet the requirements of the alignment, perform and review components of the GRC Capability Model
3	Ready	The organization has complied with the provisions on the learn component. There is alignment between strategy and context, culture, and stakeholder requirements. Thus, the organization meets the requirements of the align component. However, it has not met the requirements for the performance component, and review component of the GRC Capability Model
4	Receptive	The organization has met the requirements for the learn, align, and perform components but has not met the requirements for the review component on the GRC Capability Model
5	Optimum	The organization has complied with the provisions on the learn, align, perform and review components so that the organization is flexible in accepting changes

(Sourced: data proceed)

The level of organizational readiness in implementing the integrated GRC adjusts to the GRC Capability Model from OCEG as an evaluation framework.

3. RESEARCH METHOD

This research is qualitative research using a case study approach with PT.X as the object of research. Data collection in this study were carried out by interview, review document, and questionnaire. For the interview method, this research interviews (1) Top Management, specifically Business Support Director of PT.X, to know the commitment of Top Management, (2) Project Managers of PT.X to find out the implementation in the work unit, and (3) GRC Experts from CRMS to know the practice of GRC. The sample for this research is 35 respondents. These respondents can be seen in the Table. 2, with the distribution of respondents as follows:

Table 2. Distribution of Respondent

No.	Department	Frequency
1.	Accounting Department	5
2.	Law Department	6
3.	PST Department	6
4.	Agriculture Department	7
5.	SPI Department	6
6.	Secretariat Department	5
Total Respondent		35

(Source: data proceed)

This study is choosing these department because the departments are very influential in implementing Governance, Risk management, and Compliance (GRC). The Accounting Department as example which should fulfil one of the governance principles such as transparency. The Accounting Department must also comply with PSAK and pay attention to risk management. Therefore, these departments are used as respondents. This research also reviews annual reports, corporate governance guidelines, risk management guidelines, etc. The results of interviews, questionnaires, and document reviews are presented together with the GRC Capability Model from OCEG as a theory of this research and become a combined report. The GRC capability model from OCEG becomes the evaluation framework in this research, with the stages of analysis starting from data reduction, presentation, and conclusion.

4. ORGANIZATION PROFILE

PT.X is a company engaged in agribusiness, and PT.X already has governance guidelines, risk management guidelines, and compliance procedures. However, PT.X still has limitations in implementing Governance,

Risk management, and Compliance (GRC). The current GRC system is still not integrated because the governance reporting from the secretariat is separate from risk management and compliance reporting. The governance report made by the secretariat division is reported separately from the compliance report made by the internal control system (SPI) division to the President Director of PT.X. Meanwhile, the risk management reporting is reported by The Planning and Sustainability (PST) division to the Business Support Director. It proves that PT.X current GRC system is not integrated yet. This limitation made PT.X involved in the incident of forest and land fires (Karhutla).

5. RESULTS AND DISCUSSION

5.1 Learn

The first component, learn, is related to dynamic capabilities, which is about the capability to do "sensing" such as the development of technology, stakeholder requirements, and others. Based on the results of the interview with Governance, Risk Management, and Compliance (GRC) experts from the Center for Risk Management and Sustainability (CRMS), the learn component has several things that need to be evaluated, namely how PT.X deals with various external and internal contexts of the company and stakeholder requirements. The external contexts include significant technological developments. Based on the results of risk management guidelines documents reviewed for external context, PT.X uses technology to manage risk by using an application, and this was also stated by Business Support Director of PT.X in the interview session. It's a positive thing for PT.X in answering the existing problem formulation regarding PT. X's readiness to implement an integrated GRC. Based on document review, most of PT. X's work units are in rural areas, and most villages in Indonesia have difficulty accessing the internet (liputan6.com, 2019). It will be better if PT.X make the application accessible both online and offline. So, risk owners can access important information without being online due to rotating blackouts. Then, PT.X must also ensure that the office in the work unit has adequate internet access to input data from the risk owner's identification and implementation of risk management.

