



Implementation of Good Corporate Governance in The Regional General Hospital Padang Pariaman West Sumatra

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INFO ARTICLE

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ABSTRACT

This research was conducted with the aim of seeing the implementation of health services carried out by the Padang Pariaman Regional General Hospital institution to the community based on the concept of implementing Good Corporate Governance. The research was conducted using qualitative research methods with interviews and document data as the main source of research data, based on the premise of good corporate governance in the form of transparency, accountability, responsibility, independence, and fairness. The research was conducted because of the many complaints for Padang Pariaman Hospital to immediately improve the quality of its services. This research was conducted by researchers with qualitative research methods. The results of the study found that the implementation of the principle of transparency has been implemented by Padang Pariaman Hospital well, for both sides, there are no complaints and criticisms conveyed by the community. Then for independence has been implemented well Padang Pariaman Hospital has been able to conduct an evaluation study of the implementation of the programme in order to manage the interests of future services by implementing communication coordination and evaluation. However, the principles of accountability, responsibility and fairness have not been implemented optimally, especially for the benefit of the community as patients who use health treatment services at the Padang Pariaman Hospital.



INTRODUCTION

According to The Legatum Prosperity Index report, Indonesia ranks 101st out of 149 countries in the world on the global health index. (Kebijakan Kesehatan Indonesia. 2023). This assessment is based on the level of prevention and treatment of health services provided to the public. This report means that the Indonesian state for the implementation of health services is still fairly minimal and inadequate. In fact, health is one of the main needs of the community that must be provided by the government as the implementer of public services, in accordance with the objectives of the state in article 34 paragraph 3 which states 'The state is responsible for the provision of health facilities and the provision of decent public facilities'.

This statement is reinforced by the expression by President Joko Widodo that for the G20 level, Indonesia's health index position based on the Global Health Security Index is in the 7th last position in the world.. (CNBCIndonesia 2023). The implementation of health services that lack response, do not meet international standards in prevention and reporting efforts, causing nearly one million people every year to go abroad for treatment such as Singapore, Malaysia, Germany and Japan.

This happens because people feel dissatisfied. (Siti Maryam 2017) with the performance of services provided by the government. This is reinforced by a number of cases that occurred in the community when accessing their health rights who received unprofessional treatment from health workers, a convoluted service system at the hospital, and the absence of transparent information about the cost of medical administration.

It turns out that similar complaints are also reported in the community who seek treatment at Padang Pariaman Regional General Hospital or RSUD Padang Pariaman, which is one of the regional public hospitals in West Sumatra Province. RSUD Padang Pariaman in the implementation of its services is specific to internal medicine specialists, neurological specialists, eye specialists, surgical specialists, pediatric specialists, dental specialists, obstetrics and gynaecology specialists, skin and gender specialists, lung specialists, ENT specialists, heart specialists, psychiatric specialists, physiotherapy specialists, as well as general dental clinics and general clinics. (Rsud.padangpariamankab.go.id.2023). In the implementation of its services, Padang Pariaman Regional Hospital has been complained about by the community. Based on the results of the author's initial observations of the performance of doctors at Padang Pariaman Hospital in January 2024 in several hospital service poly sections, the community complained about health workers who did not work according to proper operating hours, doctors who often left the room during working hours, or the lack of interaction that occurred with patients, the implementation of administration that was not timely, complicated and unfriendly, nurses and doctors who were not responsive, professional and unfriendly to the community. Many of these complaints are submitted by the community as a form of process and criticism of the implementation of health services at the hospital.

This was conveyed by the community either directly or using social media, such as the results of the author's interview with one of the patients who stated that.

'I live in the Tandikek area, the distance can be more than half an hour, for treatment I seek treatment at the internal medicine clinic, yes, when I seek treatment, I have come since morning around 8, yes, the intention is not to queue but it still turns out, for completion, if it is fast, it can be finished in the afternoon if it cannot be finished in the afternoon towards the night there is also, don't you feel sorry for those of us whose homes are far away.' Interview with Siska Amelia, hospital service user, 5 February 2024.

