

## Good Corporate Governance in Indonesia Islamic Bank: A Nvivo-Based Qualitative Analysis

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### Abstract

**Purpose** - The implementation of GCG principles must be based on the five basic principles, namely transparency, accountability, responsibility, independence and fairness. Apart from that, GCG principles from an Islamic perspective are reviewed based on shiddiq, amanah, tabligh and fatanah. The aim of this research is to find out how GCG principles are implemented at BJBS KCP Singaparna

**Methodology** - The research method used is a descriptive qualitative method with primary and secondary data sources. The data analysis technique used is assisted by Nvivo 12 Software.

**Findings** - The results of this research are that BJBS KCP Singaparna needs to further optimize the principles of accountability and responsibility as well as mandates and fatanah so that they are appropriate in their implementation.

**Implication** - This study contributes to the literature on Islamic corporate governance by offering empirical insights into how NVivo-assisted analysis can assess the integration of Sharia-based values in banking operations.

**Keywords:** Good corporate governance; Islamic banking; Qualitative research, Sharia governance.

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## 1. INTRODUCTION

Good Corporate Governance is a corporate management system designed to improve company performance, protect stakeholders' interests, and enhance compliance with laws and regulations as well as generally accepted ethical values (Zeineb & Mensi, 2018). GCG is a measure taken by all stakeholders involved in the company to ensure that business operations run smoothly, in accordance with the rights and responsibilities of each party (Wahyudin & Solikhah, 2017). This is expected to achieve the company's optimal performance. The implementation of GCG serves as a fundamental foundation in building a healthy, strong, good, and effective Islamic bank, as well as a foundation for the necessity of complying with Sharia principles (Sharia Compliance) (Pahlevi, 2023).

The application of GCG principles not only enhances the bank's competitiveness but also provides better protection for customers, ensuring their trust in the banking industry (Rashid et al., 2024). The implementation of GCG in Bank BJB Syariah is essential, considering that the banking sector manages public funds (customers' money). The implementation of governance in the Islamic banking industry is based on five fundamental principles (Hirsanudin & Martini, 2023). First, transparency, which refers to openness in disclosing material and relevant information as well as transparency in the decision-making process. Second, accountability, which ensures clarity in the functions and responsibilities of bank employees so that management runs effectively. Third, responsibility, which ensures that bank management complies with applicable laws and sound banking principles. Fourth, independence, which means the bank is managed independently and professionally, free from conflicts of interest and undue influence or pressure from any party that does not comply with regulations. Fifth, fairness, which ensures justice and equality in fulfilling stakeholders' rights based on agreements and applicable laws (Kholmi, 2020; Karsono, 2023).

The principles of good corporate governance must be based on Islamic Sharia principles. In Islam, governance is not only about financial management but also about ethical and fair business practices. To ensure compliance with Sharia principles, corporate governance must uphold Islamic values such as shiddiq (honesty), tabligh (transparency), amanah (trustworthiness), and fathanah (wisdom) (Pahlevi, 2020). Additionally, corporate governance in Islam emphasizes social responsibility, ensuring that business activities contribute to the well-being of society and do not cause harm. A company must also maintain justice in all its dealings, treating employees, customers, and stakeholders with fairness and integrity in accordance with Islamic teachings (Muliansyah & Hermawan, 2024).

Bank Jabar Banten Syariah (BJBS) KCP Singaparna, located at Jalan Raya Timur No. 36, Cikiray Singaparna, faces various challenges in implementing Good Corporate Governance (GCG) principles. Based on the researcher's observations, one of the main challenges is the limited number of employees, with only one teller and one customer service (CS) officer handling transactions. When one of them is absent, their tasks are often reassigned, causing operational disruptions. If both employees are absent, other staff members must take over their responsibilities, which can lead to inaccuracy and negligence in financial transactions. Additionally, the diverse educational backgrounds of employees, such as those from agriculture or midwifery fields, pose another challenge. Employees with non-financial backgrounds require special training to adapt to their roles, necessitating greater management attention to improve performance.

Based on this background, this study aims to analyze the implementation of Good Corporate Governance (GCG) principles in Bank Jabar Banten Syariah (BJBS) KCP Singaparna and what organizational factors constrain their realization. The findings of this research are expected to provide insights into the challenges and efforts needed to enhance good corporate governance in Islamic banks, particularly in facing the increasingly competitive financial industry.

## **2. LITERATURE REVIEW**

Good Corporate Governance (GCG) is a system that regulates and controls a company to create added value for all stakeholders. The concept of GCG encompasses two main aspects: first, the rights of shareholders to obtain accurate and timely information; second, the company's obligation to disclose information accurately, transparently, and in a timely manner regarding performance, ownership, and stakeholders (Sudarmanto, 2021). The purpose of GCG is to enhance better and more transparent corporate management, benefiting stakeholders while ensuring corporate accountability (Salehi et al., 2023). Its implementation aims to promote transparency, accountability, independence, fairness, and equality. Moreover, GCG strengthens corporate competitiveness both at the national and international levels, which in turn increases market confidence and supports sustainable economic growth (Badawi, 2024).

