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THE EFFECT OF GOOD CORPORATE GOVERNANCE (GCG) PRINCIPLES ON EMPLOYEE PERFORMANCE AT BANK SYARIAH INDONESIA

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ABSTRACTS

The purpose of this study is to determine the effects of various Good Corporate Governance principles on Bank Syariah Indonesia employees, specifically in the area of employee work performance and the effects of various Good Corporate Governance principles on employee work practices that are adapted from social theory. This study employs a quantitative approach with analysis description. Data was collected via a Likert scale questionnaire given to 100 respondents, using the Slovin survey, which is administered by Bank Syariah Indonesia employees. The results of this article's analysis show that the principles of good corporate governance have a simultaneous impact on employees' work at Bank Syariah Indonesia. Subsequently, the principles of accountability and responsibility have a significant impact on employee work. Conversely, the principles of transparency, independence and fairness do not indicate significant effects on employees' work performance. This has important implications for Bank Syariah Indonesia management team in developing a plan to increase employee productivity, and management teams must pay more attention to the application of the Good Corporate Governance principles.

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A. INTRODUCTION

The rapid growth of the banking industry has triggered increasingly fierce competition that encourages banks to pursue profits but also build corporate value. One of the ways to build corporate value is by implementing GCG principles. Furthermore, Bank Indonesia has released regulations on the implementation of GCG, PBI Regulation No. 8/4/PBI/2006 which was later revised to PBI No. 8/14/PBI/2006, with the aim of ensuring that GCG practices are thoroughly coordinated in banking operations. This regulation aims to create a solid shelter for the banking industry, especially Islamic banking, from various lurking risks. By applying various GCG principles, it is hoped that it can protect the rights of each stakeholder and ensure compliance with applicable regulations so as to create healthy and stable banking conditions (Nazir and Afza, 2018). The National Committee on Governance Policy (KNKG) has formulated five GCG principles that serve as a reference for all companies in Indonesia in carrying out their business activities, namely transparency, accountability, responsibility, independence and fairness (Tantra, 2021). One of the main objectives of applying GCG in the banking sector is to empower employees. By applying various GCG principles, banking companies are expected to form a more conducive work environment for employees to contribute optimally, which in turn can have a positive impact on the overall performance aspects of the company.

Effective human resource management is the key to a company's success. GCG implementation plays an important role in optimizing employee performance. By implementing GCG principles, companies can shape the work environment by empowering employees and encouraging them to achieve outstanding performance (Junaidi et al, 2020). Employees can be considered to have good performance if they are able to exceed the targets for their company and can achieve the expected results (Iskamto 2021). Employee performance can help companies maintain their performance and compete with other companies (Kholidah and Mildawati, 2017).

CG Watch 2023 market rankings and scores (%)			
Market	Previous ranking	2023	2020
1. Australia	1	75.2	74.7
2. Japan	=5	64.6	59.3
=3. Singapore	=2	62.9	63.2
=3. Taiwan	4	62.8	62.2
5. Malaysia	=5	61.5	59.5
=6. Hong Kong	=2	59.3	63.5
=6. India	7	59.4	58.2
8. Korea	9	57.1	52.9
9. Thailand	8	53.9	56.6
10. China	10	43.7	43.0
11. Philippines	11	37.6	39.0
12. Indonesia	12	35.7	33.6

Source: Asian Corporate Governance Association (ACGA) 2023

Based on the results of a survey conducted by Corporate Governance Watch (GC Watch) organized by the ASEAN Corporate Governance Association involving 12 countries, Indonesia ranks the lowest in the implementation of corporate governance with a score of 35.7%. Therefore, Indonesia needs to implement GCG principles again. If GCG is implemented effectively, it can improve employee performance because GCG is a strong foundation in every aspect of Islamic banking operations. The five principles of GCG are not only a benchmark for company performance but can also be used as an indicator to assess the extent to which employees apply these values in carrying out their duties. Then, on December 20, 2024 news circulated about a Bank Syariah

Indonesia employee at one of the branches who diverted 700 million of his customer's deposit funds to his new personal account on behalf of his customer (victim). Although Bank Syariah Indonesia has maximized the implementation of various GCG principles, in the implementation of its business and operations there are employees who do not understand the rules that have been made or the employees do not feel fair about the rules given. Then, according to the financial report of Bank Syariah Indonesia in 2023 (Bank Syariah Indonesia, 2023) there are a total number of Bank Syariah employees of 24,875. This number decreased when compared to 2022 of 26,626. Based on the problems from the GC Watch 2023 survey, the news and the number of employees, researchers are interested in knowing whether the employees of Bank Syariah Indonesia have implemented various GCG principles in their operational activities, or vice versa.