In the interview, the informant said that the implementation of service administration was very slow, this was evidenced by the informant who had come from the morning but only finished the treatment at noon or towards the afternoon, this was very unfortunate because the informant lived in a place quite far from Padang Pariaman Hospital, so it would be a drain on time, energy and money.

Or using social media such as one of them can be found through google reviews. According to the google search page, Padang Pariaman Hospital currently has a total of 134 reviews with a star rating of 3.7 with the most reviews at 1 star, as shown in the following image.



RSUD Padang Pariaman

Jl. Raya Padang - Bukittinggi No.KM.42, Parit Malintang, Padang Pariaman Regency, West Sumatra

Tulis ulasan

3,7 ★★★★★ 134 ulasan

★★★★★ 3 bulan lalu

Rumah sakit paling buruk yang ada di sumbar,Orang tua saya masih bisa berjalan sebelum masuk ke sana,selang beberapa hari orang tua saya kejang kejang di biarkan sehari,setelah tmh parah saya minta tolong ke perawat dengan gaya nya yg santai,dan dokter yg katnya spesialis akan datang tepat jam7 nyatanya dia dtng 2 jam kemudian,dan dia memberi keterangan harus di rujuk ke rsud yang di padang,dengan alasan perlengkapan di sana kurang melengkapi,dengan lambatnya penagnan orang tua saya tidak sadarkan diri di rsud padang kota,dengan selang beberapa hari orang tua saya menghebuskan nafas terakhirnya.

Saya sangat menyayangkan dengan tindakan rumah sakit tersebut,di mohon untuk kepada bapak yang terhormat bapak bupati kabupaten sumbar,untuk refisi kembali semua yang ada di sana,kalau bisa di

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Tulis ulasan

3,7 ★★★★★ 134 ulasan

resti septiani
6 ulasan

★★★★★ sebulan lalu

Perawat sama dokter sama-sama tidak ngerti standar operasional. Pelayanan ambigu dan penuh keraguan. Pasien udah sekarat masih juga lama dirujuk. Saran kalau warga padang pariaman sekitar bagusnya langsung aka bawa ke rumah sakit daerah lain

👍 1

Picture 1. Reviews of Padang Pariaman Hospital on Google Reviews

The author sees that in the google review of Padang Pariaman Hospital, the overall rating is quite low because it is in the range of 3.7 not up to 4.0 and most of them provide complaints and criticisms as in the picture above. The two pieces of reviews above criticise the implementation of services that are not responsive to patients who are in a critical condition, incomplete hospital facilities and infrastructure that cause patients to be uncomfortable, slow and complicated administration so that patients are late in getting health care assistance.

The turmoil and demands that continue to be made by the community require Padang Pariaman Hospital to carry out good institutional management to regain public trust. This can be done by applying the mechanism of the concept of Good Corporate Governance. This concept is used with the aim of encouraging the performance of company resources to then be used properly to produce the value of a company, which here refers to the Padang Pariaman Hospital institution. The purpose of this concept is to direct and control the institution in achieving its power and authority responsibly. Researchers see that this good corporate governance system will help increase the value of the Padang Pariaman Regional Hospital institution and will improve the institution's image.

So in this study the authors want to see how the implementation of the concept of good corporate governance is carried out at Padang Pariaman Regional Hospital in order to provide the best health services to the community. (Hamdani 2016). This good corporate governance system is then expected to be a system direction that contributes to the consideration of company management, this is done with the aim of being able to carry out various expectations and interests of company management, this is as stated that corporate governance is provided by: 1) the value-chain relationships and the way they are governed, 2) the cooperating clusters of firms requiring rules, including leadership, to govern their relationships. To the best of our knowledge, we must start to consider corporate governance as a tool to relate the firm efficiently to its stakeholders. 3), the above discussion connects directly with another critical issue of the puzzle concerning the nature of the firm its boundaries. (Mantovani 2022).

METHOD

The research was conducted using descriptive qualitative research methods with a phenomenology approach. It is intended that the explanation of research data analysis is carried out by describing the phenomena that are happening, without any data being manipulated, the data is obtained by researchers primarily through conducting interviews with a number of relevant sources. (Helaluddin 2018). This research was then carried out at Padang Pariaman Regional Hospital throughout 2024 with the main data coming from



informant interviews and document data to strengthen the author's arguments. Then the data analysis technique used is source triangulation.