### **2.1 General Principles of Good Corporate Governance**

The implementation of GCG is based on five fundamental principles that must be applied by the company, as follows (Karsono, 2023):

1. Transparency, banks are required to provide relevant, easily accessible, and understandable information to stakeholders to support decision-making. The information that must be disclosed includes the vision, mission, business objectives, and corporate supervision system (Salehi et al., 2023).
2. Accountability, banks must be able to account for their performance transparently and effectively. The establishment of clear responsibilities, a good internal control system, as well as rewards and sanctions for employees, are part of implementing this principle (Keay, 2017).
3. Responsibility, banks must comply with applicable regulations and fulfill social responsibilities toward society and the surrounding environment to ensure long-term sustainability and recognition as a good corporate citizen (Pahlevi, 2023).
4. Independency, banks must act independently without external influences that conflict with the company's interests. Decision-making should be conducted objectively and free from conflicts of interest (Suhadak et al., 2020).
5. Fairness, banks are required to provide fair treatment to all stakeholders in accordance with applicable agreements and regulations. This fairness includes equal opportunities in employment, career advancement, and professionalism without discrimination (Suhadak et al., 2020).

### **2.2 Principles of Good Corporate Governance from an Islamic Perspective**

Shariah Governance is a governance concept for financial institutions that offer products and services in compliance with Shariah principles. Essentially, Shariah Governance serves as a complementary system to the existing Good Corporate Governance (GCG), with its primary

function being to review shariah compliance in all corporate activities, both before transactions occur (ex-ante) and after transactions take place (ex-post) (Pratiwi & Haryono, 2023). The following are four key values in the Shariah perspective that serve as guidelines for corporate management (Muliansyah & Hermawan, 2024):

1. Shiddiq (Honesty), Prioritizing honesty and transparency in corporate management. This value reduces the likelihood of corruption and supports the development of a clean and fair business environment.
2. Amanah (Trustworthiness), Emphasizing prudence and responsibility in corporate management. This value also fosters mutual trust between management and shareholders.
3. Tabligh (Communication), Requiring companies to promote and educate the public about Shariah principles, products, and services. This principle highlights the importance of open and honest communication in all corporate activities.
4. Fatanah (Wisdom and Competence), Ensuring that corporate management is conducted professionally and competitively to achieve optimal results while managing risks effectively. This professionalism is reflected in the intelligence and skills of employees in carrying out their duties.

Tabel 1. Comparison of conventional GCG principles and Sharia GCG principles.

Aspect / Principle	Conventional GCG	Islamic GCG	Key Explanation
Philosophical Foundation	Based on economic rationality and shareholder value maximization	Grounded in justice ( <i>'adl</i> ), trust ( <i>amanah</i> ), and public interest ( <i>maslahah</i> ) according to <i>maqasid al-shariah</i>	Islamic GCG integrates ethical and spiritual values beyond economic logic.
Main Objective	Enhancing efficiency, transparency, and investor trust	Ensuring sharia compliance and promoting social and spiritual welfare	Islamic GCG adds moral and spiritual dimensions to governance.
Core Principles	Transparency, Accountability, Responsibility, Independence, Fairness (TARIF)	Sharia Compliance, Justice ( <i>'adl</i> ), Trustworthiness ( <i>amanah</i> ), Consultation ( <i>shura</i> ), Accountability ( <i>muhasabah</i> )	Islamic principles complement conventional GCG with religious and ethical elements.
Supervisory Structure	Board of Commissioners, Audit Committee, Shareholders	Sharia Supervisory Board (SSB), Board of Commissioners, Management	The SSB distinguishes Islamic GCG from the conventional model.
Ethical Orientation	General business ethics and positive law	Ethics based on sharia, prohibiting <i>riba</i> , <i>gharar</i> , <i>maysir</i> , and unjust practices	Ethical compliance is normative and transcendent in Islamic GCG.
Stakeholder Focus	Primarily shareholder- and investor-oriented	Emphasizes holistic stakeholder engagement, including community and environment	Islamic GCG promotes inclusive and sustainable governance.
Compliance Instruments	National regulations and financial authorities	Fatwas from DSN-MUI, AAOIFI standards, and OJK Sharia regulations	Integrates national governance rules with international Islamic finance standards.

The comparison indicates that Islamic Good Corporate Governance (GCG) transcends the conventional model by integrating ethical, spiritual, and sharia-based principles into governance practices. It reorients corporate accountability toward both regulatory compliance and moral responsibility under *maqasid al-shariah*, thereby positioning governance as a mechanism to achieve not only institutional integrity but also broader social and ethical objectives.

The literature review represents the theoretical core of the research article. It includes review of related literature in essay style. The purpose of a literature review is to “look again” at what previous researchers have done regarding to the topics of the article. Thus, in the literature review, the researchers should critically evaluate, re-organize and synthesize the work of previous researchers to show the state of the art, then followed by formulation of hypothesis (if any).

