



## Application of Good Corporate Governance Principles and Their Impact on the Performance of the Surabaya City Fire and Rescue Service

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**Abstract.** *This study aims to describe and analyze: the implementation of Good Corporate Governance and how it affects the performance of the Surabaya City Fire and Rescue Service. The type of research used is qualitative research. The data analysis technique in the study uses a technique developed by McNabb (2002), namely Grouping the data according to key constructs, identifying bases for interpretation, developing generalizations from the data, Testing Alternative interpretations and forming and/or refining generalizable theory from case study. The results of the study show that in principle, the implementation of Good Corporate Governance (GCG) at the Surabaya Fire and Rescue Service (Dinas Pemadam Kebakaran Dan Penyelamatan - DPKP) has been running well. In terms of administrative transparency, the availability of service information is substantially adequate and the media of its presentation, the certainty of service time and the available service complaint mechanism. Legal accountability and honesty at the Surabaya City Fire and Rescue Service are good. The Surabaya City Fire and Rescue Service is responsible for carrying out fire and disaster handling tasks. The 7-Minute Time Responsibility implemented by the Surabaya Fire and Rescue Service (DPKP) not only prioritizes response speed in extinguishing fires, but also respects the safety and welfare of all residents. The professionalism of service at the Surabaya City Fire and Rescue Service is shown through service innovation and fire handling. The "Roti 7 Lapis" (Reaction On Time - Roti and Free Fighting Fires Service - Layanan Pemadaman Gratis/Lapis) program from DPKP Surabaya emphasizes its commitment to rewarding citizens more than just prioritizing financial gain or personal excellence. The performance of the service at the Surabaya Fire and Rescue Service (DPKP) is quite good. The achievement of the response time for fire incidents in Surabaya for all incidents is 100%, which is less than 7 minutes. The achievement of the fire management area of the city of Surabaya is 94% until 2024. Achievement of Minimum Service Standards of Surabaya City DAMKAR 100% in 2023.*

**Keywords:** *Good Corporate Governance, Performance, Public Service.*

### 1. INTRODUCTION

Good corporate governance is a concept to increase transparency and accountability which is currently recommended to be used in business institutions. It is hoped that with the use of good corporate governance, there will be a good management system, so that it can increase efficiency. The definition of efficiency is how to increase the maximum yield (Eldenburg et al., 2001). The implementation of Good Corporate Governance is needed to maintain the survival of an organization. The Good Corporate Governance mechanism can function as a tool to discipline managers to comply with existing regulations, so that with a good governance mechanism based on GCG principles, it is hoped that it can reduce agency problems in the company which can then improve the performance of public organizations. Good Corporate Governance is needed to encourage the creation of an efficient, transparent and consistent mechanism with existing regulations (Jannah dan Hermanto, 2019)

Good Corporate Governance for government agencies or public institutions is the first step that can be taken to be able to follow the changing landscape and will always change.

Good organizational governance of public institutions can make all stakeholders feel fairness, transparency, independence, accountability and responsibility so that every organ in public institutions from the bottom to the top can run well. Government agencies that run with all their good activities are expected to be able to survive and develop themselves according to their landscape and achieve their vision and mission (Sutojo, S & Al Drige, J. 2005)

Good Corporate Governance (GCG) has Good Public Governance (GPG) as its partner, the two interact and influence each other. GPG is the spiritual implementation of public sector organizations such as governments, political parties, foundations, cooperatives, non-profit hospitals, and others. GPG guidelines are oriented towards the implementation of clean and authoritative governance. The National Committee for Governance Policy (KNKG) in Indonesia issued the General Guidelines for GCG Indonesia in 1999, then issued the General Guidelines for Good Public Governance (GPG) in 2008 (Hoesada. 2013)

Good Public Governance (GPG) is a system or code of conduct related to the management of authority by state administrators in carrying out their duties responsibly and accountably. GPG basically regulates the pattern of relationships between state administrators and the community, between state administrators and state institutions, and between state institutions. The implementation of GPG has a very large influence on the realization of Good Corporate Governance Synergy between GPG and GCG is expected to create a clean and authoritative government, which in turn is able to increase GCG in the private sector, encourage national economic growth and people's welfare. At the government level, the implementation of GPG is especially important through the enforcement of compliance with the law so that bribery, corruption, and the like can be prevented. In particular, the Minister of State Apparatus Empowerment and Bureaucratic Reform stated that GPG must be carried out by state administrators in every state institution, both in the legislative, executive and judicial realms, and even in non-structural institutions. To create a good bureaucratic system, the government has taken steps to ensure that good governance is implemented in the government environment, especially in the implementation of public services (Hoesada. 2013).