Previous research from Laode et al, (2022) shows that good corporate management simultaneously has a positive impact on employee performance. Then, research from (Hamdani, 2024) shows that the implementation of GCG has been implemented properly at Bank Syariah Indonesia KCP Indrapura, however, Bank Syariah Indonesia faces challenges to improve the performance of its employees. Then, according to (Gazi et al, 2024) shows a diverse relationship between job satisfaction, work behavior and worker performance in the Bangladeshi industry where satisfied workers tend to be more productive and contribute to the company's success, while dissatisfied workers have a negative impact on not contributing to the company. Furthermore, research from (Gilang et al, 2018) based on the evaluation results, it can be concluded that PT Bukit Asam Tanjung Enim has achieved a fairly good level of GCG implementation. However, there is potential for improvement in the dimension of justice. Strengthened by research (Kelvianto et al, 2018) said that in the implementation of various GCG principles there are two principles that are not appropriate, namely the principles of transparency and accountability.

Based on this description, the researcher has an interest in seeing the extent of the influence of GCG principles on the performance of Indonesian Islamic bank employees. The purpose of this research is to examine the influence of GCG principles on employee performance at Bank Syariah Indonesia, especially in terms of job satisfaction and the influence between various GCG principles and employee performance by adapting from social exchange theory. This research is expected to make a real contribution with more depth regarding the relationship between GCG and employee performance on aspects that are often less considered in previous research.

Social Exchange Theory

This theory is very relevant to this research because it examines the reciprocal relationship between individuals (employees) and organizations. According to Blau (1964), the creator of this theory sees how social behavior occurs in the interaction between two parties who consider risks and benefits. The main focus in this social exchange theory is reciprocity, fairness, recognition, satisfaction, and loyalty. Good implementation of GCG principles creates a positive work environment and supports a good working environment and encourages employees to feel more involved and responsible, thus directly contributing to improved performance.

Principles of Good Corporate Governance

Bainbridge (2008), in his book entitled the new corporate governance in theory and practice emphasizes the importance of good governance principles, which not only focus on the interests of shareholders, but also pay attention to employee welfare. According to the Indonesian Corporate Governance Forum (FCGI), corporate governance is a system designed to manage relationships between shareholders, government, employees, and other stakeholders with the aim of increasing the value of the company in a sustainable manner based on various principles of transparency, accountability, responsibility, independence and fairness (Inayah, 2020). Ministry of SOEs issued a regulation on the implementation of GCG principles, namely the Regulation of the Minister of State-Owned Enterprises Number: PER-01 / MBU / 2011 (Minister of State-Owned Enterprises, 2011) which reads:

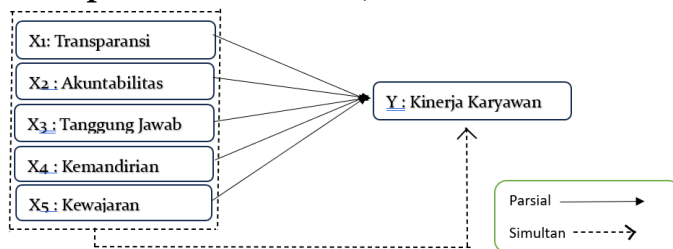
1. **Transparency:** Transparency includes openly communicating the policies implemented to all employees where this information can affect employee performance (Nurhayani, 2022).
2. **Accountability:** Bainbridge underlines that accountability at the managerial and board level is essential to ensure that decisions are made that deliver the desired results. In relation to employees, the accountability of managers and leaders in providing clear direction, as well as fair performance appraisals, will help ensure that employees feel responsible for their contributions and perform better (Bainbridge, 2008).
3. **Responsibility:** According to Makmur (2022) the principle of responsibility can be implemented if it complies with applicable laws and regulations to carry out all operations by applying GCG principles. According to (Bainbridge, 2008) discusses the importance of managers who are responsible for the company's operational results and how they must balance the interests of stakeholders. This responsibility also affects employees as they need to see that the company is responsible for creating a fair and supportive work environment to achieve common goals.
4. **Independency:** Each business unit must facilitate the creation of a supportive environment for its employees and each business unit must provide freedom to employees to make decisions within the limits of their authority without restraint. The principle of independence ensures that the company can operate independently and objectively, so that business decisions can be made rationally without pressure from outside parties. This aims to maximize company value and safeguard the interests of all stakeholders (Nurhayani, 2022).
5. **Fairness:** According to (Bainbridge, 2008), fairness in company management is important to maintain harmony between various parties in the company. In terms of employee performance, fairness is seen in the way the company rewards or assesses individual and team contributions. Fair and equal treatment can increase a sense of justice and job satisfaction, which in turn will have a positive effect on employee performance.

Employee performance

Performance is an important element which must be present in every company, with a certain level set as a standard for the company (Santoso et al, 2021). (Maryani and Adnan, 2022) state that employee work performance is a concept that broadly refers to whether a person completes his duties appropriately or not. According to (Wijaya and

Suwandana, 2022), work performance is a measure of how successfully a worker fulfills job requirements. According to (Cho and Kim, 2020), high-performing employees will usually help leaders build successful businesses. Performance can be influenced by various factors including behavior and way of thinking, education, skills, work atmosphere, social security, income level, salary, health, technology and opportunities to achieve success (Sudarmayanti, 2017). There are several indicators in employee performance according to (Afandi, 2018), namely quantity, quality, efficiency, work discipline and initiative.

Conceptual Framework (TEORI PARSIAL DAN SIMULTAN)



Hypothesis

The Effect of Transparency Principles on Employee Performance

Transparency includes openly communicating the policies implemented to all employees where this information can affect employee performance (Nurhayani, 2022). Based on research conducted on (Moerrin and Priono, 2022), the transparency variable shows a partial effect of 0.433 through having a significance value of 0.028.

H1: The principle of transparency is thought to have a significant effect on employee performance.

The Effect of Accountability Principles on Employee Performance

The principle of accountability is used to monitor employee performance and assign appropriate responsibilities to them and have clear procedures for assessing and accounting for the performance of each individual in the organization. Research conducted by (Moerrin and Priono, 2022), the accountability variable is proven to be significant at the 5% significance level, with a regression coefficient with a positive nature of 0.531 and also a significance value of 0.005.

H2: The principle of accountability is thought to have a significant effect on employee performance.

The Effect of the Responsibility Principle on Employee Performance

Makmur (2022) the principle of responsibility can be implemented if it complies with the laws and regulations in force in order to carry out all operations by applying the principles of GCG. Based on research conducted by Negari (2018), it is found that the responsibility variable has an influence on aspects of employee performance which is reflected in the third hypothesis testing produced through the t test.

H3: The principle of responsibility is thought to have a significant effect on employee performance.

The Effect of the Independence Principle on Employee Performance

Each business unit is obliged to facilitate the creation of a supportive environment for its employees and each business unit is obliged to give employees the freedom to make decisions within the limits of their authority without any restrictions. The results of research findings conducted by Parianti, et al (2023) show that the test

results of the Sig. value of $0.001 < 0.05$ which indicates that the independence variable has a significant effect on employee performance.

H4: The principle of independence is thought to have a significant effect on employee performance.

The Effect of Fairness Principles on Employee Performance

The principle of fairness ensures that every company does not harm employees in the policies that have been made and pays attention to their rights fairly. Negari's research (2018) shows that by applying the principle of accountability, PT Ayu Berga has succeeded in forming a fairer work environment that is free from discrimination. This directly has a positive impact on employee performance.