### 3. METHODOLOGY

The research method used is a qualitative research method with a descriptive approach (Bazen et al., 2021). Qualitative research aims to understand phenomena experienced by research subjects, such as behavior, perceptions, motivations, and actions, through descriptions in words and language, within a specific natural context, utilizing various natural methods (Harahap, 2020). Descriptive research is a study related to examining phenomena in more detail or distinguishing them from other phenomena (Siyoto, 2015). This study aims to describe the implementation of Good Corporate Governance (GCG) principles at BJBS KCP Singaparna.

The data sources used include primary and secondary data. Primary data is obtained from original or first-hand sources, while secondary data is research data obtained indirectly through intermediaries or recorded by other parties (Hasan, 2022). To strengthen methodological rigor, informants were determined using purposive sampling based on several criteria: (1) individuals involved in governance or decision-making processes at BJBS KCP Singaparna; (2) having at least one year of work experience; and (3) willing to participate in interviews voluntarily. A total of 5–7 informants were selected to ensure data saturation, representing various levels of management and staff functions relevant to GCG practices.

The data collection technique in qualitative research is generally tentative because its use is determined by the problem's context and the data's characteristics. Therefore, in qualitative research, the researcher is often likened to a *bricoleur*, meaning they select various data collection techniques deemed most appropriate for extracting information. The data collection techniques used in this study include documentation, interviews, and observation. To ensure the credibility and reliability of the data, several validation strategies were implemented, such as source triangulation (comparing interview, observation, and documentation data) and member checking, where interpretations were confirmed to participants for accuracy. In addition, peer debriefing was used to maintain analytical consistency throughout the coding process.

The data analysis technique is assisted by NVivo software, which is used for qualitative data analysis (Siccama & Penna, 2008). To achieve optimal results, the researcher utilizes NVivo software. NVivo is a software tool for developing, supporting, and managing qualitative data analysis, primarily functioning to code data effectively and efficiently (Alam, 2021). This software also includes several analytical tools, such as conceptual modeling and network analysis, which help identify patterns and relationships within the data (Endah, 2020).

However, in this study, NVivo is not merely used as a visualization or management tool, but as an integral part of the thematic analysis process. The stages of data analysis include:

- a. Data coding; identifying and labeling meaningful statements from interviews and documents.



The image above shows a Word Cloud displaying frequently mentioned words during interviews. This feature helps researchers visualize the frequency of words that are insightful and informative. The word *nasabah* (customer) dominates the conversation with a frequency of 3.02%, followed by *informasi* (information) at 1.42%, and *karyawan* (employee) at 1.28%

Based on the analysis, the general implementation of Good Corporate Governance (GCG) principles at BJBS KCP Singaparna is as follows:

- a. **Transparency**, The implementation of transparency at BJBS KCP Singaparna is achieved by providing easy access to information both offline and online. Offline access is facilitated through branch offices where customers can find brochures, printed media, and banners for promotional purposes, as well as by directly asking bank representatives. Additionally, BJBS KCP Singaparna periodically informs employees, shareholders, and customers about updated policies, regulations, and laws. This information is communicated directly to customers regarding policy changes and shared among employees through meetings and WhatsApp groups. This ensures that information and policies are continuously evaluated and updated in a timely manner (Permana, 2024.)

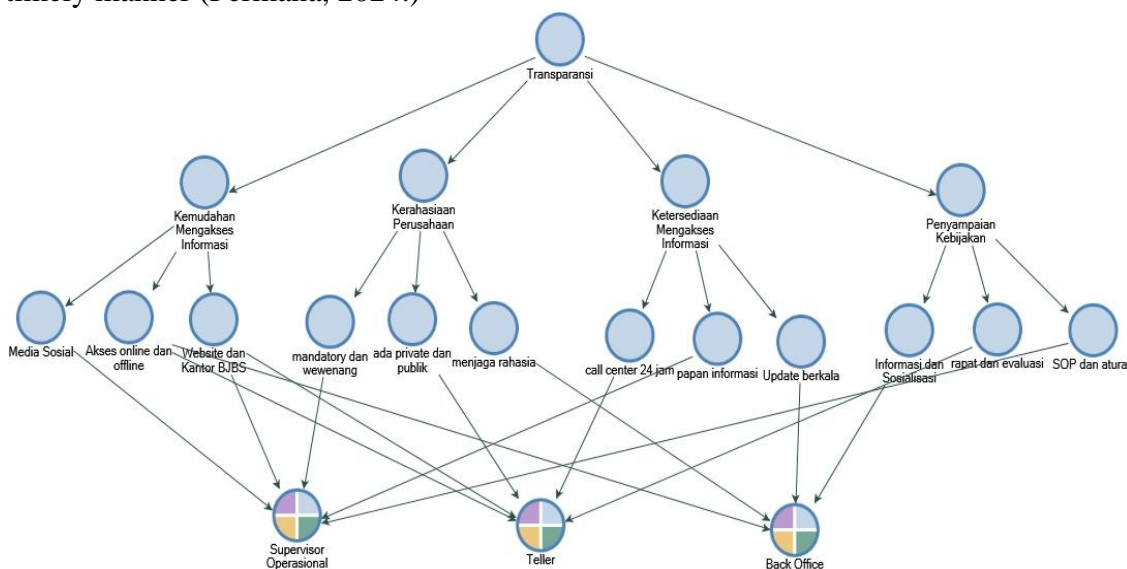


Figure 2. Transparency  
 Source: Nvivo 12 by Author (2025)