The Surabaya City Fire and Rescue Service or abbreviated as DPKP is a government agency tasked with dealing with fire disasters. DPKP Surabaya City. The Surabaya City Fire and Rescue Service needs good governance to increase public trust in the entity. Public trust arises because good corporate governance can provide added value for all stakeholders.

So far, public services at the Surabaya City Fire Service have been sufficient. The achievement of the 7 Minute Response Time Service goal is quite effective as seen from the set time period, namely the 7-minute response time, the success of achieving the 7-minute

response time target and the evaluation of the 7-Minute Response Time Service program that has been routinely carried out by the Surabaya City DPKP. However, there was a problem in the period of time, namely that there were people who contacted the Command Center 112 several times before they could connect. For program integration, it is not enough to be optimal. The 7 Roti Lapis service provider has understood and carried out the service according to the existing SOP. However, there were obstacles to false reports of fire incidents. Socialization activities have been carried out in rotation or based on requests from the community, but there are still people who have never received socialization and simulation in their area. The deployment of procedures has been carried out regularly, but there are still people who do not know how to get firefighting services and there are those who already know that they can report to the emergency phone number Command Center 112 but do not know about the Roti 7 Lapis service. For stakeholders involved in the Roti 7 Lapis service, they have contributed according to their respective capacities so that it has gone well. Regarding program adaptation, it has been quite effective. The improvement of the ability of the fire and rescue forces to maintain and increase preparedness in the field when dealing with fires has been optimally carried out. Furthermore, the existing facilities and infrastructure have been able to support the Roti 7 Lapis service, but there are plans to add rescue posts but are still constrained by budget. In addition, currently there are still areas where fire stations have not been built or the distance is still far from fire stations. This has implications for the low quality of public services. This is the need for performance improvement policies through the application of good governance principles. Based on this, this study aims to describe and analyze the implementation of Good Corporate Governance and how it affects the performance of the Surabaya City Fire and Rescue Service

## **2. KAJIAN TEORITIS**

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

Good governance means negotiations with all stakeholders in areas of improved public policy outcomes and agreed governance principles, both implemented and evaluated regularly

by all stakeholders. Governance in the context of the public sector is called public governance. Public governance is a way in which stakeholders interact with each other to influence the outcome of public policy (Bovaird and Löffler, 2003).

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

Companies apply the principle of accountability as a way to overcome problems that arise due to the division of duties between the company's organs and can reduce the impact of agency problems arising from differences in interests (Effendi, 2016). Responsibility is a principle that can be interpreted as the responsibility of a company or entity as a member of the community to comply with laws and regulations and carry out responsibilities to the community and the environment (Jannah and Hemanto, 2020). Independence is a guarantee for supervisors, directors, and management to independently carry out their respective authorities and responsibilities in accordance with existing regulations (Hanggraeni, 2015). The principle of fairness is a principle that contains elements of justice, which guarantees that every decision and policy taken is for the benefit of all interested parties. It can be concluded that fairness is fairness and equality in fulfilling the rights of stakeholders that arise as a result of agreements and applicable laws and regulations (Wibowo, 2010)

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

According to the Decree of the Minister of State Apparatus Empowerment No. 63 of 2003 concerning general guidelines for the implementation of public services, service standards must include: Service procedures, completion time, service costs, service products, facilities and infrastructure. Competence of the service delivery officer. Jeston & Nelis (2008)

suggest that there are types of organizational performance measurement: (1) measurement related to business processes, and (2) measurement related to people (individuals), teams or parts of the organization. These two types of measurements are essential and must be combined appropriately. Another way of approaching organizational performance measurement is the Government Agency Performance Accountability method (AKIP=Akuntabilitas Kinerja Instansi Pemerintah).

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

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

### **3. RESEARCH METHODS**

Based on the goal to be achieved in the research, which is to be able to describe and analyze the results of the research in a complete and in-depth manner, the type of research used is qualitative research. Data collection techniques in this study include: Interviews, Observations/Observations, Documentation and literature studies. The informants in the study included authorized officials consisting of the Head of the Surabaya City Fire and Rescue Service, the Secretary of the Surabaya City Fire and Rescue Service and the Head of the Fire Department of the Surabaya City Fire and Rescue Service, determined on an ongoing basis using the purposive sampling technique. The data analysis technique in the study uses techniques developed by McNabb (2002), namely Grouping the data according to key constructs, Identifying bases for interpretation, Developing generalizations from the data,

Testing Alternative interpretations and Forming and/ or refining generalizable theory from case study.