RESULTS AND DISCUSSION

The concept of good corporate governance (GCG) itself is the practice of policies, and procedures used by agencies to manage and control all of their organisational activities. Good corporate governance seeks to improve service performance, realise the interests of all interest groups, and realise quality programme implementation while still being based on applicable laws and regulations. In public services, good corporate governance can be used to improve and strengthen the management of the quantity and quality of services in the government sector. This concept consists of the principles of transparency, accountability, responsibility, independence and fairness. (Kaihatu 2006). I will explain further in the following discussion.

Transparency

Transparency is the openness of information provided to the public for access. Information transparency is needed especially to guide policy decisions that will be enacted, Michell explained that this information disclosure is needed because constitutes the demand for information, the ability of citizens to obtain information, and the supply and actual release of information by government and NGOs, the demand for information itself is needed by the public, as well as the management of the agency itself (Ball 2009). This openness can also mean open access for everyone in obtaining information about the implementation of organisational performance management. This is also expressed by Mustopa (Fahri 2020) which states that transparency will refer to the openness made by the organiser to information about existing programme policies to be known by the public. Transparency in terms of providing public services can include service procedures, technical and administrative service requirements, details of service fees, authorised and responsible officials, forms of service promises, service implementation standards, or various other related service information.

Many things can be information for public consumption or the community as consumers, at the Padang Pariaman General Hospital agency the entire flow of service implementation is something that must be known by all patients who receive treatment at the hospital, then the flow of implementation of the treatment budget, information on medical and non-medical personnel who provide services to patients, to what activities the implementation of the agency which then becomes a service programme can be known by the public. This is done so that patients as users of health services at the Padang Pariaman Regional General Hospital feel safe and comfortable when conducting treatment, on the other hand the public can also act as observers to control the agency if fraud or harmful service activities are found, this will benefit the agency because the quality of health services provided will always get control from the public.

The main information needed by the public is that the Padang Pariaman Regional General Hospital agency provides any services, has any programme performance, which can be clearly illustrated through the agency's vision and mission. Padang Pariaman General Hospital in the implementation of programmes and service policies carried out is then based on the implementation of the vision and mission which is then adjusted. In carrying out its duties to serve the community, Padang Pariaman General Hospital has a vision and mission. The vision of the implementation of health services by Padang Pariaman Hospital is 'The realisation of Padang Pariaman Hospital with excellent service', while the mission of Padang Pariaman Hospital is.

- a. Improve the resources and competence of health workers to realise quality health services.
- b. Protect public health with environmentally-conscious hospital management.
- c. Improve effective, efficient and equitable hospital health services.



Besides, in RSUD Padang Pariaman other information services can be seen from various banners and banners like the following picture.



Picture 2. Information of Service Streams in RSUD Padang Pariaman

Then the public can also see important information related to medical services schedules, poli services available, and so on through the official website of RSUD Padang Pariaman at <http://rsudpadangpriaman.kab.go.id/>, like the following picture. Not only that, the reporting of hospital performance program activities in the form of financial reporting has been given by RSUD Padang Pariaman's financial officer to the management of hospital managers, so the author concludes that the principle of transparency in RSUD padang Paraman has been wellimplemented.



Picture 3. Page of Services and Schedule of Doctors on RSUD website Padang Pariaman



Accountability

Accountability is a detailed form of responsibility tasks performed against the results of performance that have been performed (McGrath and Whitty 2018). In good corporate governance, the concept of accountability is described in the broader scope of things, which is the clarity of responsibility activities involving performance with functions, structures, and systems as a form of the responsibility of the core organs of the organization in the management of the company to be implemented effectively and efficiently (Fung 2014; Khan 2019). Tjokroamidjojo explains (Putra 2014) Accountability can also be understood as an act of liability of the leader of the organization to the public in the form of the execution of the performance report of the responsibility because the head of the organisation is obliged to report the overall outcome of the activity of the program of its activities to the interest groups including the public as the user of the service, in this case the government or the related stakeholders can be sued by the public at any time as a form of claiming responsibility for the maintenance process of the services already carried out.