The image above illustrates that the transparency principle applied at BJBS KCP Singaparna, according to the interviewed respondents, is reflected in the ease of accessing information. The bank consistently provides information through both online and offline channels, including social media, the official website, and in-person visits to BJBS offices. To maintain corporate confidentiality, mandatory regulations and authorities are enforced, ensuring that information is classified into private and public categories while preserving banking secrecy. Information availability is facilitated through a 24-hour call center, information boards, and regular updates. Policy dissemination is conducted through information sharing and socialization, regular meetings and evaluations, and strict adherence to Standard Operating Procedures (SOP) and applicable regulations.

b. Accountability is implemented by clearly defining the duties and responsibilities of each employee, aligned with their authority and job position. Written job descriptions are well-documented, understood, and effectively applied. Essential policies, such as the company’s vision, mission, and core values, are maintained to ensure excellent service and sustain customer trust. However, a major challenge in implementing accountability is the limited number of employees, with only one customer service (CS) officer and one teller. If one is absent, their duties are shifted, requiring the teller to serve as CS or vice versa. When both are unavailable, other employees take over their responsibilities, disrupting the company’s operations. This task reassignment creates difficulties for employees as they are required to work outside their designated roles. Additionally, the diverse educational backgrounds of employees, such as those from midwifery and agriculture fields, necessitate special training to help them adapt to banking-related tasks that do not align with their initial expertise. To ensure effective supervision, BJBS implements a layered control system with *maker* (creator), *checker* (reviewer), and *signer* (approver) roles. This control mechanism is integrated into each work system, ensuring employees monitor their performance through a check-and-balance (Dina, 2024).

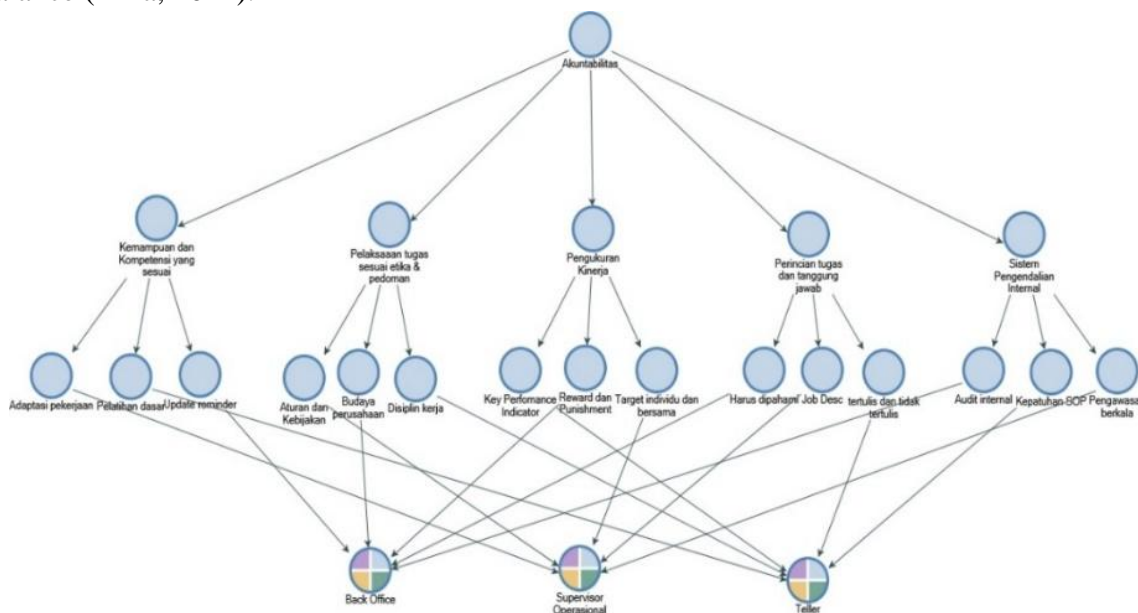


Figure 3. Accountability  
 Source: Nvivo 12 by Athor (2025)

The image above illustrates the principles applied at BJBS KCP Singaparna, according to the interviewees. For the capability and competency indicators, BJBS provides basic training for employees, regardless of whether their educational background aligns with their job. This training helps them adapt to the workplace, along with periodic update reminders to keep them informed about new regulations and developments. Regarding the implementation of tasks in accordance with ethics and guidelines, BJBS enforces applicable rules and policies, corporate culture, and work discipline. These ensure that employees adhere to ethical standards and maintain professionalism in their roles. For performance measurement, BJBS sets both individual and team targets, utilizes Key

Performance Indicators (KPI) to assess employee performance, and implements a reward and punishment system. This approach recognizes high-performing employees while addressing areas that require improvement. BJBS also establishes detailed job descriptions and responsibilities, both written and unwritten, which employees must understand and execute properly. Additionally, the internal control system is monitored to ensure that all operational activities align with company policies and are carried out effectively.