#### **4. RESULTS AND DISCUSSION**

##### **a. Transparency**

Transparency in GCG is openness in carrying out the decision-making process and openness in disclosing relevant information about the company that is needed by all stakeholders. Transparency is increasingly urgent in the public and private sectors, driven by the growing environmental demands on information access. Transparency means open access for all interested parties to every relevant information, such as various regulations and legislation, as well as organizational policies at minimal cost. Transparency is characterized by the visibility or accessibility of information, especially regarding governance practices.

The transparency of public services at the Surabaya City Fire and Rescue Service can be seen from the disclosure of information provided to the public. Transparency of public services can be realized by: Providing clear information to the public, Providing complaint services, Providing moral support to disaster victims. Transparency in the current era of openness is important to be prioritized considering that today's society is a sensitive and intelligent society in criticizing the services provided, especially health services. Service providers engaged in the field of health services can no longer ignore the public today. More importantly, in this public service in the health sector, the public has high expectations for the same rights in receiving services without prioritizing differences.

The findings of the study show that the implementation of service transparency at the Surabaya City Fire and Rescue Service, in terms of administrative transparency, the availability of service information is very adequate substantially and the media of its presentation, the certainty of service time and the available service complaint mechanism. The website of the Surabaya City Fire and Rescue Service provides complete information about the series of handling of firefighting services for buildings, vehicles, and land. Evacuation services of people, vehicles and animals. Openness or transparency means the willingness of the Surabaya City Fire and Rescue Service to always provide factual information on various matters related to the governance process. The principle of transparency provides information in a timely, adequate, clear, accurate and comparable manner and is easily accessible to stakeholders in accordance with their rights.

Institutionally, the Surabaya Fire and Rescue Service (DPKP) has implemented a transparent performance reporting system. This includes tiered evaluations ranging from field officers monitored by the head of the agency to performance evaluations carried out by the Mayor of Surabaya himself. This strict supervision ensures that every stage in the implementation of services runs in accordance with the set standards.

#### **b. Accountability**

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

In accordance with Law (UU) Number 25 of 2009 concerning Public Services, every citizen guarantees services. This law regulates the rights and obligations of citizens and public service providers. This law aims to provide legal certainty in public services. Public service is an activity carried out to meet the needs of citizens and residents. Public services guaranteed by this Law include: Administrative services, Goods services, Service services. Public services are organized based on certain principles, such as: Public interest, Legal certainty, Equality of rights, Balance of rights and obligations, Professionalism, Openness, Accountability.

Accountability is the accountability of public institutions to behave honestly in their work and in accordance with the applicable legal provisions. Accountability is related to how to run an organization by complying with the established regulations and complying with, avoiding abuse of power, corruption and collusion.

The findings of the study show that legal accountability and honesty at the Surabaya City Fire and Rescue Service are good. The Surabaya City Fire and Rescue Service is responsible for carrying out fire and disaster handling tasks. The services provided by this service include service and rescue services. The following are some aspects of accountability for the services of the Surabaya City Fire and Rescue Service:

##### 1) Community service

The Surabaya City Fire Department provides moral support to victims of fire and other disasters.

2) Response time service

The Surabaya City Fire Department has service innovations in the form of 7-minute Response Time Services, Free Fire Fighting Services (7-Roti Lapis).

3) Rescue service

The Surabaya City Fire Department provides non-fire rescue services for emergency events.

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

The "Roti 7 Lapis" program in Surabaya shows a strong commitment to the principles of accountability and transparency in public services, in accordance with the principles of New Public Service (NPS). This is reflected in strict regulation through Mayor Regulations and national recognition, setting clear standards to ensure efficient and law-abiding services and community values.

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

**c. Responsibility**

Responsibility is the ability of an organization to regulate the extent to which the provision of services has been carried out in accordance with the rules that have been enforced or procedures that have been regulated. Responsibility measures the level of participation of service providers in carrying out their duties. Responsibility is a measure that shows the extent to which the process of providing public services is carried out in accordance with the principles or provisions of the correct administration and organization that have been established. Responsibility is the conformity in the governance of the Surabaya City Fire and Rescue Service to the applicable laws and regulations and sound

principles, by ensuring that the Surabaya City Fire and Rescue Service is careful and obedient to applicable laws and regulations, including the existence of appropriate control.

