



Implementation of Good Corporate Governance in Improving Public Services at Blambangan Banyuwangi Hospital

Budi Prambodo¹, Ika Devy Pramudiana^{2*}, Amirul Mustofa³, Widyawati⁴,
Damajanti Sri Lestari⁵

¹⁻⁵Fakultas Ilmu Administrasi, Universitas Dr. Soetomo, Surabaya, Indonesia

Author correspondence: ika.devy@unitomo.ac.id *

Abstract. *This study aims to describe and analyze: The Implementation of Good Corporate Governance in Improving Public Services at Blambangan Banyuwangi Hospital. The type of research used is qualitative research. The data analysis technique in the study uses techniques developed by McNabb (2002), namely Grouping the data according to key constructs, Identifying bases for interpretation, Developing generalizations from the data, Testing Alternative interpretations and Forming and/or refining generalizable theory from case study. The results of the study show that in principle, the implementation of Good Corporate Governance (GCG) at Blambangan Banyuwangi Hospital has gone well, but there are still things that need to be improved. In the principle of accountability, Blambangan Banyuwangi Hospital has implemented it well. This is shown by the organizational structure and clear duties and responsibilities by providing a job description. The hospital conducts performance evaluations on employees. The reward and punishment system has been implemented in the company well. On the principle of accountability, Blambangan Banyuwangi Hospital is well responsible because nurses and employees carry out their duties based on the law. The hospital delivers LAKIP every year. In the principle of responsibility, Blambangan Banyuwangi Hospital has accounted for all related resources within the scope of the hospital to comply with the policies and regulations that apply in the hospital. In the provision of services in hospitals, there are duties and functions of each of the related elements in the hospital. On the principle of independence, Blambangan Banyuwangi Hospital has managed services professionally by not including the involvement of the owner's family to make a decision. On the principle of fairness, Blambangan Banyuwangi Hospital has provided an opportunity for all stakeholders to give their suggestions and opinions to advance the hospital. In the principle of service transparency at Blambangan Banyuwangi Hospital, the availability of service information is substantially adequate and the media for its presentation, the certainty of service time, the cost of e-services that are not transparent and the available service complaint mechanism. Then connected to the website of the hospital, the entity already has a website which contains information about the facilities provided by the hospital and information about the doctors who serve, etc.*

Keywords: *Good Corporate Governance, Hospitals, Implementation, Public Services*

1. INTRODUCTION

Good Corporate Governance for hospitals is the first step that can be taken to be able to keep up with the changing landscape and will always change. Good hospital organizational governance can make all hospital stakeholders feel fairness, transparency, independence, accountability and responsibility so that every hospital organ from the bottom to the top can run well. A hospital that runs with all its activities is expected to be more able to survive and develop itself according to its landscape and achieve the vision and mission of the hospital (Sutojo, S & Al Drige, J. 2005).

Hospitals need good governance to increase public trust in the entity. Public trust arises because good corporate governance can provide added value for all stakeholders. In 1992 the Cadbury Committee introduced the term corporate governance for the first time. The Cadbury Report defines corporate governance as a set of rules that formulate the relationship between

shareholders, managers, the government, creditors and employees as well as other stakeholders both internally and externally related to their rights and responsibilities (Tjager et al. 2003).

Good hospital governance practices are the administration of hospitals in accordance with the basic principles of hospital governance (Eeckloo, Van Herck, Van Hulle, & Vleugels, 2004; Jha & Epstein, 2010; Sitohang, 2014). The strong demand from the community to the government to implement GHG is in line with the increasing level of public education knowledge. Over the past few decades, the governance of public organizations has been a concern for the governance system in the world (Bottenberg, Tuschke, & Flickinger, 2017). The corporate governance system in hospitals for profit aims to increase profits as much as possible. Meanwhile, the corporate governance system in non-profit hospitals aims to ensure that the hospital's goals can be achieved as efficiently as possible.