- c. Responsibility; This principle emphasizes the implementation of corporate social responsibility (CSR). The bank actively participates in the local community and collaborates with institutions such as BAZNAS, Kememag, and the surrounding community. As part of its social initiatives, the bank conducts charity programs such as Qurban during Eid al-Adha, mosque welfare programs, and donation drives to support positive activities (Dina, 2024). However, there have been instances where the physical cash balance and the system's recorded nominal amount did not match (discrepancy). Such discrepancies can occur due to errors, negligence, or lack of caution from the teller, who is then required to compensate for the missing amount. These inconsistencies are often caused by a lack of focus or concentration when handling important financial transactions for customers. Additionally, every employee is obligated to comply with all company regulations, which align with national laws. This includes understanding and implementing internal policies, company operational standards, business ethics, and guidelines that support the organization's.

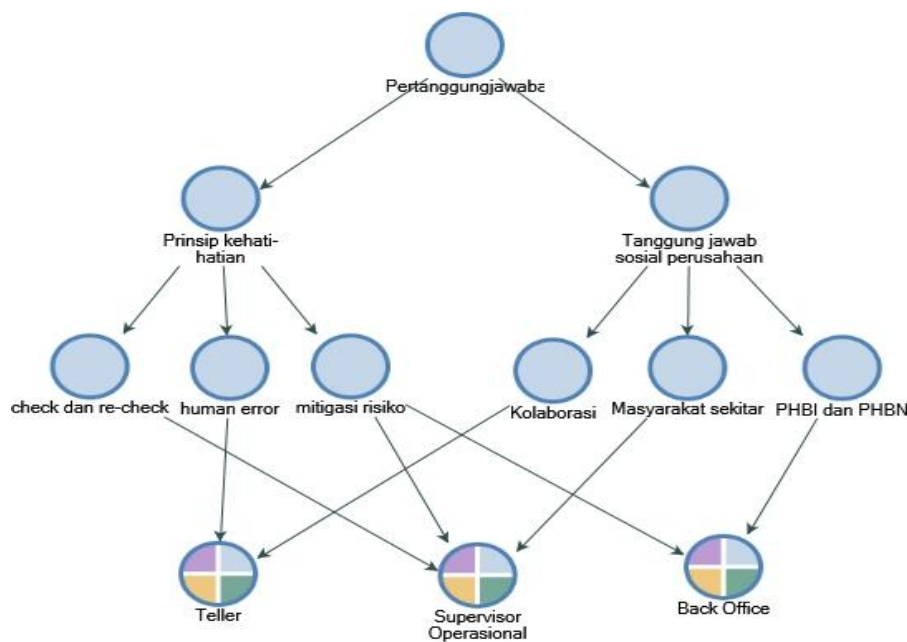


Figure 4. Responsibility  
 Source: NVIVO 12 by Author (2025)

This image illustrates the responsibility principle applied at BJBS KCP Singaparna, as described by the interviewed sources. In the caution indicator, the occurrence of human errors in work processes needs to be addressed immediately through a check and re-check system. This is crucial as such mistakes impact the operational efficiency of the company

and serve as part of its risk mitigation efforts. Additionally, the bank consistently upholds its corporate social responsibility by fostering collaboration and active participation with institutions such as BAZNAS, Kemenag, and the surrounding community. This involvement includes regular community events, such as PHBI (Islamic Holiday Commemorations) and PHBN (National Holiday Commemorations), which are carried out together.

- d. Independence, providing trustworthy Sharia financial services to customers. In principle, the bank carries out its duties and responsibilities according to established guidelines. This includes performing its main tasks and functions properly, competing fairly, helping one another, and cooperating without domination. These efforts are continuously improved to maintain customer trust. The author observed that when customers visit the bank, they are welcomed warmly by employees and served politely in accordance with applicable regulations.