RSUD Padang Pariaman consists of two main programmes, namely the Regional Government Affairs Support Programme for the Implementation of the Financial Administration of the District Appliances, then the Programme of Improvement of Individual Health Efforts and Public Health Effects, consisting of the Provision of Health Service Facilities for SMEs and the Regional Authority of the Districts/Cities and the Procurement of Health Services for the Regional Level of the district/City. Based on the results of the author's interview with the medical service staff of RSUD padang pariaman, it is explained that the RSUD Padang Paraman also always performs improvements by performing service innovations, as described below.

"Innovation then arises from the existing problems, because each agency has its own problems, it is our duty to perform service with maximum while solving the problems we face with innovation." Drg, Edy Karwono, Medical Service Cabinet of RSUD Padang Pariaman.

Mr. Edy explained that the innovations that hospitals are doing can be driven by a number of things, as each institution will have its own personnel and problems, so from the emergence of this issue will be the basis for the agency to issue and generate program innovations. The researchers concluded that the innovation in RSUD Padang Pariaman looks from the problems and issues that arise for later to be re-examined and search for alternative solutions. But seeing complaints continue to come from the public indicates that the innovations that have been made still need immediate refinement so that the implementation of health services can run at maximum.

Responsibility

Responsibility, or responsibility, is a concept that refers to the form of responsibility for any program organized by the organization (Gilbert 1959; Lindkvist and Llewellyn 2003). A little different from the concept of accountability, the primary responsibility is the responsibility for the performance of each service provider, including the health care staff of doctors and nurses. The organization is responsible for ensuring the well-being of its employees, the organization is accountable for the environment in which its employees perform so that the resulting performance is maximum performance (Sabrina 2021). Various interests need to be taken into account to implement programmes that are in line with those that have been prepared, make organizations perform and have high value is a shared responsibility. In hospitals, the concept of accountability is intended to refer to how compliance of the organization's implementation with applicable regulations and laws, the presence of social responsibility also becomes a necessary concern for conducting checks between the community and the surrounding environment. It's a matter of concern whether all the health care personnel working in the hospital have been able to perform their responsibilities well, have worked according to their jobdesk and so on.

This principle can be seen by the author from two sides, the employee as the executor of the service and the public as the user of health services. Based on the results of the interviews conducted by the author, the author concludes that the entire health personnel who work at RSUD Padang Paraman have been able to do their job well and responsibly. They have been able to work according to the purposes of their work, have been capable



of understanding the vision and mission of RSUD Padang Padaman, and have been in a position to work in accordance with their responsibilities as health personnel in this RSUD padan Padaman. As Zulkifli's informant explains in doing his job, he helps patients, especially those who are no longer able to be hospitalized, or even transports the afflicted patient directly to the police where he is treated, or from Dr. Rini' s informant who says he is willing to explain the details to the patient again if the patient does not understand. This statement proves that the workers who work have been able to perform their responsibilities well and responsibly.

Nevertheless, based on other interviews the author did, there are still searches of medical and non-medical workers submitted regarding means and means of supporting their performance that are considered to be incomplete, or hospital management systems that need to be evaluated and changed for the better. It is expressed by the workers because they feel that the facilities available already exist but need to be renovated, not only in the form of goods but also in other ways. This statement can be seen in some of the following interviews.

“His criticism and advice to improve his service is even better if he can be as well as his doctors and his nurses are given priority because they work for the community to serve directly because the complaints are directly addressed to his nurse and his doctor those who feel everything so should be served better and if they can for his equipment also updated again”

“There is no criticism but there is a suggestion, maybe for his future what is not complete is completed but I am confident that the RSUD of this park will surely receive input and advice from the community and the officers who are at the SRUD of the park.”

On the public side as a service provider, also giving complaints to the hospital, like the following interview.

“It hurts me so much with the nurses who are in this hospital, while we are publicly paid patients, yet still the services provided are unsatisfactory, his nurse calls the patients with disrespectful calls, they mock me.”

“ This is how it is, the waitress is very slow, the patient's care of the accident only very long, the surgeon even came only three days later, please donk his service upgraded again, I came from outside the area feeling very disappointed and feeling playful.”