The other subcomponent is internal context regarding the risk of compliance violations. Based on an interview with the business support director of PT.X, every employee had a risk of compliance violation. It's supported by the survey results that PT.X has a risk of violating compliance either intentionally or unintentionally. There are 9 people who agreed and 5 people

who strongly agreed that every employee at PT.X has a risk of compliance violation intentionally. Also, there are 16 people who agreed and 7 people who strongly agreed that every employee at PT.X has a risk of compliance violations unintentionally. This can be seen in Figure 2 as follows:



Figure 2. The survey result of compliance risk in PT.X

(Source: data processed)

PT.X has a weakness in overcoming the risk of compliance. There was an incident about a violation of compliance by PT.X employees. This incident shows that the level of compliance in PT.X is not optimum yet. But, PT.X has a way to minimize this risk by letting employees have access to compliance that must be obeyed when doing their jobs. According to Business Support Director of PT.X in his interview session, PT. X has Standard Operating Procedures of Work Instructions (SOP IK) for verification tools as the initial stage in terms of compliance at PT. X. These tools provided administrative direction on procedures in the field and education so that the implementation of field activities could align with the procedures. So, there was no violation of compliance with the SOP IK due to ignorance. It's supported by the survey that there are 16 people who agreed, and there are 7 people who strongly agreed that employees at PT.X could access various compliances that need to be obeyed in carrying out their duties. This can be seen in Figure 3 as follows:



Figure 3. The survey result of compliance in PT.X

(Source: data processed)

The last thing that needs to be evaluated is the stakeholder needs. Based on an interview with business support director PT.X, shareholders as one of PT.X stakeholders need the existing business process business processes under the rules and carry out good governance. Then, suppliers, as one of PT.X stakeholders, need equality in being a company supplier. PT.X can fulfill what PT.X suppliers need. Based on document review, PT.X has online procurement to fulfill what PT.X suppliers need. It's also supported by interview results with the business support director that PT.X has online procurement. This online procurement system has a feature, namely partner registration, for anyone who meets the requirements and intends to become a supplier at PT.X without any discrimination to create equality. This online procurement system is PT.X 's way to meet the needs of the company's suppliers. PT. X also has the capability to fulfill what PT.X shareholders need regarding the implementation of good governance. Based on the review of the governance assessment report, PT.X has implemented good governance by having a value of governance implementation assessment above 90%. this shows that PT.X has the capability to fulfill what shareholders need.

The description above shows that PT.X has the capability to deal with the company's external context by adapting the company's technology. Even though in the internal context of PT.X, it is less than optimum in carrying out risk management. But, PT.X has tools to minimize the risk of compliance violations in the internal context. PT.X also has the capability to fulfill stakeholder requirements with online procurement and good result of governance implementation assessment. Overall, PT.X is successful in dealing with various external and internal contexts of the company and the company's way to fulfill what stakeholder needs. Therefore, based on this learn component, PT.X has the capability that is ready to support the integrated implementation of GRC

4.2 Align

In dynamic capabilities, there is a company's capability to create alignment between tangible and intangible assets and manage the threat. Meanwhile, the GRC Capability Model includes capabilities company to create alignment between the internal context, external context, and stakeholder requirements with the company's vision and mission. Based on the results of the interview with GRC experts from CRMS, this align stage is the alignment stage or integration of all capabilities to achieve organizational goals. In this Align component, the parts that need to be evaluated are how PT.X capability to align the company's vision and mission with the context in the company, such as the external context, how decisions were made at PT.X and assessments related to the implementation of governance, risk management, and compliance. Based on the survey results, there is harmony between the company's vision and mission with external contexts such as government policies, with 16 people who agreed and 17 people who strongly agreed that the company had been directed in the sense of following and complying with the policies and procedures made by the government. This is a positive thing to answer the existing problem formulation regarding PT. X's readiness to implement an integrated GRC. The result of this survey can be seen in Figure 4 as follows:

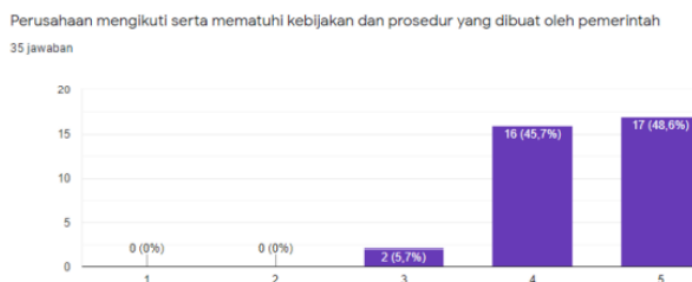


Figure 4. Results of the Conformity Survey Between the Company's External Context Such as Government Policies and the Company's Vision and Mission
(Source: processed data)

