
THE IMPLEMENTATION OF GOOD CORPORATE GOVERNANCE IN NONPROFIT ORGANIZATION AT UNIT TRANSFUSI DARAH*PENERAPAN GOOD CORPORATE GOVERNANCE DALAM ORGANISASI NIRLABA DI UNIT TRANSFUSI DARAH*

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Abstract: Good corporate governance (GCG) can be implemented in nonprofit organization, especially implemented at UTD PMI in North Sulawesi. In North Sulawesi still has difficulty in blood stock. The blood target is 1.200 bags of blood per month but so far only 1.800 bags that can be fulfilled. Blood donor service is one of the activities/programs of PMI and it related to responsibility and fairness. Responsibility and fairness are the principles of GCG. To maintain good relations and build good trust of society, PMI needs to be implemented the GCG with the principles itself (TARIF). The research aimed to know the implementation of GCG in nonprofit organization PMI at UTD in North Sulawesi. This research is a qualitative research using case study analysis method that gathering primary data from in-depth interview of 12 respondents as the employees of PMI at UTD. The results of this research show that PMI at UTD in North Sulawesi has implemented GCG with its principles but still have the problem regarding the blood stock. The researcher recommend that the blood needs must be fulfilled, PMI at UTD in North Sulawesi should do more socializing, build good communication, invite the society to donate their blood.

Keywords: *good corporate governance, transparency, accountability, responsibility, independency, fairness.*

Abstrak: *Good corporate governance (GCG) bisa diterapkan didalam organisasi nirlaba, khususnya diterapkan di UTD PMI di Sulawesi Utara. Sulawesi Utara masih mengalami kesulitan dalam stock darah. Target darah 1.200 kantong darah per bulan tapi saat ini hanya 1.800 kantong yang bisa terpenuhi. Pelayanan Donor Darah adalah salah satu aktivitas/program dari PMI dan itu berhubungan dengan tanggung jawab dan keadilan. Tanggung jawab dan keadilan adalah prinsip dari good corporate governance. Untuk menjaga hubungan yang baik dan membangun kepercayaan yang baik dari masyarakat, PMI membutuhkan penerapan GCG dengan prinsip-prinsipnya (TARIF). Penelitian ini bertujuan untuk mengetahui penerapan GCG didalam organisasi nirlaba PMI di UTD SULUT. Penelitian ini adalah penelitian kualitatif dengan metode analisa studi kasus yang mengumpulkan data primer dari wawancara secara mendalam sebanyak 12 responden sebagai pegawai PMI di UTD. Hasil penelitian ini menunjukkan bahwa PMI di UTD SULUT sudah menerapkan GCG dengan prinsip-prinsipnya tetapi masih mempunyai masalah mengenai stock darah. Untuk dapat memenuhi kebutuhan darah, PMI di UTD SULUT harus lebih banyak bersosialisasi, membangun komunikasi yang baik, mengundang masyarakat untuk dapat mendonorkan darah mereka.*

Kata kunci: *good corporate governance, transparansi, akuntabilitas, tanggung jawab, kemandirian, keadilan.*

INTRODUCTION

Research Background

In the current era, the development in the economics, social, and environment is increasing rapidly. Thus, forming many organizations and companies. Organization are formed when a person or groups that large has the same vision, mission, and goals and has the potentials and talents to work together, to support, and interact in carrying out all activities of the organization to achieve common goals. An organization need the role of human resources. Human resource is one of the important aspect because it can be organized and managed for the organization can run and work well. To determine way and system in order to achieve organizational goals in effective and efficient manner is to improve the quality of human resource performance and good corporate governance. According to Syakhroza in Jojok (2009), corporate governance is a system that is used "Board" to directing, controlling and supervising management of organizational resources efficiently, effectively, economically, and productively (E3P) with the principles of good corporate governance which are transparency, accountability, responsibility, independency, and fairness (TARIF) in order to achieve organizational goals.