H5: The principle of fairness is thought to have a significant effect on aspects of employee performance.

The Effect of the Principles of Transparency, Accountability, Responsibility, Independence and Fairness on Employee Performance.

According to researchers Yuspitasari et al, (2018) shows that $F_{hitung} > F_{tabel}$ $20.238 > 2.50$ and a significant level is smaller than 0.05 , so the regression model can be used to predict the performance of employees of Bank Syariah Mandiri Bogor Branch or it can be said that the principles of Good Corporate Governance (GCG) applied together have an effect on the performance of employees of Bank Syariah Mandiri Bogor Branch. H6: The principles of openness, accountability, responsibility, independence and fairness to employee performance are thought to simultaneously affect employee performance.

B. METHOD

This research uses quantitative methods with a descriptive analysis approach. According to Sugiyono (2017) the purpose of descriptive analysis is to explain a phenomenon, event and event accurately and directly. This study analyzes descriptively how employees assess the implementation of GCG at Bank Syariah Indonesia and analyzes the relationship between GCG principles and employee performance. The population used in this study were all employees of Bank Syariah Indonesia totaling 24,875 people. For sampling techniques in this study using the Slovin formula and determining the total sample of 100 respondents. The technique of obtaining data from this research uses secondary and primary data. Secondary data is in the form of journal articles and related literature. Meanwhile, for primary data using a questionnaire. The questionnaire contains closed statements totaling 5 statements each variable using a Likert scale measurement range of 1-5. Data analysis in this study is through the f test and t test which is assisted through IBM-SPSS 27.

C. RESULTS AND DISCUSSION

Statistik Deskriptif

In this study, questionnaires were distributed to 100 respondents. The results of the study for the position category found that the most respondents were obtained by marketing who got a sample of 25. Followed by tellers getting a sample of 24. Then, respondents with other categories (back office, security, drivers and OB) got a sample of 24. Then, customer service got a sample of 21. Then, the Branch Operations & Service Manager got a sample of 4 and finally the respondent with the Branch Manager catatype got a sample of 2 samples. For respondents in the age category, it is found that

respondents aged 20-25 years get a sample of 48 samples. Then, respondents over 31 years of age get 30 samples. Finally, respondents aged 26-30 years get a sample of 22 samples. The last category, namely length of work, found that respondents with a length of work of 3 years got a sample of 51 samples. Then, respondents with a length of work for 1-2 years get a sample of 28 samples and respondents with a length of work for less than 1 year get 21 samples.

Validity Test

Variabel	Item	Sig	Status
Transparansi (X ₁)	P1.1, P1.2, P1.3, P1.4 dan P1.5	<0,001	V
Akuntabilitas (X ₂)	P2.1, P2.2, P2.3, P2.4 dan P2.5	<0,001	V
Tanggungjawab (X ₃)	P3.1, P3.2, P3.3, P3.4 dan P3.5	<0,001	V
Kemandirian (X ₄)	P4.1, P4.2, P4.3, P4.4 dan P4.5	<0,001	V
Kewajaran (X ₅)	P5.1, P5.2, P5.3, P5.4 dan P5.5	<0,001	V
Kinerja Karyawan (Y)	P1.1, P1.2, P1.3, P1.4 dan P1.5	<0,001	V

Based on the results of the validity test, all question items in this study can be considered valid because they are less than the standard Sig. <0.05 for the validity test. So it can be concluded that all question items are considered valid and suitable for use.

Reliability Test

Variabel	Cronbach's Alpha	Status
Transparansi (X ₁)	,780	R
Akuntabilitas (X ₂)	,825	R
Tanggungjawab (X ₃)	,733	R
Kemandirian (X ₄)	,756	R
Kewajaran (X ₅)	,895	R
Kinerja Karyawan (Y)	,709	R

From the table above, it is said to be stable if the alpha value is more than 70% or 0.70, then the instrument is said to be stable (Zahriyah et al, 2021). The table above shows that all question items used in this study have been declared stable and suitable for use in this study.