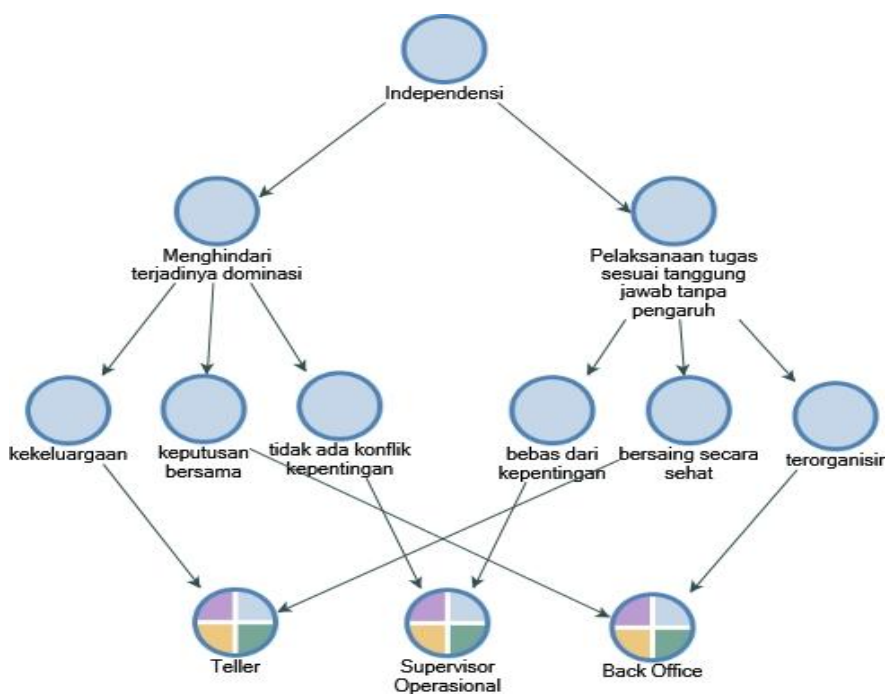


Figure 4. Independency  
 Source: Nvivo 12 by Author (2025)

This image illustrates the implementation of the principle of independence at BJBS KCP Singaparna, as stated by the interviewee. According to the source, in the effort to avoid domination, employees uphold a familial work environment with no conflicts of interest, ensuring that all decisions are made collectively. Task execution must align with responsibilities without any external influence, meaning employees must compete fairly with one another while remaining free from external interests or pressures. This ensures that the bank's performance remains well-organized and systematic.

- e. Fairness, ensuring equitable treatment in the workplace. Job roles and responsibilities vary based on tasks, career levels, and length of service. Employees who have worked longer may have higher working hours and grades. Therefore, fairness must be upheld, ensuring

that everyone has their rights and contributes accordingly. The principle of fairness at BJBS KCP Singaparna is implemented by treating all bank employees justly, without any group discrimination. It also provides equal opportunities for employees to voice suggestions and opinions for the company's growth.

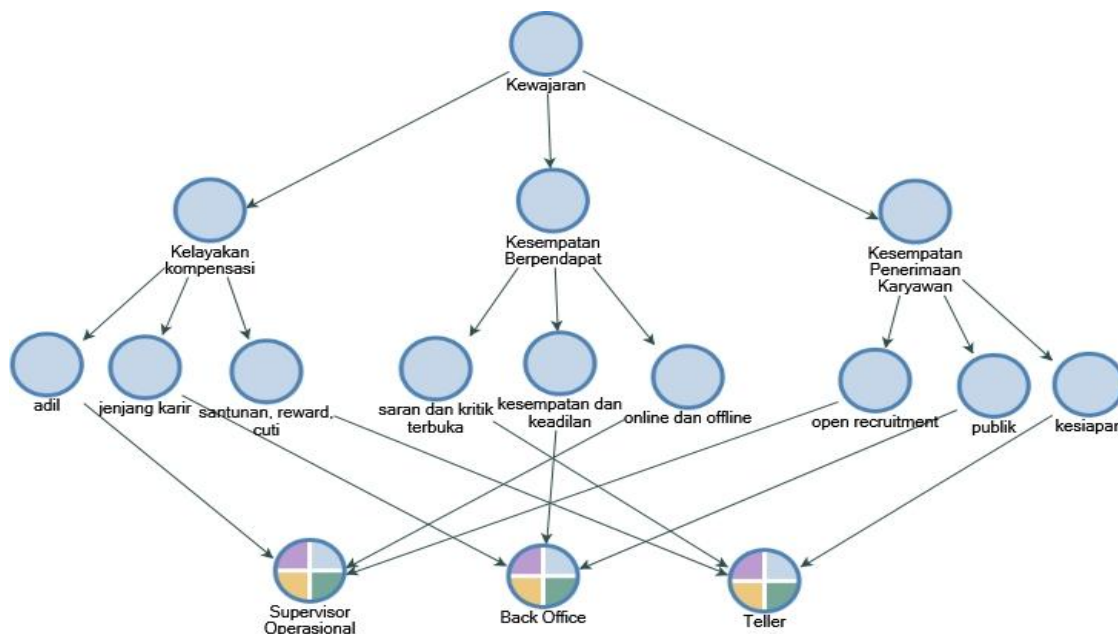


Figure 5. Fairness  
Source: Nvivo 12 by Author (2025)

This image illustrates the principle of fairness applied at BJBS KCP Singaparna, particularly in the aspect of fair employee compensation. Employees receive career progression opportunities, leave entitlements, allowances, and rewards. Both employees and customers have the freedom to express their opinions and are given equal opportunities to provide feedback, whether directly or indirectly, through online and offline channels. BJBS also ensures fairness in its hiring process by conducting open recruitment, welcoming applicants from all backgrounds regardless of ethnicity, race, or group affiliation, as long as they are capable and ready to work.

The implementation of Good Corporate Governance (GCG) at BJBS KCP Singaparna is generally quite good. However, there are still some indicators that have not been fully implemented. In the principle of accountability, the indicators of capability and competence alignment, as well as in the principle of responsibility, the prudence indicator, need further attention to prevent any impact on the company's operations and to ensure smooth transaction services for customers.