The strategy of PT.X also aligns with the context because there is an alignment between government policy as the company's external context with PT.X strategy. The government policy requires companies to have an ISPO certificate in the minister regulation of agriculture No. 38 in 2020, and PT.X strategically has ISPO certificate. In performance, almost PT.X work unit has been certified ISPO based on the document review results. Survey results show

that PT.X has complied with regulations, there are verification tools, and employees have access to compliance regulations to minimize the risk of compliance violations. Then, the next thing that needs to be evaluated is the alignment between decision making with the company's vision and mission. Based on the survey results, every decision making in the company is aligned with the goals or vision and mission of the company, with 20 people who agreed and 12 people who strongly agreed that every decision making at PT.X is aligned with the goals or vision and mission of the company in every company activity. This can be seen in Figure 5 as follows:



Figure 5 Results of the Company's Objectives Survey with Decision Making in Daily Activities at PT.X

(Source: processed data)

Based on the results of interviews with the business support director of PT.X, every decision making at PT.X must have a positive impact on stakeholders. This is also stated in the company's vision and mission that prioritizes stakeholder requirements. Strategically, there is alignment between the company's strategy with stakeholder requirements. In performance, PT.X has online procurement to fulfill the requirement of PT. X's supplier who wants equality. The next thing that required for evaluation is PT. X's assessment on the implementation of governance, risk management, and compliance. Based on a review of PT. X's corporate governance and risk management document, PT.X has an assessment for corporate governance implementation and risk management implementation. This assessment of the implementation of governance and risk management shows that there is alignment between the company's strategy with company culture. The assessment of governance and strategic risk management has become a culture at PT.X because it is routinely carried out in the performance of PT.X.

The description above shows alignment between vision and mission of PT. X with the context, culture, stakeholder requirements, the company's strategy and performance. This alignment is critical to creating an integrated

implementation of governance, risk management, and compliance. Therefore, based on this align component, PT.X has a capability that is ready to support the integrated implementation of GRC

4.3 Perform

In dynamic capabilities, it is explained that companies must have the capability to fight for the opportunities that exist by having procedures or an incentive system. Meanwhile, the GRC Capability Model has a performance component that is similar to dynamic capabilities in that it relates to controls, policies, and others to support the implementation of an integrated GRC. Based on the results of interviews with GRC experts from CRMS, it is stated that the stages performance is the stage of implementing governance, risk management, and compliance in company activities. In this section, what needs to be evaluated is PT. X's control, policy, communication, knowledge and response on the implementation of Governance, Risk management, and Compliance in PT. X. The first thing to be evaluated is PT. X's control, based on review of PT. X's governance guidelines document, PT.X has a whistleblowing system that could be used to carry out control, especially related to risk. According to the results of interviews with the Business Support Director, PT. X has control over compliance violations with the whistleblowing system. Every employee has a contact number from the President Director of PT. X to report violations or can go through a particular unit under the secretariat division. The report to the special unit would be submitted to the President Director of PT.X. The system of PT.X whistleblowing shows the weakness of PT.X 's control because the system can't detect the violation if the President Director of PT.X does violation compliance or anything else. This shows that the control is carried out by PT. X is still not optimum because it was ineffective in carrying out existing controls.

The next thing that needs to be evaluated is PT. X's policy. Based on the documents review of PT.X, there is no policy regarding the integration between governance, risk management, and compliance because reporting related to governance, risk management, and compliance at PT.X were still separate. This can be seen from various documents at PT.X related to the implementation governance, risk management and compliance. According to the GRC expert from Center for Risk Management & Sustainability (CRMS) in the interview session, the implementation of the GRC requires policies/guidelines took into account the following points:

- i. The target to be achieved is where governance, risk management, and

compliance, as well as other units such as law, finance, and others, have common goals and when talking about integrated GRC, the focus is on governance, namely various capabilities developed by the organization to achieve organization goals, vision, mission, targets in a reliable or trustworthy manner and to deal with uncertainty in terms of risk and act with integrity.