The implementation of good corporate governance is not only implemented in profit organization but it can be implemented in nonprofit organization as well. In the fields of social and humanity is one of the nonprofit organization. Nonprofit organization are an institution or group of individuals who have certain goals and work together to achieve these goals, in the course of their activities they are not oriented to fertilizing profits or wealth alone (Pahala in Yanuar, 2017). Society is a source of funds nonprofit organizations in the fields of social and humanity, because all activities of this organization are basically from, by, and for humans. Palang Merah Indonesia is a nonprofit organization in the fields of social and humanity. As we know that the task of Palang Merah Indonesia is to help people/society who need help in the form of blood donor services. Blood is one of priorities of Palang Merah Indonesia. Blood units are managed by the regional governments.

In Indonesia, blood still has difficulty in fulfill the blood needs. According to WHO (World Health Organization) in Kementerian Kesehatan Republik Indonesia (2016), the number of minimum blood needs in Indonesia per year is 5.1 million bags (2% of Indonesia's population), while the current blood production is 4.6 million blood bags of 3.05 million donations, 86.20% of them came from voluntary blood donors. National blood production amounts to 500.000 bags. Palang Merah Indonesia is in 33 Regional of Palang Merah Indonesia (provincial level) ad 408 Branches (city/regency level) throughout Indonesia (Adinda, 2016). Palang Merah Indonesia in North Sulawesi is one of the Regional of Palang Merah Indonesia. Palang Merah Indonesia in North Sulawesi also has difficulty in blood stock. According to the Deputy Chairperson of the Blood Donation and Health Service Division at Palang Merah Indonesia in North Sulawesi, Dr. Rawung said that the blood target is 2.500 bags of blood per month but currently only 1.800 bags that have been fulfilled (Lumowa, 2018). In the case, it is necessary to implementation of good corporate governance with the principles of good corporate governance, TARIF. According to Kusumastuti (2006) in Ma'rufaa (2011), corporate governance is said to be good if the company meets the principles of TARIF.

Therefore, Palang Merah Indonesia at Unit Transfusi Darah in North Sulawesi is more transparent in information, financial reports and documents, fair and equal, so that the relations of the society, volunteers, government and Palang Merah Indonesia in trust are increasingly tight, with good service, the blood donors from the society increase for the availability and needs of blood.

Research Objective

The objective of this research is:

To know the Implementation of Good Corporate Governance at Unit Transfusi Darah (UTD) Palang Merah Indonesia in North Sulawesi.

THEORETICAL REVIEW

Human Resource Management

Human resource management is defined as a system of activities and strategies that focus on successfully managing employees at all levels of an organization to achieve organizational goals (Byars and Rue, 2006).

Organizational Behavior

Organizational behavior is a special field of study of the impact that individuals, groups, and organizational structure have on behavior within organizations, to apply such knowledge to improve organizational performance (Robins, 1989).

Organizational Development

Organizational Development is the system-wide application and transfer of behavioral science knowledge to the planned development, improvement, and refinement of the strategies, structure, and processes that lead to organizational effectiveness (Cummings and Worley, 2005).

Good Corporate Governance

Amri (2013) defined Good Corporate Governance is an important step for the company to improve and maximize the value of the company, encourage professional, transparent, and efficient company management by enhancing the principles of openness, accountability, trustworthy, responsibility, and fairness. So that it could better fulfill its obligations to shareholders, board of directors, business partners, stakeholders, and other interested parties.

Principles of Good Corporate Governance

The five basic principles of Good Corporate Governance according to the Komite Nasional Kebijakan Governance [KNKKG] (2006) in Bena (2014) are as follows:

1. **Transparency**
Openness in carrying out the process of company activities both in the decision making process and in disclosing material and relevant information about the company. The company must provide material and relevant information in a way that is easily accessible and understood by stakeholders.
2. **Accountability**
The accountability for carrying out functions and tasks according to the authority possessed by all organs of the company including shareholders. The company must be able to account for its performance in a transparent and reasonable manner.
3. **Responsibility**
The responsibility of the company is the compliance in the management of the company with the principles of sound corporate and legal regulations. Companies must comply with laws and regulations and carry out responsibilities to society and the environment.
4. **Independency**
A situation where the company is managed professionally and without conflicting interests of any party. The company must be managed independently so that each company's organs do not dominate each other and cannot be intervened by other parties.
5. **Fairness**
The treatment of the company towards interested parties according to the criteria and the proportions that it should. The company must always pay attention to the interests of shareholders and other stakeholders based on the principle of fairness and equality.