The need for strategic planning in the quantity and quality of human resources in recruitment and employee placement is crucial (Flamela et al., 2024). The company must assign employees according to their competencies to ensure operational effectiveness and responsibility within the bank (Ahmad & Schroeder, 2003). Moving forward, it is essential to have the right human resources to ensure smooth operations. Additionally, the company can develop a more comprehensive and sustainable training program, especially for employees whose educational

backgrounds are not directly related to banking (Mishra, 2017). This will enable them to perform their tasks and responsibilities optimally without difficulty.

The importance of management control should also be emphasized to enhance the supervision system and provide more intensive training on proper work procedures and the importance of accuracy in performing tasks (Napitupulu, 2023). Implementing a stricter check-and-balance system, such as re-examinations by colleagues or supervisors, can serve as a solution to minimize errors. Employees should also receive training to improve focus and concentration, as well as manage stress effectively while working. This will help them be more meticulous and careful in handling customer financial transactions (Piwowar-Sulej, 2021).

This research examines the implementation of Good Corporate Governance (GCG) principles, including Transparency, Accountability, Responsibility, Professionalism, and Fairness, in Islamic banking institutions. The application of GCG promotes healthy competition and creates a conducive business environment. This approach aims to enhance and regulate operational activities, enabling banks to compete effectively with other financial institutions. Assessing bank performance is crucial for all stakeholders, with one key indicator being the increased public trust in the bank (Dewi, 2020).

The results of this study align with previous research, which indicates that the implementation of Good Corporate Governance (GCG) can help minimize non-performing loans and financing risks in banks. However, while GCG implementation follows its principles, it does not necessarily guarantee improved performance. GCG influences financing risk, and in turn, financing risk impacts overall performance. An indirect impact analysis suggests that financing risk mediates the relationship between GCG implementation and the performance of Islamic Commercial Banks (Siswanti, 2016).

Consistent with this study, the implementation of Good Corporate Governance (GCG) principles provides significant benefits, including improved company performance, maintaining customer trust, and mitigating risks (Putri et al., 2023). A well-implemented GCG framework ensures transparency, accountability, and fairness in all business operations, fostering a more stable and reliable financial environment. This, in turn, contributes to the establishment of a sound banking system that not only manages finances efficiently but also upholds ethical Islamic business practices in accordance with Islamic principles that are pleasing to Allah SWT. By adhering to these principles, banks can enhance their reputation, attract more investors, and strengthen long-term sustainability.

Furthermore, the integration of Sharia-compliant governance supports social and economic justice, ensuring that financial activities contribute positively to the well-being of society as a whole. The failure to fully implement accountability at BJBS KCP Singaparna can be interpreted as the result of several internal factors, including a less supportive organizational culture, insufficient employee training related to governance ethics, and weak sharia supervisory oversight. These factors indicate that accountability has not yet become an ingrained value in daily operations but is instead viewed as a procedural requirement. This finding aligns with (Mutamimah & Saputri., 2023) who emphasized that the success of accountability in Islamic financial institutions depends largely on continuous education, strong ethical awareness, and the consistent role of sharia supervision in ensuring that governance principles are applied both structurally and morally.

In Islamic perspective, the principles of good corporate governance refer to shiddiq (honesty), amanah (trustworthiness), tabligh (transparency), and fathanah (wisdom). Corporate governance based on Islamic perspectives should adhere to these principles: transparency is rooted in shiddiq, accountability is based on shiddiq and amanah, responsibility is linked to amanah,

tabligh, and fathanah, while independence and fairness are associated with shiddiq and amanah (Pahlevi, 2020).

**Shiddiq (Honesty);** Employees must always act with honesty, especially in handling customer funds. Every transaction must be properly recorded to ensure clarity and accountability. In cases of miscalculations where an employee is required to cover any discrepancies, honesty (shiddiq) is prioritized in resolving such issues. Additionally, employees are required to complete an integrity pact before starting work, reinforcing values of honesty in alignment with the company's vision and mission. Regular performance monitoring is also conducted to enhance operational efficiency.

**Amanah (Trustworthiness);** A person entrusted with a responsibility or position must fulfill their duties with integrity. Employees who demonstrate amanah are those who responsibly carry out their assigned tasks. Each employee has Key Performance Indicators (KPI) and a Balanced Scorecard (BSC) framework to comprehensively measure and manage performance. These include both quantitative and qualitative aspects, such as maintaining proper attitudes and ethical behavior. Amanah in this context means performing tasks diligently, dedicating one's abilities according to work guidelines and Islamic principles, without coercion, injustice, or fraud.

**Tabligh;** The implementation of tabligh at BJBS KCP Singaparna is reflected in the communication of information regarding products, services, and policies to the public. This is done through online channels such as social media, websites, and a 24-hour call center, as well as offline media including printed materials, banners, brochures, or direct customer visits. Maintaining good relationships with customers not only builds trust but also enhances the bank's performance and public image (Dina, 2024).

The implementation of the fathanah principle at BJBS KCP Singaparna is carried out by providing employees with basic training to continuously learn about their duties and adapt to the work environment. Employees' intelligence and skills need to be honed to ensure their optimal development. Professionalism in the workplace is essential as a form of employee loyalty to their job.