- ii. After the goals are made, arrangements must be made regarding the process, such as making the parts responsible for carrying out these goals and tools for carrying out these goals.

Then the next thing that needs to be evaluated is PT. X's communication. Based on the document review results, the communication process for governance, risk management, and compliance were carried out separately. The weakness of PT. X's communication is that PT.X communicated plans only to top management. There are 9 people who agreed and greater than 6 people who disagreed. Even, there are 6 people who strongly agreed and greater than 3 people who strongly disagreed. Thus, most employees agreed with the statement that PT.X only communicated plans to top management. This can be seen in Figure 6 as follows:



Figure 6 Results of the Communication Implementation Survey at PT.X

(Source: processed data)

Then, the next thing that needs to be evaluated is employee knowledge or education related to GRC. Based on the governance document review results, PT.X has an education and training program generally to provide improvement of employee knowledge, skills, and abilities according to the Standard Operating and Procedures in the company. The weakness is employee knowledge about GRC. The survey results show that not all employees agreed that employees at PT.X know what GRC is. Based on Figure 7, three people disagreed that all employees at PT.X knew about GRC, which shows that employees' knowledge regarding GRC is not entirely the same. PT.X needs to

increase their employee knowledge to show PT. X's readiness to implement integrated GRC according to the problem formulation in this study.

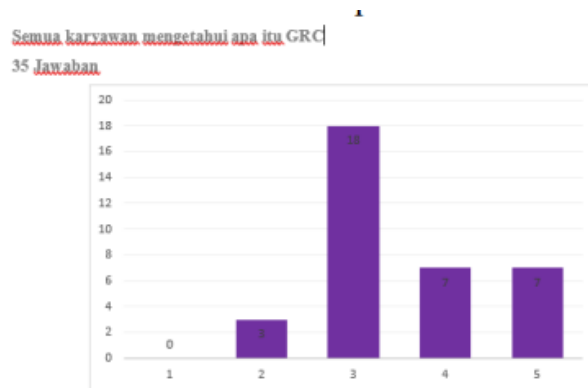


Figure 7 The Survey Result of Employee Knowledge of GRC
 (Source: processed data)

Then, the next thing that needs to be evaluated is PT. X's response to a problem. Based on Figure 8, PT.X responded to any internal problems on existing complaints, with 21 people agreed and 8 people strongly agreed that the company responded to the existing problems.

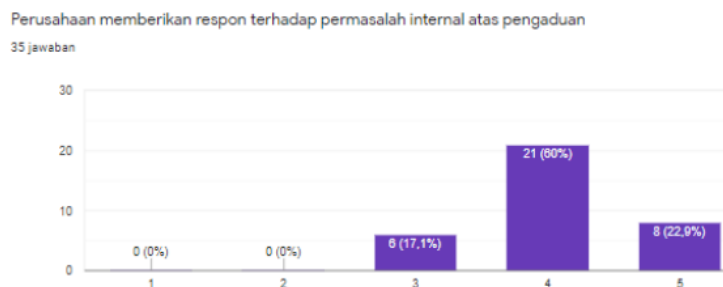


Figure 8 Survey Results Related to Company Response
 (Source: processed data)

It is supported by the result of an interview with business support director that PT.X always responds to every complaint from employees through WBS. Based on a document review of corporate governance assessment, the company provided sanctions for 100 employees and 2 heads of sections or BOD-1 who were dismissed for violations that became problems in the company.

The description above shows that PT.X has various tools that could be used for control, such as the whistleblowing system. But, PT.X should optimize the existing control in the company because the existing controls in the company

are still not effective. Then, the communication process at PT.X is also not effective, and employee knowledge about GRC is still not completely the same. So, PT.X needs to improve it. However, PT.X has the capability to respond to all problems that exist in the company. Overall, PT. X needs to improve several things to implement integrated GRC. Therefore, based on this performance component, PT.X does not have the capability to support PT.X readiness to implement integrated GRC yet.