Good Corporate Governance in Non-profit Organization

For corporate governance in non-profit organizations there is no exact definition, but the predominant focus is on the organizational level of governance and on boards and their behavior (Cornforth, 2012).

Previous Research

Bassen (2004) the purpose of this study is the performance of German companies in implementing good corporate governance in corporations. This research used corporate governance codes. These codes are developed to enhance the quality of corporate governance. The results from this research is regarding compliance with the corporate governance scorecard show that there are particular deficits in terms of corporate governance commitment and remuneration of board members.

Guler and David (2008) the purpose of this research is the understanding of the relationship between corporate governance and corporate and corporate sustainability. The result found that corporate governance is fundamental to the continuing operation of any corporations; hence much attention has been paid to the procedures of such governance.

Masegare and Ngoepe (2018) the purpose of this research is for incorporating implementation indicators of corporate governance for municipalities in South Africa. The result said that a corporate governance framework (KING II report) that is regarded as a seminal work applicable to both the public and private sectors.

Conceptual Framework

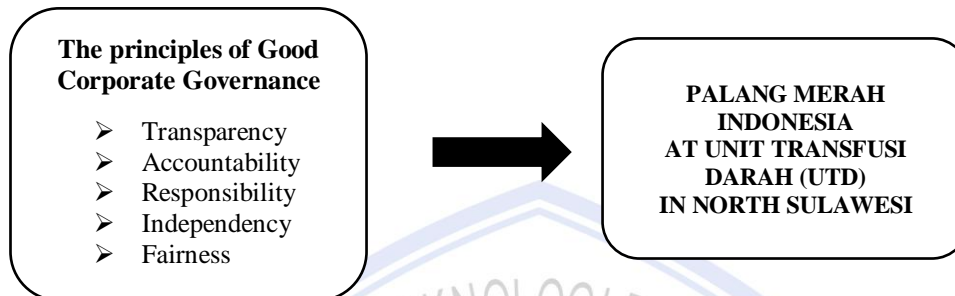


Figure 1. Conceptual Framework

Source: *Data Analysis Method*, 2019

RESEARCH METHOD

Research Approach

This is a qualitative research to know the implementation of good corporate governance in nonprofit organization Palang Merah Indonesia at Unit Transfusi Darah (UTD) in North Sulawesi. The type of this qualitative research is using case study approach. This study focuses intensively on particular objects that is employees who works at Unit Transfusi Darah (UTD).

Population, Sample Size, and Sampling Technique

The population of this research is the employees of Palang Merah Indonesia at Unit Transfusi Darah (UTD) in North Sulawesi that will be the respondents in order to know about the implementation of good corporate governance in nonprofit organization, the researcher takes 12 respondents. This research will use purposive sampling technique.

Data Collection Method

The data used in this research consist of two types of data, primary data and secondary data. Primary data are gained from in-depth interview and secondary data are taken from several books, journals, internets, previous research and company profile.

Operational Definition of Research Variables

The variable in this research is good corporate governance and there are five principles of good corporate governance (transparency, accountability, responsibility, independency, and fairness).

Instrument Testing

In qualitative research, the key instrument or research tool is the researcher itself. Qualitative researchers as "human instruments" has function to set the focus of research, selecting informants as data sources, collecting data, assessing data quality, analyzing data, interpreting data and making conclusions on the findings (Sugiyono, 2017). In an interview the instrument can be interview schedules, interview questions, and phone for recording and taking pictures in order to conduct interviews.