Kurangnya tingkat responsibilitas pada pelayan publik akan mengurangi kualitas dari sebuah produk pelayanan. Tidak dipungkiri pada pelayanan kesehatan yang produknya merupakan jasa pelayanan terhadap pasien maupun pengunjung merupakan salah satu bentuk pelayanan publik yang terikat dengan prinsip, aturan, dan prosedur yang mengikat. Oleh karena itu, responsibilitas sangat dibutuhkan untuk meningkatkan kualitas pelayanan yang diberikan agar dapat mengukur kepuasan pelanggan dan kualitas layanan yang dihasilkan

The findings of the study show that the "7 Minutes Response Time" implemented by the Surabaya Fire and Rescue Service (DPKP) not only prioritizes the speed of response in extinguishing fires, but also respects the safety and welfare of all residents. This approach affirms its commitment to providing high-quality public services and focuses on community protection. Appreciation for every individual, be it citizens, public employees, or private parties, is the main foundation in the operation of this program. DPKP Surabaya not only measures success in terms of productivity in responding to fires, but also from its ability to build harmonious and respectful relationships with all stakeholders involved. Collaboration and joint leadership are the main strategies in running this program in a sustainable manner. By encouraging active participation from all communities, including involving the community in fire prevention efforts through socialization and simulation, DPKP Surabaya practices New Public Service values that place the public interest as the top priority.

The approach taken by the Surabaya Fire and Rescue Service (DPKP) in running the "Roti 7 Lapis" program emphasizes service rather than control. The leadership applied here does not only focus on regulation or control, but rather on providing responsive and effective services to the community. Firefighters not only act as enforcers or control over fires, but they also act as servants of the community. They are ready to provide assistance quickly after receiving the fire report, ensuring that the response given is in accordance with the needs and urgency of the situation faced by the people of Surabaya.

#### **d. Independency**

The principle of independence is a situation in which an entity is managed professionally without conflicts of interest and influence or pressure from any party that is not in accordance with applicable laws and regulations and sound principles. Independence, namely the Surabaya Fire and Rescue Service (DPKP), must be managed

independently so that each organ does not dominate each other and cannot be intervened by other parties. The Surabaya Fire and Rescue Service (DPKP) must manage the company professionally, if there is a conflict within the institution, all parties participate in finding a solution and this is not an obstacle for the higher-ups to make a decision.

To enable the implementation of other principles of Good Corporate Governance, namely transparency, accountability, responsibility, as well as fairness and equality, organizations must be managed independently so that each organization can function without dominating each other and cannot be intervened by other parties. Organizations must be independent, objective and professional in decision-making and policy formulation for the benefit of the organization without any conflict of interest and influence or pressure from any party

The findings of the study show that the Surabaya Fire and Rescue Service (DPKP) has so far managed services professionally. The professionalism of service at the Surabaya City Fire and Rescue Service is shown through service innovation and fire handling. The service innovation carried out by the Surabaya City Fire Department is the 7-Minute Response Time Service. This service aims to speed up the response time of firefighters to the scene of the fire. In addition, the Surabaya City Fire Department also provides moral support to victims of the fire disaster.

The basic principle of independence in the implementation of Good Corporate Governance for the Surabaya Fire and Rescue Service (DPKP) is expected to be managed independently. The Surabaya Fire and Rescue Service (DPKP) believes that independence is a must so that the Surabaya Fire and Rescue Service (DPKP) organ can perform its duties properly and be able to make good decisions. Hanggraeni (2015) also said that independence is a guarantee for supervisors, and management to independently carry out their respective authorities and responsibilities in accordance with existing regulations.

#### **e. Fairness**

Fairness refers to the equal treatment of all stakeholders in accordance with the criteria. Fairness also needs to be extended to the pattern of relationships with other stakeholders, for example the pattern of relationships between employees. The balance of the rights of leaders and subordinates must be considered, so that no group is harmed. Similarly, the rights of service users, in this case, donors must be clearly determined by involving as many related parties as possible.

Regarding the equality of interests in community service satisfaction, the Surabaya Fire and Rescue Service (DPKP) provides services to every community without

discriminating between race, ethnicity, gender and religion. Fairness, namely the Surabaya Fire and Rescue Service (DPKP), must always pay attention to the interests of majority or minority shareholders, the community and employees based on the principles of fairness and equality. The Surabaya Fire and Rescue Service (DPKP) provides an opportunity for all stakeholders to give their suggestions and opinions to advance the institution.

