

**THE IMPACT OF PROJECT CONTROL ON WORK PROGRAM &  
BUDGET (WP&B) USING COSO FRAMEWORK TOWARDS FINANCIAL  
PERFORMANCE AT UPSTREAM OIL & GAS COMPANY IN INDONESIA**

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### STATEMENT BY THE AUTHOR

I hereby declare that this submission is my own work and to the best of my knowledge, it contains no material previously published or written by another person, nor material which to a substantial extent has been accepted for the award of any other degree or diploma at any educational institution, except where due acknowledgement is made in the thesis.

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## ABSTRACT

### THE IMPACT OF PROJECT CONTROL ON WORK PROGRAM & BUDGET (WP&B) USING COSO FRAMEWORK TOWARDS FINANCIAL PERFORMANCE AT UPSTREAM OIL & GAS COMPANY IN INDONESIA

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This study was conducted to determine the impact of project control using 5 components of COSO framework which includes Control Environment, Control Activities, Risk Assessment, Information and Communication and Monitoring on Work Program & Budget (WP&B) of Exploration and Production activities towards financial performance of upstream oil & gas companies on their revenue and cost sector. The participants of this research comprise of 30 management level employees involved in the planning, implementation and control of WP&B from 10 multinational upstream oil & gas companies operating under Production Sharing Contract (PSC) in Indonesia. The main data source of this research is a list of questionnaires. The data acquired is analyzed using SmartPLS 3 under Partial Least Square – Structural Equation Modelling analysis. Bootstrapping significance is used in this research. Furthermore, the tests used in this research to support the conclusion include convergent validity, multicollinearity test, r-square test, and t-test. Test results show that there is one variable that has a positive and significant impact on Work Program & Budget on Exploration and Production Activities (WP&B.EPA) as a moderating variable towards financial performance of upstream oil & gas company in Indonesia. This significant impact came from Control Activity of COSO framework on WP&B.EPA towards financial performance of upstream oil & gas company on its cost sector.

*Keywords: Project Control, Work Program and Budget, COSO Framework, Financial Performance, Revenue Sector, Cost Sector.*



## DEDICATION

I dedicate this thesis to my parents, advisor, lectures, professors and practitioners in the upstream oil & gas industry in Indonesia outside of Swiss German University, and friends who have supported me in every stages of formulating this thesis from the planning the framework, writing, revising, enterpreting and reporting the results of this thesis until it became fully completed.



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I have found my coursework throughout the curriculum and instruction program to be informative, stimulating and thoughtful, providing me with the tools to explore both past and present ideas, issues and how to solve them in the area of professional accounting and business.

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