Data Analysis Method, Validity, and Reliability

The data analysis method in this research is a guide in the process of analyzing data to find the final result of the research. Miles and Huberman in Sondakh (2017) there are generally steps in qualitative data analysis: Data

collection, data reduction, data display, drawing and verifying conclusion. Test the validity of data in research is often only emphasized on the validity and reliability test. Sugiyono (2017), in testing the validity of data, qualitative research methods include credibility test, transferability test, dependability and confirmability test.

RESULT AND DISCUSSION

Result

Respondent 1

Respondent 1 is the Head of Markas at PMI in North Sulawesi and has been working for 15 years. He stated that, good corporate governance at PMI in North Sulawesi is obliged to implement transparency, both in terms of information, transparency regarding finance. PMI has two major functions, UTD and Kemarkasan PMI. UTD has implemented transparency, all activities/programs, information is open to the public or society through social media. UTD has implemented accountability, regarding documents (activities carried out by PMI) and financial reports, it routinely to North Sulawesi provincial government. UTD has implemented responsibility, how to be able to respond and do the best for the society. That program has already been achieved but the blood donors has not yet fulfilled the achievement. UTD has implemented independency, still dependent on partnerships through the government. But it cannot always be dependent on the government. UTD has implemented fairness. The totality of services from PMI is for the society.

Respondent 2

Informant 2 is the Head of UTD at PMI in North Sulawesi and has been working for 2 years. He said that, PMI is dealing directly with the society, good management must be opened, and everything is directly monitored by the society because PMI is directly related to the society. At UTD in terms of blood products they have the name management of quality assurance. UTD has implemented transparency, everything has been opened to the public online, and it can be opened at the website ayodonor.pmi.order.id, on Facebook, Instagram and using SIMDON DAR (Sistem Informasi Donor Darah). UTD has implemented accountability, all work activities must be documented. Financial reports, are made every month and are examined by the provincial management or supervisory team. UTD has implemented responsibility, especially in the blood management section, definitely more responsibility of staff the laboratory. UTD has implemented independency, we can receive help from the provincial government. However the fund every year is only about 10% of all production costs, 90% comes from the independence of the cost of replacing the blood process. UTD has implemented fairness, the context of fairness at PMI is fair in responding to the society.

Respondent 3

Informant 3 is the Manager of Quality Assurance at UTD PMI in North Sulawesi and has been working for 19 years. He said that, good corporate governance especially at UTD, the services here are all regulated in a system that have been set in the SOP (Standard Operational Procedure). There are five major sections: donor management, blood management, administration and financial sections, quality control, quality assurance managers. UTD has implemented transparency, actually the service is transparent but is related to tests because it is confidential laboratory tests that cannot be published. UTD has implemented accountability, all service systems that PMI does are documented and also financial reports routinely. UTD has implemented responsibility, responsibility for managing blood at PMI. The target blood needs in North Sulawesi 2.500 but so far only 1.800. UTD has implemented independency, this organization does not get pressure from outside, independently. So this organization PMI working in the service does not expect the government, PMI is trying alone but that does not mean not dependent on the government. External conflict (the society) there are always complaints. The society still pays directly, the point is not to pay for blood but the cost of the blood management process. Internal conflict, of course the conflict often occurs between staff and staff, staff and heads / managers but this conflict can be resolved. UTD has implemented fairness, equal and fair to all people/society.

Respondent 4

Informant 4 is the Head of the Blood Management Section and the Management Section for Blood Storage & Distribution at UTD PMI in North Sulawesi and has been working for 22 years. She said that, PMI must be able to manage all the items used in consumables. PMI has a special section such as management of finance. UTD has implemented transparency, in financial reporting based on real reporting. Maintaining

transparency, PMI must build trust that is instilled for mutual trust that transparency is sure to occur. UTD has implemented accountability, everything that PMI does is always made, in the form of documents or financial reports. UTD has implemented responsibility, PMI always implementing responsibility to donors. PMI tries to do its best to fulfill the achievements of the programs and respond to every response. Independency has implemented, this PMI stands alone. There also received assistance from the government, companies. UTD has implemented fairness, PMI is humanitarian service without any difference in social level, education level, religion, and race.