In Indonesia, in Law of the Republic of Indonesia number 44 of 2009 concerning hospitals, Article 36 states that every hospital is obliged to maintain good hospital governance and clinical governance. This shows the urgency of implementing a hospital governance system in every hospital to serve the community's most important needs for health services (Personal, Santosa, & Rusep, 2012; Sitohang, 2014).

The concept of good corporate governance (GCG) in hospitals is referred to as good hospital governance (GHG) or in Indonesian it is referred to as a good hospital governance system. The concept of good hospital governance (GHG) is the same as the concept of corporate governance in general, but it is adapted to its application to the type of business, namely health services. RI Law number 44 of 2009 concerning hospitals in article 33 paragraph 1 states that "every hospital must have an effective, efficient, and accountable organization". Hospital organizations were established with the aim of achieving the vision and mission of the hospital by carrying out good corporate governance and good clinical governance. This shows the urgency of implementing a hospital governance system in every hospital to serve the needs of very important public health.

KEMENKES RI (2010) in its policy stated that in the era of free market and liberalization, professionalism is a superior instrument to win the competition, for that human resources in hospitals must be more competent and have high competitiveness regionally and globally. The goal of bureaucratic reform that is indeed encouraged is in order to realize Good Government which leads to service improvement, while the goal of bureaucratic reform reviewed from the human resource dimension is the realization of a professional, neutral and prosperous bureaucracy that is able to position itself as a servant of the state and a servant of the community in order to realize better public services.

The main goal of applying GCG principles is to achieve the optimization of the performance of employees which will essentially improve the performance of the organization, so the interests of management and employees must receive balanced and reasonable treatment in accordance with their respective positions. The implementation of GCG can create value for the public (public), suppliers, distributors, government, and investors, so that it will have a direct impact on the survival of the company

Government hospitals have a history close to bureaucratic nature. As an illustration, the director of a government hospital has a certain echelon level in the civil service system. Local government hospitals with the government as the owner consisting of the executive and legislative (DPRD) as the people's representatives, can have a position in the board of directors. It can be stated that the relationship between owners and managers is part of the government bureaucratic system. Therefore, management positions in government hospitals still use a bureaucratic model with an echelon system. The higher the structural position in the hospital, the higher the echelon. It can be mentioned that in government hospitals there is indeed a clear separation between the owner and the manager. However, this relationship does not use the concept of corporate governance. The relationship that occurs relies more on the superior-subordinate relationship (Trisnantoro, 2005).

Empirical findings from the research of Rusydi et al (2020) show that the implementation of Good Corporate Governance in hospitals involves the concepts of transparency and independence. Transparency is only limited to organizational structures that are accessible to the public. Hospitals do not have the concept of absolute independence, because there are binding rules, especially if the hospital is a government hospital. Chandra (2016) conducted an investigation into the Implementation of Good Corporate Governance Principles in Hospitals and found evidence that the principles of Good Corporate Governance still have shortcomings in the principles of transparency, responsibility, and independence, where financial statements are not fully transparent, there are still employees who violate company regulations, salaries that are not in accordance with the Regency Minimum Wage, and employees who work not in accordance with job description, Permatasari (2020) found the principle of Transparency, accountability, and independence in Good Corporate Governance are related to improving health workers. The principles of accountability and independence are not related to the performance of health workers.

Blambangan Regional General Hospital Banyuwangi is a type B regional general hospital that provides health services for the Banyuwangi Regency area and its surroundings. This hospital has become a referral hospital for patients from referrals to all health centers in

Banyuwangi Regency. Blambangan Banyuwangi Hospital is required to conduct a community satisfaction survey, which is conducted at least once a year. The results of this satisfaction measurement can be used as a basis for policy-making for the hospital to improve services in a sustainable manner. So far, the service at Blambangan Banyuwangi Hospital has been good, as shown by the results of the Community Satisfaction Survey in 2023 based on the Community Satisfaction Index Reaching 96.53%, in 2024 it will reach 92.23%. Based on this, this study aims to describe and analyze the Implementation of Good Corporate Governance in Improving Public Services at Blambangan Banyuwangi Hospital

2. THEORETICAL STUDIES

Sedarmayanti (2007) argued Good Corporate Governance is an administrative mechanism that regulates the relationships between company management, directors, commissioners, shareholders and also other interest groups. This relationship is embodied in the form of various rules of the game and incentive systems as a framework used to determine the company's goals and ways of achieving the goals and monitoring the resulting performance. Graham et al., (2003) stated Governance is related to how governments and other social organizations interact, how they relate to citizens, and how decisions are made in a complex world.