The research findings of the Surabaya Fire and Rescue Service (DPKP) have provided an opportunity for all stakeholders to give their suggestions and opinions to advance the Surabaya Fire and Rescue Service (DPKP). Then the Surabaya Fire and Rescue Service (DPKP) also treats all employees fairly regardless of differences. The Surabaya Fire and Rescue Service (DPKP) also provides customer service to serve complaints from the community and on that day the complaint must be followed up immediately.

The "Roti 7 Lapis" program from DPKP Surabaya emphasizes its commitment to rewarding citizens more than just prioritizing financial gain or personal excellence. By providing free firefighting services, this program shows that the management of public funds is carried out responsibly for the collective benefit of the community. The focus is not only on technical innovation, but also on fair and transparent management of resources for the sake of common prosperity.

This program reflects the values of New Public Service (NPS) by prioritizing the role of public employees and the active participation of citizens in maintaining the safety and welfare of the community. Thus, "Roti 7 Lapis" is not only a tool to extinguish fires efficiently, but also as a tangible manifestation of appreciation for community contributions and public services oriented towards the common good. It confirms that the success of this program is not only measured from an operational technical point of view, but also from its positive impact on the integrity and public trust in the provision of critical services such as firefighting.

The service element provided by the Surabaya Fire and Rescue Service (DPKP). including Service Procedures and Requirements, Clarity and Discipline of Officers, Responsibilities and Abilities of Officers, Officers' Abilities, Officers' Speed, Officers' Fairness, Officers' Courtesy, Schedule Certainty, Environmental Comfort and Service Safety. Public services provided to the community must be in accordance with service standards, because the community has the right to get excellent service from the government or quality service. The definition of service is a total organizational approach that is the quality of service received by service users as the main driving force in the operation of the organization. The performance of the service at the Surabaya Fire and Rescue Service (DPKP) is quite good. This is reflected in the performance

achievement, namely the achievement of the response time of fire incidents in Surabaya for all incidents of 100%, which is less than 7 minutes. The achievement of WMK (Fire Management Area) of Surabaya City is 94% until 2024, and will increase along with the increase in the number of posts in 2025. The achievement of SPM (Minimum Service Standard) (SPM) as a benchmark for minimum service of fire affairs in each city/regency, shows the achievement of 100% Surabaya City Fire Fighters in 2023

## **5. CONCLUSION**

In principle, the implementation of Good Corporate Governance (GCG) at the Surabaya Fire and Rescue Service (DPKP) has been running well. The implementation of service transparency at the Surabaya City Fire and Rescue Service, in terms of administrative transparency, the availability of service information is very adequate substantially and the media of its presentation, the certainty of service time and the available service complaint mechanism. The website of the Surabaya City Fire and Rescue Service provides complete information about the series of handling of firefighting services for buildings, vehicles, and land. Evacuation services of people, vehicles and animals. Legal accountability and honesty at the Surabaya City Fire and Rescue Service are good. The Surabaya City Fire and Rescue Service is responsible for carrying out fire and disaster handling tasks. The services provided by this service include service and rescue services. The "7 Minutes Time Responsibility" implemented by the Surabaya Fire and Rescue Service (DPKP) not only prioritizes the speed of response in extinguishing fires, but also respects the safety and welfare of all residents. The Surabaya Fire and Rescue Service (DPKP) has so far managed services professionally. The professionalism of service at the Surabaya City Fire and Rescue Service is shown through service innovation and fire handling. The Surabaya Fire and Rescue Service (DPKP) has provided an opportunity for all stakeholders to give their suggestions and opinions to advance the Surabaya Fire and Rescue Service (DPKP). The "Roti 7 Lapis" program from DPKP Surabaya affirms its commitment to rewarding citizens beyond prioritizing financial gain or personal excellence.

The performance of the service at the Surabaya Fire and Rescue Service (DPKP) is quite good. This is reflected in the performance achievement, namely the achievement of the response time of fire incidents in Surabaya for all incidents of 100%, which is less than 7 minutes. The achievement of WMK (Fire Management Area) of Surabaya City is 94% until 2024, and will increase along with the increase in the number of posts in 2025. The achievement of SPM (Minimum Service Standard) (SPM) as a benchmark for minimum

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