Respondent 5

Informant 5 is the Quality Assurance Section at UTD PMI in North Sulawesi and has been working for 10 years. She said that, the implementation of good corporate governance at PMI that is blood transfusion. Management here, means about donors, testing diseases, managing blood, following procedures, testing laboratories, Special section, blood donors and blood management, donor recruitment. UTD has implemented transparency, the main thing we work here is transparency, to provide clear information through social media every activity from PMI. UTD has implemented accountability, regarding documents and financial reports. UTD has implemented responsibility, in taking blood, PMI always implements accountability per month. The programs, have not been achieved because of the awareness of the society to give themselves to do blood donor is still lacking. UTD has implemented independency, PMI at UTD is looking for itself (independent). UTD has implemented fairness, fair in dealing with the goal of mutual commitment.

Respondent 6

Informant 6 is the Administration and Finance Section at UTD PMI in North Sulawesi and has been working for 20 years. She said that, implementation of good corporate governance at UTD PMI implements regulation no. 91 in 2015 with 2018 SPO (Standard Operating Procedure). Special section, we follow based on the management of regional PMI. UTD has implemented transparency. We provide information through newspapers, social media, interviews, whatever they ask for. We are always open. UTD has implemented accountability, regarding documents, financial reports, staffing. We always report to the management of the Regional PMI. UTD has implemented responsibility, must be reported and implemented monthly to the central and regional government. UTD has implemented independency, PMI stands alone. So that everything in the financial, staffing, inspection is set by PMI itself. During this time we have no conflicts, both internal and external. UTD has implemented fairness, in our service, we do not choose, either side, our families who worked at PMI or all the people

Respondent 7

Informant 7 is the financial section at UTD PMI in North Sulawesi and has been working for 10 years. She said that, the implementation of good corporate governance at UTD PMI in North Sulawesi is based on regulation standards no. 91 in 2015 with SPO (standard operating procedure) in 2018. Special section, staffing. UTD has implemented transparency, at UTD is always transparent. We have a monthly report. To maintain it, we always continue to live and we continue to implement transparency. UTD has implemented accountability, financial reports and documents, we make monthly, quarterly, annually. UTD has implemented responsibility, the responsibility in managing blood is that we always select blood as healthy, safe and suitable for use. We have not fulfilled the programs in blood donor so far. UTD has implemented independency, PMI stands alone. Our finance, we always manage ourselves. Blood, too. UTD has implemented fairness, it should be fair. PMI is always fair.

Respondent 8

Informant 8 is the Administration and Staffing section at UTD PMI in North Sulawesi and has been working for 30 years. She said that, actually in accordance with the rules must be at PMI itself, management of blood must be in accordance with SOP. UTD has implemented transparency, from the existing system. We have used the SIMDON DAR (Sistem Informasi Donor Darah) information system. We are also transparent to the public and the government. UTD has implemented accountability, for our report, we are under one special unit for the UTD, a blood donor under the work unit of the Regional PMI management. UTD has implemented responsibility, it is certain that it is in accordance with the SOP it must follow the SOP rules given. These programs, both disasters and blood donors. To fulfill the blood donor, we try to go down to agencies, to organizations. UTD has implemented independency, PMI stands alone. PMI manages itself like a blood donor. UTD has implemented fairness, there is no difference. PMI always fair.

Respondent 9

Informant 9 is the Donor Counseling Section at UTD PMI in North Sulawesi and has been working for 30 years. He said that, we are governed by existing laws about Kepalangmerahan. So there is a basis for the government regulation no.18 of 1980. UTD has implemented transparency, we have transparent such as information to society and government. UTD has implemented accountability, financial reports, and documents. So that for reporting there is routine. Reporting to the Regional and Central PMI. UTD has implemented responsibility, in terms of how we get blood and manage it so that these patients can be served without complaints. UTD has implemented independency, we strive to manage finances, manage ourselves for independence. UTD has implemented fairness, PMI is equal and fair.