Good governance means negotiations with all stakeholders in areas of improved public policy outcomes and agreed governance principles, both implemented and evaluated regularly by all stakeholders. Governance in the context of the public sector is called public governance. Public governance is a way in which stakeholders interact with each other to influence the outcome of public policy (Bovaird and Löffler, 2003).

The principles of Good Corporate Governance must reflect Transparency, Accountability, Responsibility, Independency, Fairness (Daniri, 2014). The principle of openness regulates how management can manage risks in order to ensure that all risks can be managed at a tolerable time that will affect the performance of the company or organization itself (Labesi, 2013). Hospitals are required to provide information that is open, clear, open and easily accessible to interested parties and the public.

Companies apply the principle of accountability as a way to overcome problems that arise due to the division of duties between the company's organs and can reduce the impact of agency problems arising from differences in interests (Effendi, 2016). Responsibility is a principle that can be interpreted as the responsibility of a company or entity as a member of the community to comply with laws and regulations and carry out responsibilities to the

community and the environment (Jannah and Hemanto, 2020). Independence is a guarantee for supervisors, directors, and management to independently carry out their respective authorities and responsibilities in accordance with existing regulations (Hanggraeni, 2015). The principle of fairness is a principle that contains elements of justice, which guarantees that every decision and policy taken is for the benefit of all interested parties. It can be concluded that fairness is fairness and equality in fulfilling the rights of stakeholders that arise as a result of agreements and applicable laws and regulations (Wibowo, 2010).

Mardiasmo (2002) argued The public sector performance measurement system is a system that aims to help public managers to assess the achievement of a strategy through financial and non-financial measurement tools. The performance measurement system can be used as a tool for organizational control, because performance measurement is strengthened by establishing a Reward and Punishment System. Furthermore, Sedarmayanti (2011) stated that performance measurement is a management tool used to improve the quality of decision-making and accountability is used to assess the achievement of goals and targets. The quality of public services is a benchmark to determine how public services are performed in a public service provider institution.

According to the Decree of the Minister of State Apparatus Empowerment No. 63 of 2003 concerning general guidelines for the implementation of public services, service standards must include: Service procedures, completion time, service costs, service products, facilities and infrastructure. Competence of the service delivery officer. Jeston & Nelis (2008) suggest that there are types of organizational performance measurement: (1) measurement related to business processes, and (2) measurement related to people (individuals), teams or parts of the organization. These two types of measurements are essential and must be combined appropriately. Another way of approaching organizational performance measurement is the Government Agency Performance Accountability method (AKIP: *Akuntabilitas Kinerja Instansi Pemerintah*).

Dwiyanto (1995) argued that there are three concepts that can be used to measure the performance of public bureaucracy/non-business organizations, namely responsiveness, responsibility, and accountability. Furthermore, Dwiyanto (1995) stated that the concept of responsiveness refers to the ability of organizations to recognize the needs of the community, prepare service agendas and priorities, and develop public service programs in accordance with the needs and aspirations of the community. The concept of responsibility explains whether the implementation of public organization activities is carried out in accordance with the correct administrative principles or in accordance with the organization's policy, either implicit or

explicit. Meanwhile, the concept of accountability explains how much the policies and activities of public organizations are subject to political officials elected by the people.