4.4 Review

In this review component, the part that needs to be evaluated is PT.X capabilities to monitor the activities and the improvement activities at PT.X. Based on the survey results, monitoring was considered essential for every function of the company, with 17 people who agree and 13 people who strongly agree that monitoring activities are vital for every function of the company. This can be seen in Figure 9 as follows:

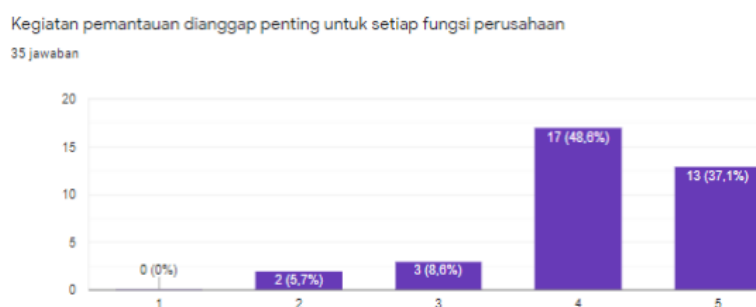


Figure 9. Survey Results Related to Monitoring Activities

(Source: processed data)

Based on a document review of PT. X's risk management documents and monitoring activities were carried out by the Internal Control Unit (SPI) of PT.X. It is supported by the result of an interview with the business support director that PT.X has SPI to monitor every company's function. The weakness in the monitoring activities is that the monitoring activities were less effective and efficient. The President Director did not receive an integrated report on governance, risk management, and compliance implementation because the President Director received reports from two different divisions. One of them was from the secretariat division, which took care of PT. X's governance and the SPI division took care of monitoring risk management and compliance. According to OCEG, this can make monitoring activities less effective, as

shown in Figure 10, which OCEG describes as follows:

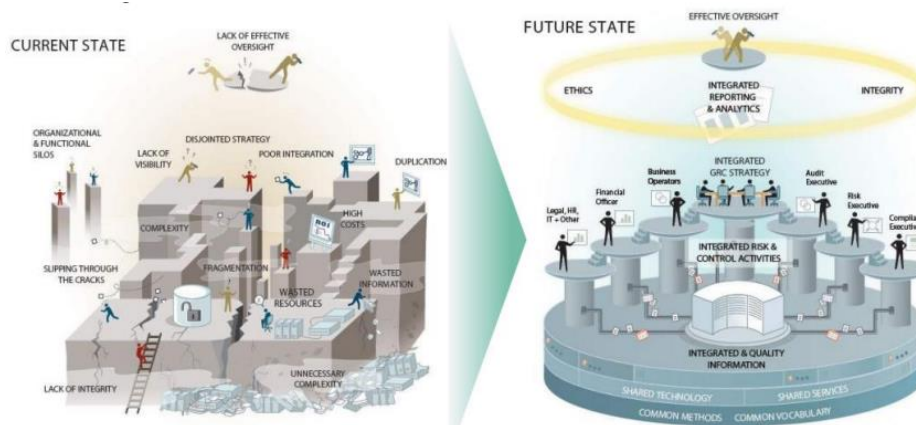


Figure 10 Differences between Integrated GRC and Non-Integrated GRC
(Source: OCEG, 2012)

Based on the illustration in Figure 10, the current state is ineffective monitoring because the monitoring reports on the implementation of Governance, Risk management, and Compliance have not been integrated. PT.X is in the “current state” phase because the President Director of PT.X must receive two reports that have not been integrated. President Director of PT.X will receive the monitoring report of governance implementation and the monitoring report of compliance. On the other hand, the risk management monitoring report is separate and it will report to Business Support Director. Meanwhile, “future states” indicate that there is an integrated GRC monitoring report to be reported to top management. Therefore, the monitoring activities carried out by top management are effective. PT.X must optimize monitoring activities on the implementation of risk management, governance and compliance. The next thing that needs to be evaluated is PT. X’s improvement activities. Based on an interview with the project manager of PT.X, each unit at PT.X submits a monthly management report which contains things that need to be improved in each unit. In an interview with the Business Support Director of PT.X, the existence of SPI as part of the supervisor in PT.X and reporting matters are related to compliance and recommendations for improvement. It’s supported by the survey results. Improvement activities are not only carried out by the top management of PT.X but also carried out by units or divisions that are close to the problem. Based on Figure 11, There are 19 people who agreed, and 11 people strongly agreed that the improvement plan at PT.X did involve not only top management but also the unit or division which were close to the

problem as participants in the improvement plan. One of the weaknesses that PT.X has is there are no reports on improving governance, risk management, and compliance. In fact, the implementation of improved governance, risk management, and compliance could be improved by integrating the implementation of governance, risk management, and compliance.