Normality Test

One-Sample Kolmogorov-Smirnov Test			
			Unstandardized Residual
N			99
Normal Parameters ^{a,b}	Mean	.0000000	
	Std. Deviation	1.56532857	
Most Extreme Differences	Absolute	.075	
	Positive	.069	
	Negative	-.075	
Test Statistic			.075
Asymp. Sig. (2-tailed) ^c			.200 ^d
Monte Carlo Sig. (2-tailed) ^e	Sig.	.199	
	99% Confidence Interval	Lower Bound	.178
		Upper Bound	.199

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
d. This is a lower bound of the true significance.
e. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 299983525.

In the normality test, researchers used the Kolmogorov-Smirnov test. Of the 100 samples taken, the test results show a significance value of 0.011. Because the value is smaller than the significance standard of 0.05, it states that the data is not normally distributed. If the data does not experience normal distribution, it is recommended to use a healing method which can be done using the outlier method. According to (Ghozali, 2013) outliers refer to extreme data. Casewise diagnostic analysis on regression can identify deviant data or outliers. These data are often the cause of abnormalities in regression models. After retesting the outliers, the normality test results show that there is 1 data removed and the normality significance value increases to $0.200 > 0.05$. Based on these results, it can be concluded that through using 99 samples that have been determined and retested for normality, the assumptions of the data normality test are met.

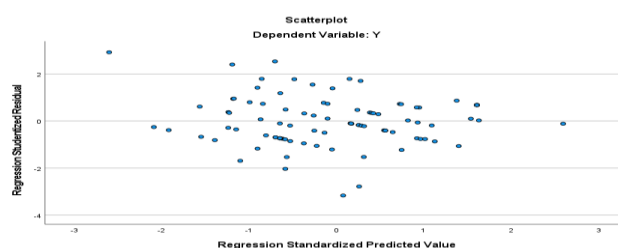
Multicollinearity Test

Coefficients ^a			
		Collinearity Statistics	
Model		Tolerance	VIF
1	X1	.554	1.804
	X2	.419	2.388
	X3	.493	2.030
	X4	.603	1.657
	X5	.548	1.824

a. Dependent Variable: Y

The use of the multicollinearity test is to check whether there is a very strong relationship between the independent variables in a regression model. The multicollinearity test using the tolerance and VIF values shows that the independent variables in the model have a tolerance value above 0.100 along with the VIF value below 10.00.

Heteroscedasticity test



In the heteroscedasticity test, researchers use the graph method by observing the Scatterplot. Based on the graph, it is concluded that the model does not occur heteroscedasticity because the sample points spread without creating a certain pattern.

Test f (Simultan)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	147.714	5	29.543	11.442	<.001 ^b
	Residual	240.125	93	2.582		
	Total	387.838	98			

a. Dependent Variable: Y

b. Predictors: (Constant), X5, X3, X1, X4, X2

F test to test the simultaneous influence of various variables of GCG principles on employee performance. The results of the f test found that the significance value of $0.001 < 0.05$ which provides strong evidence that the application of GCG principles simultaneously affects employee performance.

Test t

Coefficients ^a								
		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
Model		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	10.099	1.680		6.010	<.001		
	X1	.037	.086	.047	.425	.672	.554	1.804
	X2	.219	.094	.293	2.325	.022	.419	2.388
	X3	.312	.099	.367	3.153	.002	.493	2.030
	X4	.062	.067	.097	.919	.360	.603	1.657
	X5	-.076	.061	-.136	-1.232	.221	.548	1.824

a. Dependent Variable: Y

The use of the t test is to be able to review whether the influence of each independent variable on the dependent individually (Vikaliana et al. 2022). The hypothesis used in this t test is to compare tcount and ttable. If the tcount < t table then it does not have a significant effect and vice versa. For the t table in this study, namely 1.98552, which is obtained from $df = n - k - 1$, it results in 1.98552. It can be concluded that:

- 1 The tcount value is $0.425 < t$ table 1.98552, so it is said that X1 has no significant effect on variable Y
- 2 The tcount value is $2.325 > t$ table 1.98552, so it is said that X2 has a significant effect on the Y variable.
- 3 The tcount value is $3.153 > t$ table, 1.98552, so it is said that X3 has a significant effect on the variable
- 4 The tcount value is $0.919 < t$ table 1.98552, so it is said that X4 has an insignificant effect on the Y variable.
- 5 The tcount value is $-1.232 < t$ table 1.98552, so it is said that X5 has no significant effect on variable Y.