The performance indicators of public organizations proposed by Dwiyanto (1995) are very relevant to explain the level of service performance in public organizations in regional general hospitals because they represent the principles of good governance at the regional level. However, these indicators are still in the form of abstract concepts that are not easy to apply. To be able to apply it to health services, it is necessary to first identify relevant parameters that are easy to measure

3. RESEARCH METHODS

Based on the goal to be achieved in the research, which is to be able to describe and analyze the results of the research in a complete and in-depth manner, the type of research used is qualitative research. Data collection techniques in this study include: Interviews, Observations, Documentation and literature studies. The informants in the study include authorized officials consisting of the Director of the Hospital, the Head of Medical and Nursing Services, the Head of the Supporting Services, the Head of Facilities and Infrastructure, determined on an ongoing basis using the purposive sampling technique. The data analysis technique in the study uses techniques developed by McNabb (2002), namely Grouping the data according to key constructs, Identifying bases for interpretation, Developing generalizations from the data, Testing Alternative interpretations and Forming and/ or refining generalizable theory from case study.

4. RESULTS AND DISCUSSION

Transparency

The principle of transparency is related to the quality of information presented by the company. The quality of the information presented will greatly affect the trust of shareholders in the company's management (Tjager et al., 2003). This principle emphasizes information disclosure, both financial and non-financial. Transparency in GCG is openness in carrying out the decision-making process and openness in disclosing relevant information about the company that is needed by all stakeholders. Transparency is increasingly urgent in the public and private sectors, driven by the growing environmental demands on information access. Transparency means open access for all interested parties to every relevant information, such as various regulations and legislation, as well as organizational policies at minimal cost. Transparency is characterized by the visibility or accessibility of information, especially regarding governance practices.

Transparency in hospital governance, the concept of transparency focuses on public reporting on information and processes. Transparency of health services by providing information to the public in a reliable and understandable manner related to information about the quality of the health service system, prices and quality of services, providers, payment processes and others to achieve better results.

Transparency is critical across the healthcare spectrum. Transparency is related to every health service in a hospital starting from how doctors carry out their duties, how information is provided to patients, to how hospitals collect and report results. Transparency provides clarity to hospital managers in increasing patient trust and leading to improved long-term outcomes. Publicly reported healthcare information can be used by a wide range of stakeholders, but the primary goal of transparency initiatives is to obtain a sufficiently robust consumer (i.e., patient) response that can trigger market-based solutions to healthcare problems. Provides patients with pricing and quality information about different health plans, providers, and services

The findings of the study show that the implementation of service transparency at Blambangan Hospital, Banyuwangi Regency, in terms of administrative transparency, there is already the availability of service information, it is substantially adequate and the media of its presentation, there is certainty of service time, namely Monday - Thursday 07:00 - 13:00, Friday 07:00 - 11:00, Saturday 07:00 - 12:00. Transparent service fees and service complaint mechanisms that are already available. Meanwhile, in terms of medical transparency, information about conditions, causes, and impacts of diseases as well as the implications of treatment and drugs has been well informed to patients. Then regarding financial statement information in the company, it should only be known by certain parties such as commissioners, directors, and the finance department.

In connection with the website of the hospital, the entity already has a website which contains information about the facilities provided by the hospital as well as information about the doctors who serve, the type of service, service fees or tariffs, rules, public indications, innovations carried out by the hospital, room availability, number of rooms, etc. Then related to transparency to the government, the hospital reports taxes once a month and pays the Notification of Knowledge once a year. The management of Blambangan Banyuwangi Hospital is committed to being able to present transparent and accountable accountability and in meeting the expectations of the community, namely the realization of clean government and good governance

Transparency in the current era of openness is important to be prioritized considering that today's society is a sensitive and intelligent society in criticizing the services provided, especially health services. Service providers engaged in the field of health services can no longer ignore the public today. More importantly, in this public service in the health sector, the public has high expectations for the same rights in receiving services without prioritizing differences.

In relation to hospital governance, openness or transparency means the willingness of hospitals to always provide factual information on various matters related to the hospital governance process. The principle of transparency provides information in a timely, adequate, clear, accurate and comparable manner and is easily accessible to stakeholders in accordance with their rights. The provisions on patient rights in Law No. 44/2009 Article 32 letter a regarding the right to obtain information about the rules and regulations that apply in hospitals is one of the articles that contains the principle of transparency. Another form of the principle of transparency is also based on Article 39 paragraph (1) which stipulates that in the implementation of the hospital, an audit must be carried out.