Figure 11 Results of the PT.X Improvement Activity Survey

(Source: processed data)

The description above shows that the monitoring process carried out by PT.X was less effective and efficient because there was no integration monitoring report between the implementation of governance with risk management and compliance. Monitoring is essential in implementing integrated GRC because it requires significant information. The integration of the three components, according to OCEG (2019), could provide benefits for improving decision making, and this would affect decision making on improvement activities. PT.X have excellent improving activities with involved units or parts that were close to the problem. However, PT.X doesn't have an integrated improving report of GRC. Overall, PT.X doesn't fulfill the requirements for the review component of the GRC Capability Model to implement the integrated GRC. Therefore, based on this review component, PT.X does not have the capability to support PT.X readiness to implement integrated GRC.

5. CONCLUSION AND DISCUSSION

The evaluation results based on the GRC Capability Model show that PT.X has the capability in dealing with external context, internal contexts and stakeholder requirements. This capability is significant for PT.X to implement an integrated GRC because the conditions in the external context change very quickly. Significant technological developments as example, PT.X is able to adapt to it. In addition, PT.X also should be able to deal with various conditions

in the internal context because the problems that arise in the internal context, such as compliance violations, will affect the company in achieving its goals. PT.X also succeeded in carrying out cultural management and meeting the needs of stakeholders. Furthermore, PT.X has the capability to align the context, culture, and stakeholder requirements with the vision and mission of the organization as well as PT.X strategy. Thus, PT.X has the capability to deal with conditions in the external context, internal context, culture, stakeholder requirements and PT. X even have the capability to align them with PT.X vision and mission as well as PT.X strategy. This is an important basis for implementing integrated GRC, and PT.X has capabilities to fulfill the requirement in learn and align component. However, PT.X 's capabilities still have limitations.

In terms of performance, PT.X has limitations on the company's WBS, and the company's risk management applications are less than optimum in controlling and gathering information. PT.X also does not have a system such as the integrated GRC system to improve control activities and company information collection. Then, PT.X does not have a policy for integrated GRC implementation yet. PT.X employees also do not have the same knowledge about GRC. In the review aspect, PT.X 's capabilities are also still inadequate because the monitoring activities on the implementation of the GRC is still separate. PT.X also does not have combined assurance on the implementation of GRC. However, in terms of performance and review, PT.X has the capability to respond to any issues or problems as well as improvement activities not only involving top management but also involving units close to the problem. Therefore, PT.X 's readiness to implement an integrated GRC based on the level of readiness is at the "ready" level. PT.X is considered ready to implement an integrated GRC because it has fulfilled the requirement of the learn component. Then, there is an alignment between vision and mission of PT.X with internal context, external context, stakeholder requirements, and strategy. These aim to fulfill the requirements of the align component. However, PT.X 's readiness to implement integrated GRC has not reached the optimum level yet, because PT.X cannot fulfill the requirement of the performance component and the review component from the GRC Capability Model.

In implementing the integrated GRC, it is recommended for PT.X to be able to improve several things as follows:

1. PT.X needs to optimize the implementation of WBS and risk management applications as their tools to control and collect information on issues or violations as well as risk management;

2. PT.X needs to form a GRC committee to monitor the implementation of the integrated GRC;
3. PT.X needs to make an integrated policy and combine assurance on the implementation of GRC;
4. PT.X needs to conduct a training to increase employee's knowledge of integrated GRC;
5. PT.X needs to develop an integrated GRC system by having a GRC platform. The GRC platform as integrated data can be accessed by all PT.X employees to reduce bureaucracy in dealing with risks or threats of compliance violations. All PT.X employees can access GRC platform by filling out an integrity pact and fulfilling certain conditions because this integrated GRC system requires good cyber security.

The future research is recommended to examine the appropriate design for the implementation of integrated GRC at PT.X and implementation guidelines for implementing the integrated GRC. The future research should also increase the number of interview sources because the limitation of this study is the difficulty finding interviewees who are experienced in IT and integrated GRC. Lastly, future research can use other methods in data collection, such as using the observation method.

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