Coefficient of Determination

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.617 ^a	.381	.348	1.60686

a. Predictors: (Constant), X5, X3, X1, X4, X2

b. Dependent Variable: Y

The coefficient of determination or (R^2) is how much contribution or contribution of all independent variables to the dependent variable. In the context of this study, the R-squared value of 38.1% means that the regression model using the GCG

principles variables can explain about 38.1% of the total variation in employee performance. The remaining 61.9% is influenced by various other factors outside of all the variables studied.

Regresi Linear Berganda

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	10.099	1.680		6.010	<.001		
	X1	.037	.086	.047	.425	.672	.554	1.804
	X2	.219	.094	.293	2.325	.022	.419	2.388
	X3	.312	.099	.367	3.153	.002	.493	2.030
	X4	.062	.067	.097	.919	.360	.603	1.657
	X5	-.075	.061	-.136	-1.232	.221	.548	1.824

a. Dependent Variable: Y

From this table, the regression equation can be arranged in the form:

$$Y = a + b_1.x_1 + b_2.x_2 + b_3.x_3 + b_4.x_4 + b_5.x_5$$

$$= 10.099 + 0,425 + 2,325 + 3,153 + 0,919 + (-1,232)$$

Interpretation:

- 1 The resulting constant value is 10.099 so that it can be defined if the variables of openness, accountability, responsibility, independence and fairness are worth 0 (constant) then the employee performance variable is worth 10.099.
- 2 The X1 Variable Regression Coefficient value is positive (+) of 0.425, it means that if the X1 variable increases by 1 unit, the Y variable will increase.
- 3 The X2 Variable Regression Coefficient value is positive (+) of 2.325, it means that if the X2 variable increases by 1 unit, the Y variable will increase.
- 4 The X3 Variable Regression Coefficient value is positive (+) of 3.153, which means that if the X3 variable increases by 1 unit, the Y variable will also increase.
- 5 The X4 Variable Regression Coefficient value is positive (+) of 0.919, which means that if the X4 variable increases by 1 unit, the Y variable will also increase.
- 6 The negative regression coefficient (-1.232) for variable X5 indicates that an increase of 1 unit in variable X5 will cause an average decrease of (-1.232) units in variable Y. This indicates that there is a negative relationship between X5 and Y.

The Effect of Transparency Principles on Employee Performance

The t test analysis shows that the transparency variable does not have a significant effect on the employee performance variable. Judging from the results of the tcount value $0.425 < t \text{ table } 1.98552$. Therefore, the principle of openness at Bank Syariah Indonesia is still not implemented optimally. This is because Bank Syariah Indonesia employees do not understand the performance standards made by Bank Syariah Indonesia. In line with research (Laode, 2022) at PT PLN (Persero) UP3 Baubau, this study also found that the application of the principles of Good Corporate Governance, especially transparency, did not have a significant effect on employee performance.

The effect of accountability principles on employee performance

These findings indicate that the principle of accountability has a direct and positive effect on employee performance. Judging from the results, the tcount value is $2.325 > t \text{ table } 1.98552$, where the tcount is greater than the t table. This means that Bank Syariah Indonesia has implemented the principle of accountability correctly, which is determined by Bank Syariah Indonesia having a clear system for monitoring employee performance. In line with (Yuspitasari et al, 2018) this study the principle of

accountability has a significant effect on employee performance at Bank Syariah Mandiri Bogor branch.

The effect of the principle of responsibility on employee performance

This finding shows that the principle of responsibility has a direct and positive influence on employee performance. Judging from the results of $t_{count} 3.153 > t_{table} 1.98552$, where the t_{count} is greater than t_{table} . It can be interpreted that Bank Syariah Indonesia is applied to all aspects of its operations. Because, Bank Syariah Indonesia is responsible for creating an environment that supports employees and every employee has a responsibility for the success of the team they work for. In addition, Islamic banks apply the principle of responsibility by complying with laws and regulations and being responsible to stakeholders and the public. The findings of this study are in line with the results of previous research by (Kholidah, 2017) which concluded that a sense of corporate responsibility is an important factor in improving employee performance through ethical and professional business practices.