Accountability

Accountability is a principle that ensures that every health service governance activity in the hospital can be openly accounted for by the manager to the parties as the target of the program. Accountability is defined as the obligation for public officials or servants to act as claimants for all actions and policies they set. Accountability is a measure that shows whether bureaucratic activities or public services carried out by public institutions are in accordance with the norms and values embraced by the community, and whether public services have been able to accommodate the real needs of the community.

Article 33 paragraph (1) of Law No. 44/2009 stipulates that every hospital must have an effective, efficient and accountable organization. Then in the explanation of paragraph (1) it is determined: The Hospital Organization is prepared with the aim of achieving the vision and mission of the Hospital by carrying out Good Corporate Governance and Good Clinical Governance. Furthermore, Article 36 of Law No. 44/2009 stipulates that Every Hospital must implement good hospital governance and clinical governance. In the explanation, it is determined that good hospital governance is the implementation of hospital management functions based on the principles of transparency, accountability, independence and responsibility, equality and fairness, and good clinical governance is the implementation of clinical management functions which include clinical leadership, clinical audits, clinical data,

evidence-based clinical risks, performance improvement, complaint management, service result monitoring mechanisms, professional development, and hospital accreditation.

Accountability is the accountability of public institutions to behave honestly in their work and in accordance with the applicable legal provisions. Accountability is related to how to run an organization by complying with the regulations set and complying with, the avoidance of abuse of power, corruption and collusion. Accountability in hospitals requires healthy organizational practices, no malpractice and mal-administration.

The findings of the study show that legal accountability and honesty at the Blambangan Banyuwangi Regional General Hospital are well responsible because nurses and employees carry out their duties based on the law. The hospital delivers LAKIP every year. Government Agency Performance Accountability Report (LAKIP: *Laporan Akuntabilitas Kinerja Instansi Pemerintahan*) is the final product of the Government Agency Performance Accountability System (SAKIP: *Sistem Akuntabilitas Kinerja Instansi Pemerintah*) which includes strategic plans; performance agreements; performance measurement; performance data management; performance reporting; as well as review and evaluation of performance. Openness and ease of access to LAKIP is a form of accountability where the agency explains its actions/actions or performance that has been carried out within one year. Blambangan Banyuwangi Hospital has published its agency's LAKIP and also its Annual Report. These documents have also been published through the <https://rsudblambangan.id> page which contains various information, such as Vision and Mission, Room availability, doctor profiles and doctor schedules. This ease of access is an added value for the hospital's accountability because it has been transparent about its performance

Accountability is the clarity of the function, implementation and accountability of organs so that the management of the organization is carried out effectively. The hospital has a clear description of duties and responsibilities (in writing) from the structural officials. The hospital must be able to account for the entire series of governance processes for all stakeholders, both internal and external, especially the general public. This accountability can be carried out routinely for a certain period of time.

Accountability is a prerequisite needed to achieve sustainable performance. Clarity regarding the functions, structure, system and implementation as well as responsibilities of the organization is absolutely necessary for the effective implementation of organizational management. The organization's obligations related to the exercise of its authority or the implementation of responsibilities entrusted to it by the organization are the basis of organizational accountability.

Responsibility

Responsibility is the ability of an organization to regulate the extent to which the provision of services has been carried out in accordance with the rules that have been enforced or procedures that have been regulated. Responsibility measures the level of participation of service providers in carrying out their duties. Responsibility is a measure that shows the extent to which the process of providing public services is carried out in accordance with the principles or provisions of the correct administration and organization that have been established. Responsibility is the conformity in the governance of the Hospital with applicable laws and regulations and sound principles, by ensuring that the Hospital is careful and obedient to applicable laws and regulations, including the existence of appropriate control.