Respondent 10

Informant 10 is the Service Administration Section at UTD PMI in North Sulawesi and has been working for 7 years. She said that, PMI is involved in the social and humanitarian world. PMI activities more specifically Blood Transfusion. UTD has implemented transparency, certainly we provide clear information. UTD has implemented accountability. Accountable regarding for documents and financial reports. UTD has implemented responsibility, Responsibility in managing blood. UTD has implemented independency, we tried to be independent. UTD has implemented fairness. We are definitely fair to the society.

Respondent 11

Informant 11 is the Education and Training & Research and Development Section at UTD PMI in North Sulawesi and has been working for 19 years. He said that, our good corporate governance here already has the procedure, there are regulations, or laws, we actually follow it and of course in our parts there is already an SOP (Standard Operating Procedure). Actually there is a special section, an administration section, a donor section, a quality section. UTD has implemented transparency. In our transparency here we usually transparent direct socialization like when implementing donors, we socialize it in the health department, apartments, and companies to introduce ways to donate. UTD has implemented accountability, we have implemented monthly reporting documents, reporting to UTD center, reporting to the central PMI. UTD has implemented responsibility, in the blood management section, definitely more responsible in the laboratory. UTD has implemented fairness, we continue to serve all fairly, equally and evenly.

Respondent 12

Informant 12 is the staff Social Services and Society Health at UTD PMI in North Sulawesi and has been working for 10 years. He said that, PMI has its own good corporate governance. So that PMI Indonesia organization has the Markas management and UTD. Each of them manages the fields that have guidelines, according to the SOP (Standard Operational Procedure). UTD has implemented transparency, all activities, information is through newspapers, radio and websites. UTD has implemented accountability, all the documents and financial reports. UTD has implemented responsibility. To manage blood according to society needs. UTD has implemented independency, PMI manages all of its own activities, reporting, and monitoring. UTD has implemented fairness. The context of fairness at PMI is fair in responding to the society.

Discussion**Good Corporate Governance at UTD Palang Merah Indonesia in North Sulawesi**

PMI at UTD (Unit Transfusi Darah) in North Sulawesi has implemented good corporate governance including the special sections. PMI in North Sulawesi has Markas management and UTD. The implementation of Good corporate governance at UTD PMI in North Sulawesi is responsibility and obligation to implementing transparency in information, financial reports, accountability to internal parties, the provincial government and the central government. Good corporate governance at UTD PMI in North Sulawesi in accordance with the Regulation of the Minister of Health of the Republic of Indonesia no. 91 in 2015 concerning blood transfusion services with SOP (Standard Operational Procedure) in 2018. Government Regulations no. 18 of 2018 has been regulated with the duties and role of PMI in blood donor services but it has been replaced with Government Regulations in 2011. PMI in North Sulawesi based on the Regulation of the Minister of Health of the Republic of Indonesia and SOP (Standard Operational Procedure).

Establishing relationship with stakeholders based on the principles of good corporate governance (transparency, accountability, responsibility, independency, and fairness) is a way to build a trusted (Djawahir, 2010).

Transparency at UTD Palang Merah Indonesia in North Sulawesi

PMI has implemented transparency. PMI at UTD in North Sulawesi implement transparency in providing information to society by conduct socialization through social media (facebook, Instagram), leaflet, newspapers, radio, interviews, website ayodonor.pmi.order.id, at UTD using SIMDONAR (Sistem Informasi Donor Darah) all processes can be seen and can be controlled. Providing information to governments (regional and central government PMI) by in the form of written reports and documents.

Accountability at UTD Palang Merah Indonesia in North Sulawesi

PMI has implemented accountability. PMI at UTD in North Sulawesi implements accountability in performance regarding documents and financial reports. All the service systems that PMI at UTD in North Sulawesi that has done it is documented and financial reports routinely provide reports to regional and central government.