Based on some public complaints above, the researchers can conclude that the implementation of responsibility in RSUD Padang Pariaman has not fully gone with the maximum and obtained the results as expected. Because researchers see even though the coordination has been done systematically, the evaluation implementation has already been done on the basis of a certain period, but still can get a lot of complaint from the public as users of health services in RSud Padang Paraman. The disappointment of the public as a user of the service for judging that the health personnel who work at RSUD Padang Paraman are not working with the professionals, not able to work with the friendly, unresponsive and efficient, and not rarely based on some information informan causes delayed treatment of patients even some that causes the loss of their families.

Indepedency

It is an organizational management principle that refers to the independence of the body in making decisions so as not to be affected by external pressures and conflicts that arise, so that the organization is required to be able to implement conflict prevention policies and practices within the organization. Kahaiti explains that independence is meant as a condition in which an organization performs its activities professionally without conflict of interests of other parties implemented in accordance with the legislation. Many forms of independence can be described as the absence of excessive intervention in the course of the organization. So that the organization can run smoothly without any barriers professionally and conflict that occurs then can be well overcome. Hamdani explains that the implementation of this indepency refers to the execution of an organization that has a principle of nature, the organization execution can run without the presence of the



domination of the other party, the performance of activities then is not affected by the pressure of certain interests, free from conflict of interests and does not throw responsibility between one party and the other.

Based on the results of the researchers' interviews with the head of the department of RSUD services Padang Pariaman many things have been implemented by RSUD Padang Paraman as a form of prevention and management for conflict issues, because the complaints and criticism given by the community will be the evaluation material of hospitals in the implementation of evaluation of performance of the service program. It's legitimate because society plays an important role as the consumer of the service recipient. Since all these things are the rights of the public as a citizen, the service provider can be sued by the public at any time as a form of responsibility for the maintenance of the service. Therefore, RSUD Parking Fields must be able to deal with the problems that are occurring with strong internal coordination of the institutions. On the implementation of this concept of independence or independence in RSUD Padang Pariaman explained further through the results of interviews researchers with informants as follows.

"This coordination will be carried out on a regular basis every day with various reports related to the implementation of activities,....." Interview with Drg, Edy Karwono, Cabid Medical Service RSUD Padang Pariaman.

Interview with Drg. Edy Karwono, RSUD Medical Service Cabinet Padang Pariaman. ([date]). *The evaluation we do there is a party wulan there per semester once six months evaluation at the end of a year, this evaluation is done the number of patients either poly patients, hospitalized patients, Igd patients, OK patients, this assessment is based in the service of the amount of visits to the first three masters we are decreasing, dissatisfaction in which part, there is dissatisfying with our direct service evaluation of urgent nature.*

Based on the results of several interviews, the informant showed the steps of RSUD Padang Pariman in the handling and management of conflicts that occurred in the hospital neighborhood. RSUD Parking Fields initiated the implementation of the initial formulation of program activities through mature planning, programme details will be coordinated between departments of service and concluded with the performance evaluation process carried out routinely per-certain period. Coordination is necessary as an effort in avoiding current service problems and evaluation is done in an effort to improve the quality of service produced. The agency needs to carry out performance evaluations for a certain period of time, for example, weekly, monthly or day-to-day. It is necessary to analyze why service satisfaction data is falling, what causes it, how to deal with it, and how to prevent it from progressing.

Fairness

Fairness is a fundamental principle that underlies the provision of services within any system or organization (Gilliland 1993). It is a form of equality achieved by ensuring that all parties involved in the maintenance of a service have their needs and concerns addressed in an unbiased and transparent manner (Gotterbarn et al. 2018). This concept of fairness has a fairly broad meaning, as it can form equality of treatment, equality in the implementation of policies, as well as equity in the income of individual rights. In addition, on this principle, the hospital can give equal opportunities to the whole party to give advice and criticism in order to advance the organization, in the implementation of the hospital also can provide services in the form of customer service for complaint reporting so as to be promptly followed up (Chandra 2016).