The lack of a level of responsibility in public servants will reduce the quality of a service product. It is undeniable that health services whose products are services to patients and visitors are a form of public service that is bound by binding principles, rules, and procedures. Therefore, responsibility is needed to improve the quality of services provided in order to measure customer satisfaction and the quality of the services produced.

The findings of the study show that Blambangan Banyuwangi Hospital has accounted for all related resources within the scope of the hospital to comply with the policies and regulations that apply in the hospital. In the provision of services in hospitals, there are duties and functions of each of the related elements in the hospital. Every service provider must comply with the applicable provisions in the hospital. Nurses and employees are considered responsible to their superiors by carrying out the orders and directions given, this is also marked by the value given to them as a measure of their performance from their superiors. Likewise vice versa, superiors have been well responsible in giving directions to their subordinates and carrying out their duties to provide assessments.

Nurses and medical personnel of Blambangan Banyuwangi Hospital have provided clear information and are professional in their work, but the services provided are still relatively slow because there are still some patients who complain about the slow service and response of nurses. Hospital officers have applied good values in morality and professionalism. This is seen from the instillation of the general values of the hospital that they run and instill every day.

All employees of the Blambangan Banyuwangi Regional Hospital have complied with the existing hospital regulations, although sometimes there are still those who violate them. Then related to the minimum wage, there are certain positions that are in accordance with the Regency Minimum Wage. The hospital has also provided insurance to all its employees,

namely BPJS health and BPJS employment. Then the hospital has also complied with consumer laws in accordance with the regulations of the Ministry of Health. The company has also done waste, therefore the hospital collaborates with legal institutions to carry out waste management.

Hospitals have a responsibility to the community and the environment and must comply with the applicable laws and regulations so that the continuity of their business can be maintained in the long term. Compliance with the laws and regulations of the authorities as well as the fulfillment of responsibilities to the community and the environment, are factors for business continuity that are maintained in the long term.

Independency

Independency or independence is a situation where a company is managed professionally without any conflict of interest and influence/pressure from any party that is not in accordance with the applicable laws and regulations and sound corporate principles. Independence is very important in the decision-making process. The loss of independence in the decision-making process will eliminate objectivity in the decision-making.

Independence, namely hospitals, must be managed independently so that each organ does not dominate each other and cannot be intervened by other parties. Hospitals must manage the company professionally, if there is a conflict in the hospital, all parties will seek a solution and this is not an obstacle for the higher-ups to make a decision. To enable the implementation of other principles of Good Corporate Governance, namely transparency, accountability, responsibility, as well as fairness and equality, organizations must be managed independently so that each organization can function without dominating each other and cannot be intervened by other parties. Organizations must be independent, objective and professional in decision-making and policy formulation for the benefit of the organization without any conflict of interest and influence or pressure from any party.

The findings of the study show that the Blambangan Banyuwangi Regional Hospital has so far managed services professionally, if there is a conflict in the hospital, all parties will look for a solution and this is not an obstacle for the higher-ups to make a decision. Then there are still employees who work that are not in accordance with their job desks. The hospital does not include the involvement of the owner's family to make a decision.

The basic principle of independence in the implementation of Good Corporate Governance for hospitals is expected to be managed independently. Hospitals that believe that independence is a must so that the organs of the family can perform their duties properly and

be able to make good decisions. Hanggraeni (2015) also said that independence is a guarantee for supervisors, and management to independently carry out their respective authorities and responsibilities in accordance with existing regulations.

Fairness

The principle of fairness is a manifestation of a fair and equal attitude in fulfilling the rights of shareholders, especially minority shareholders based on applicable regulations (Tjager et al., 2003). The principle of fairness requires hospitals to always pay attention to the interests of majority and minority shareholdings. Fairness refers to the equal treatment of all stakeholders in accordance with the criteria. Fairness also needs to be extended to the pattern of relationships with other stakeholders, for example the pattern of relationships between employees. The balance of the rights of leaders and subordinates must be considered, so that no group is harmed. Similarly, the rights of service users, in this case, donors must be clearly determined by involving as many related parties as possible.