The effect of the principle of independence on employee performance

The test results in the t test show that the principle of independence does not have a significant effect on employee performance. Judging from the results of $t_{count} 0.919 < t_{table} 1.98552$, where the t_{count} is smaller than the t_{table} . Although the principle of independence at Bank Syariah Indonesia has been implemented well by being given the freedom to make decisions, not all employees have full freedom to make decisions. Many decisions must be made in accordance with company rules or larger policies which cause employees to not be able to optimize their freedom so that it can affect their performance. The results of this study are in line with research (Yuspitasari, et al 2018), this study shows the results are not good enough, because it does not have a significant effect on employee performance.

The effect of the principle of fairness on employee performance

The test results in the t test show that the principle of fairness has no significant effect on employee performance. Judging from the $t_{count} -1.232 < t_{table} 1.98552$, where the t_{count} is smaller than the t_{table} . Because, there is unfair treatment between permanent employees and contract employees and there are decisions that according to the rules have not paid attention to their rights fairly, there is still overlap between contract and permanent employees. In addition, although the principle of fairness is applied in the distribution of tasks or rewards, insufficient resources provided to employees can hinder the achievement of predetermined standards. The resulting research is aligned through research (Parianti et al, 2023) this study shows that it does not have a significant influence on aspects of employee performance. Meanwhile, according to research (Negari et al, 2018) shows that employee performance is influenced by fairness variables. This company has succeeded in shaping the work environment fairly and freely.

The Effect of the Principles of Transparency, Accountability, Responsibility, Independence and Fairness on Employee Performance.

Based on the statistical results of the f test, it shows that it has a joint or simultaneous effect which is seen from the value < 0.001 which is less than the standard Sig. 0.05, then

the variables of openness, accountability, responsibility, independence and fairness simultaneously affect the employee performance variable. Employee performance is the level of achievement or one's results from the goals that must be achieved or the tasks that must be carried out within a certain period of time. These work results can be improved by being supported by the application of GCG which consists of the principles of openness, accountability, responsibility, independence and fairness that have been determined. The results of this study are supported by research (Laode, 2022) and (Yuspitasari et al, 2018).

D. CONCLUSIONS

Based on the results of the data analysis that has been carried out, the following conclusions can be drawn:

1. The test results in the t test show that the principle of transparency has no significant effect on employee performance. Judging from the tcount value of $0.425 < t \text{ table } 1.98552$. If it is associated with social exchange theory that employees have not felt valued and trusted which can reduce their work productivity.
2. The test results in the t test show that the principle of accountability has a significant effect on employee performance. Judging from the results of tcount $2.325 > t \text{ table } 1.98552$. If it is associated with social exchange theory that the company monitors employee performance so as to improve performance and awareness.
3. The test results in the t test show that the principle of responsibility has a significant effect on employee performance. Judging from the results of tcount $3.153 > t \text{ table } 1.98552$. If it is associated with social exchange theory that employees feel that they work in a responsible company because they comply with applicable rules, it can increase employee trust.
4. The test results in the t test show that the principle of independence has no significant effect on employee performance. Judging from the results of tcount $0.919 < t \text{ table } 1.98552$. If it is associated with social exchange theory that employees do not feel that they make decisions personally, there are still employees who are influenced by other factors.
5. The test results in the t test show that the principle of fairness has no significant effect on employee performance. Judging from the results of tcount $-1.232 < t \text{ table } 1.98552$. If it is associated with social exchange theory that employees have not felt valued and treated fairly for the rules that apply.
6. Based on the results of the F statistical test, it is obtained that the data has a simultaneous effect as seen from the value < 0.001 which is less than the Sig. 0.05 standard, so the variables of openness, accountability, responsibility, independence and fairness simultaneously affect the employee performance variable.

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