Responsibility at UTD Palang Merah Indonesia in North Sulawesi

PMI has implemented responsibility. PMI at UTD in North Sulawesi implements responsibility regarding managing blood, managed it at UTD laboratory section. To manage the blood through procedures, guidance to produces blood that is of high quality, safe, healthy and proper to use by the society. The programs of PMI in North Sulawesi in disaster management, health services has been fulfilled but about the blood donor at PMI in North Sulawesi still cannot fulfill.

Independency at UTD Palang Merah Indonesia in North Sulawesi

PMI has implemented independency. PMI manages all activities, reports, finance and funds itself. PMI at UTD in North Sulawesi also received assistance from the government in the form of blood bags, reagents but it is only limited and PMI at UTD received assistance from companies in consumption (milks and vitamins). External conflict, "PMI sells the blood", actually it is not the blood but the blood management process. Blood price is 360.000 rupiah per bag. Internal conflict, between staff and staff, staff and heads/managers who do not meet expectations but this conflict can be resolved.

Fairness at UTD Palang Merah Indonesia in North Sulawesi

PMI has implemented fairness. PMI at UTD in North Sulawesi provides services regardless of status, does not discriminate either officials or ordinary people. So that PMI implements fairness and equality to all people/society because that is the commitment of PMI. Likewise, the heads/managers with employees are all equal according to their respective performance. There are regulations that control fairness, the form of fairness regulation is SOP (Standard Operational Procedure), and there are also undang-undang kepalangmerahan.

CONCLUSIONS AND RECOMMENDATIONS

Conclusion

This research has been conducted in order to analyze the implementation of good corporate governance in the nonprofit organization Palang Merah Indonesia at Unit Transfusi Darah (UTD) in North Sulawesi. It can be concluded that:

1. PMI has implemented good corporate governance. PMI organization has Markas and UTD management. The implementation of good corporate governance at PMI in North Sulawesi is responsibility and obligation to implementing transparency in information, financial reports, accountability to internal parties, the regional government and the central government. Good corporate governance at PMI in North Sulawesi based on Peraturan Menteri Kesehatan Republik Indonesia and SOP (Standard Operational Procedure).
2. Transparency in providing information to society by conduct socialization through social media (facebook, Instagram), leaflet, newspapers, radio, interviews, website ayodonor.pmi.order.id and using SIMDONAR (Sistem Informasi Donor Darah).

3. Accountability in performance regarding documents and financial reports. All the service systems that PMI at UTD in North Sulawesi that has done it is documented and financial reports routinely provide reports to regional and central government.
4. Responsibility regarding managing blood, managed it at UTD laboratory section. To manage the blood through procedures, guidance to produces blood that is of high quality, safe, healthy and proper to use by the society. The programs (disaster management, health services) has been fulfilled but about the blood donor at PMI in North Sulawesi still cannot fulfill.
5. Independency PMI manages all activities, reports, finance and funds itself. External conflict, "PMI sells the blood", actually it is not the blood but it is about the blood management process. Internal conflict, of course often occur between staff and staff, staff and heads/managers who do not meet expectations but this conflict can be resolved.
6. Fairness PMI at UTD in North Sulawesi provides services regardless of status, does not discriminate either officials or ordinary people.

Recommendation

Based on the result of this research, there are recommendations, such as:

1. In implementing good corporate governance, PMI in North Sulawesi with implement the five principles of good corporate governance, there are transparency, accountability, responsibility, independency, and fairness. It is not only implementing but PMI in North Sulawesi must maintain the relations, trust and build good communication, good service with the society, government, private parties, and institutions. Further develop and improve the performance of employees and heads/managers to provide better services to society so that the society feels satisfied.
2. In order to fulfill the blood need supplies, PMI in North Sulawesi should constantly do socialization in public places such as worship, universities, companies, institutions, by inviting people to donate blood so that the blood supplies at PMI Indonesia in North Sulawesi can be fulfilled.

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