Regarding equality of interest in community service satisfaction, the hospital provides services to every patient without discriminating between race, ethnicity, gender and religion. Fairness, namely that hospitals must always pay attention to the interests of majority or minority shareholders, patients and employees based on the principles of fairness and equality. The hospital provides an opportunity for all stakeholders to give their suggestions and opinions to advance the institution.

The research findings of the Blambangan Banyuwangi Regional Hospital have provided an opportunity for all stakeholders to give their suggestions and opinions to advance the hospital. Then the hospital also treats all employees fairly regardless of differences. The hospital also provides customer service to serve complaints from patients and on that day the complaints must be followed up immediately. Regarding the recruitment system, the Blambangan Banyuwangi Regional Hospital usually opens vacancies through the website or through social media, but according to the source, there are those who enter their application letters directly to the hospital even though they do not open vacancies. Then related to the treatment of employees who make mistakes, usually coaching and being guided so as not to repeat the mistake again.

The application of the principles of Good Corporate Governance and its impact on the performance of the Blambangan Banyuwangi Regional General Hospital will be effective if the mechanism is carried out in an integrated manner which includes aspects of Transparency, Accountability, Responsibility, Independency, Fairness. The findings of the research in general, the implementation of the Implementation of Good Corporate Governance Principles

in Improving Public Services at Blambangan Banyuwangi Hospital is quite good in the elements of Accountability, Responsibility, Independence and Fairness. Even though the implementation of the principle of administrative transparency is found, there is a lack of availability of service information, it is not substantially adequate and the medium of its presentation, there is uncertainty in service time, service costs that are not transparent and service complaint mechanisms are not yet available.

In hospital governance, the service providers who contribute the most to the hospital are nurses, with the greatest quantity and frequency in providing services to patients. The independent function of nurses is the existence of nurse actions that do not require a doctor's order. Nurses' actions are independent based on nursing knowledge and tips, except for things that are outside their knowledge that need to be consulted with the attending doctor. Therefore, nurses are responsible for the consequences that arise from the actions taken.

The elements of service provided by the Regional Hospital of Blambangan Banyuwangi Hospital include Procedures and Service Requirements, Clarity and discipline of Officers, responsibilities and abilities of Officers, Officers' Abilities, Officer Speed, Officer Fairness, Officer Courtesy, Cost Fairness, Cost Certainty, Schedule Certainty, Environmental Comfort and Service Safety. Public services provided to the community must be in accordance with service standards, because the community has the right to get excellent service from the government or quality service. The definition of service is a total organizational approach that is the quality of service received by service users as the main driving force in the operation of the organization.

5. CONCLUSION

In principle, the implementation of Good Corporate Governance (GCG) at Blambangan Banyuwangi Hospital has been running well, but there are still things that need to be improved. In the principle of accountability, Blambangan Banyuwangi Hospital has implemented it well. This is shown by the organizational structure and clear duties and responsibilities by providing a job description. The hospital conducts performance evaluations on employees. The reward and punishment system has been implemented in the company well. On the principle of accountability, Blambangan Banyuwangi Hospital is well responsible because nurses and employees carry out their duties based on the law. The hospital delivers LAKIP every year.

In the principle of responsibility, Blambangan Banyuwangi Hospital has accounted for all related resources within the scope of the hospital to comply with the policies and regulations that apply in the hospital. In the provision of services in hospitals, there are duties and functions

of each of the related elements in the hospital. On the principle of independence, Blambangan Banyuwangi Hospital has managed services professionally by not including the involvement of the owner's family to make a decision. On the principle of fairness, Blambangan Banyuwangi Hospital has provided an opportunity for all stakeholders to give their suggestions and opinions to advance the hospital. In the principle of service transparency at Blambangan Banyuwangi Hospital, the availability of service information is substantially adequate and the media for its presentation, the certainty of service time, the cost of e-services that are not transparent and the available service complaint mechanism. Then connected to the website of the hospital, the entity already has a website which contains information about the facilities provided by the hospital and information about the doctors who serve, etc.

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