Based on the interviews and observations conducted by the author, the principles of Good Corporate Governance (GCG) from an Islamic perspective have been implemented quite well. However, in the principle of amanah (trustworthiness), particularly in the accuracy indicator, further attention is needed to prevent repeated errors and ensure a continued focus on the entrusted responsibilities. Additionally, in the principle of fathanah (wisdom), the indicators of professionalism and knowledge need to be further optimized for better implementation in the future. To enhance the implementation of amanah, particularly in transaction accuracy, the bank should strengthen supervision and precision in calculations and transaction verification. More frequent internal audit procedures are also essential to identify errors and ensure employees fully understand their responsibility to uphold customer trust. By improving training, supervision, and technology, the bank can ensure that the principle of amanah is well-implemented, maintaining customer trust and adhering to Islamic values.

High concentration and productivity are essential in the workplace. When workload increases due to a lack of personnel, employees may feel pressured, which can impact productivity and work morale. Furthermore, given the diverse educational backgrounds of employees, providing fundamental training is necessary. By improving human resource management through regular training focused on competency development, employee mentoring and guidance are also crucial. This approach helps build employee confidence while fostering a more supportive work environment, ultimately enhancing work morale and productivity.

This aligns with research conducted by Nurul Wahida Aprilya, titled *Analysis of the Implementation of Good Corporate Governance from a Sharia Perspective at Bank Syariah Indonesia*. The study found that Bank Syariah Indonesia strives to consistently apply Good Corporate Governance principles in accordance with all applicable regulations, including laws, the Financial Services Authority (OJK), the Indonesian Ulema Council (MUI), and Islamic law, in line with the characteristics of the Prophet. The bank's foundation is based on the values of shiddiq (honesty), amanah (trustworthiness), fathanah (intelligence), and tabligh (transparency) (Aprilya, 2024).

This aligns with the research conducted by Hirsanudin and Martini (2023). Their study concluded and highlighted that the application of Good Corporate Governance (GCG) principles in Islamic institutions aligns seamlessly with the established GCG framework, encompassing key elements such as accountability, transparency, independence, responsibility, and fairness. Rooted in the ethical values exemplified by the Prophet Muhammad SAW; shiddiq (truthfulness), tabligh (transparency), amanah (trustworthiness), and fathanah (intelligence); these GCG elements are designed to safeguard the interests of all stakeholders.

Moreover, the convergence between GCG concepts and Islamic economic principles, including al-'adl (justice), tawazun (balance), mas'uliyah (accountability), akhlaq (morality), shiddiq (honesty), amanah (trust), and fathanah (wisdom/intelligence), underscores their strong relevance within the Islamic financial landscape. Furthermore, the concept of hurriyah (independence and conscientious freedom) within GCG reflects the belief that humans, as creations of God, are endowed with freedom that must be exercised responsibly.

In the context of Islamic banking, maintaining independence from undue dominance, conflicting interests, or external pressures is essential. This should be accompanied by adherence to values such as ihsan (professionalism), wasathiyah (moderation/reasonability), ghirah (spirit), idarah (effective management), and khilafah (leadership). This holistic approach emphasizes the need for Islamic banking institutions to operate independently, purposefully, and ethically; guided by professionalism, balance, spiritedness, sound management, and principled leadership (Hirsanudin & Martini, 2023).

The incomplete implementation of amanah at BJBS KCP Singaparna can be interpreted as being influenced by organizational culture, limited training on Islamic ethical values, and weak sharia supervisory control. This suggests that employees may not yet fully internalize *amanah* as a moral and spiritual responsibility, but rather perceive it merely as a formal obligation. Such a condition reflects what Jan et al. (2021) found; that the weak role and independence of sharia supervision often hinder the consistent application of Islamic ethical principles in financial institutions. Therefore, strengthening amanah requires not only compliance with regulatory standards but also the cultivation of a value-based organizational culture supported by active and effective sharia oversight.

## 5. CONCLUSION

The implementation of Good Corporate Governance (GCG) principles at BJBS KCP Singaparna aligns with the five general GCG principles: transparency, accountability, responsibility, independence, and fairness. However, in practice, there are challenges in applying certain principles. For instance, in the accountability principle, competency indicators face obstacles, such as difficulties in task transitions and diverse educational backgrounds. Similarly, in the responsibility principle, caution indicators include human errors or work mistakes. Therefore,

while the implementation of GCG principles is in accordance with the standards, further improvements are needed to achieve optimal results.

The application of GCG principles from an Islamic perspective, which consists of four key values shiddiq (honesty), amanah (trustworthiness), tabligh (transparency), and fathanah (intelligence) is not yet fully optimized. Specifically, in the amanah principle, the accuracy indicator, such as maintaining concentration at work, needs improvement. Likewise, in the fathanah principle, professionalism indicators and employees' knowledge, education, and skills require further optimization to ensure they remain aligned with Islamic principles. The findings suggest that OJK and DSN-MUI need to formalize Sharia governance indicators within the national GCG assessment system to ensure accountability beyond operational compliance.

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