The hospital started implementing this principle of equality and responsibility by providing equal opportunities for employees to gain career opportunities, access to facilities and rewards that support the course of performance performed or receive assistance to perform services. Through the results of research interviews conducted with some of RSUD's employees Padang Pariaman it was found that all employees of both health and non-medical staff who work get opportunities for a career level according to their educational level. All officers have equal opportunities for self-development, career and development of the skills they possess. In



addition, RSUD Padang Paraman provides equal opportunities for all its employees to attend training or workshops related to improving hospital performance. It was justified by some informants who made the following statement.

Interview with Satria Putra, RSUD officer Padang Pariaman. ([date]). *“Alhamdulillah It used to be just a SMA, but it still works. If that training used to exist, yes, when I started working, I’d be taught how to implement security procedures, what to do when there are activities that endanger workers or patients who are in this hospital.”*

Not only through formal education, the employee's work experience can also be a consideration for the hospital to continue to give its employees the opportunity to develop again. Indeed, the whole employee who works in the hospital is a worker who has its own duties and functions, whether employees as direct health workers or non-health workers, all complement each other so that the delivery of services can be done in a concise and targeted manner. These training and seminars will then be tailored to the level of needs and knowledge of employees, as it will not be useful if such training or seminars are given to employees who have had experience in the same field for many years.

However, in the attempt to implement the distribution of patient rights in access to services, once again many complaints given by patients against RSUD Padang Paraman, the public felt that the facilities they obtained were very insufficient and disproportionate to what they should be obtaining. This complaint is very much expressed by the public especially for the problems of these means and facilities, as revealed through the following interview.

“My family became a patient at this hospital, but did not get a pillow and blanket at all, this is an exaggeration! Of course my family would not be safe during the medication, had informed the doctors and nurses of health there but not responded well, rather replied judes and unfriendly”.

“Why is this a hospital? This patient is feeling very comfortable because the air conditioner doesn't live the whole day, the patient's heat movements aren't very comfortable, it's just like that, it has to be said a few times before they're acting, this is a terrible thing”.

Patients to get this health care is done by paying a sum of money, either through the public or following the BPJS. However, their right to reimbursement of the expenses spent is disproportionate and raises protests from the public. The writer sees the means and facilities that the society has not been able to obtain are not the best as seen in the following picture



Picture 4. Waiting room and toilet facilities for hospital patients



The picture shows that the facilities available in a busy waiting room are very crowded and crowded, even a lot of people who do not care about beds and then choose to stand outside. As is well known, it is not uncommon for people who come to hospitals to be older people, so if these elderly patients do not get a seat, their health will worsen. Then the dirty toilet is the source of the disease, because we won't know the patient who comes has a history of any disease, if the disease is a disease that can be spread through fluid and contact then this toilet will bring new disease to the next patient.

So the researchers concluded RSUD Padang Pariaman in the implementation of the principle of fairness according to the concept of good corporate governance can not go with the maximum, the treatment given to the internal medical staff of the institutions have obtained treatment for equality of opportunities of development of work ability and opportunities of increase in career development, but for equity of patients versus reverse, researchers see there is inequality of treatment obtaining patients when demanding their rights in the process of performance of services. All patients who come for medication are the whole of the community who have the right to legal health care in accordance with the laws and regulations in force, and the organizer is obliged to provide it with the utmost effort. However, the patients who were treated at the Parameter Center did not get that, and it was a consideration for the future parameter centre to repair the same thing.

CONCLUSION

Based on the results of the research that the author has done, then the conclusion of this study is. On the implementation of the principle of good corporate governance carried out by RSUD Paraman Field has been implemented well, but still not at the stage of maximum and quality. The author compares the data from both sides, RSUD Padang Paraman as the organizer of the celebration and the community as the user of the service. The results of the research found that on the implementation of the principle of transparency has been implemented RSUD Paraman Padang well, on both sides, no complaints and criticisms are expressed by the public. Then for independence has been implemented well RSUD Paraman Field has been able to carry out evaluation study of the implementation of the program in order to manage the interests of its future service with implementation coordination of communication and evaluation. However, the principles of accountability, responsibility and fairness have not been implemented to the maximum extent, especially in the interests of the public as a patient user of health care services.

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