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Analysis of the Implementation of Good Corporate Governance Principles at PT Bank Jabar Banten Syariah

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Abstract

The growth of Islamic banking in Indonesia has increased the demand for effective governance systems that not only emphasize financial performance but also ensure transparency, accountability, and compliance with sharia values. Good Corporate Governance (GCG) becomes an essential mechanism for maintaining stakeholder trust and achieving sustainable Islamic banking development. This study aims to analyze the implementation of GCG principles at PT Bank Jabar Banten Syariah and evaluate its alignment with the values of maqashid sharia, particularly justice, trustworthiness, and protection of assets (hifz al-mal). This research employed a qualitative approach using descriptive content analysis methods. Data were obtained from the Annual Reports and GCG Implementation Reports of PT Bank Jabar Banten Syariah during the 2021–2025 period. The analysis was conducted based on GCG indicators, including transparency, accountability, responsibility, independence, and fairness, through a systematic disclosure assessment. The results show that PT Bank Jabar Banten Syariah consistently implemented GCG principles throughout the observation period with strong disclosure quality and effective governance practices. The findings indicate that governance implementation supports transparency, strengthens internal supervision, minimizes conflicts of interest, and contributes to the realization of maqashid sharia objectives. In conclusion, PT Bank Jabar Banten Syariah has demonstrated good governance performance, although continuous improvement in disclosure consistency and internal control mechanisms remains necessary to strengthen sustainable Islamic banking governance.

INTRODUCTION

The development of the Islamic banking industry in Indonesia shows positive dynamics along with increasing public awareness of an ethical and sharia-based financial system (Azwirman and Novriadi, 2025). In the Islamic banking ecosystem, institutions not only function as financial intermediary entities pursuing profitability, but also bear a moral and spiritual responsibility to realize public welfare (maslahah) (Chapra, 2000; Saputra and Fasa, 2024). To maintain business sustainability and strengthen stakeholder trust, the implementation of Good Corporate Governance (GCG) is a crucial foundation (Ameliyani et al., 2025; Kholmi, 2024). The principles of GCG which include transparency, accountability, responsibility, independence, and fairness are essentially closely aligned with the values of maqashid sharia, such as justice (al-'adl), trustworthiness, and protection of assets (hifz al-mal) (Deza and Sofyani, 2022; Iqbal et al., 2024).

As a Sharia Commercial Bank (BUS) resulting from a spin-off from PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk (Bank BJB), PT Bank Jabar Banten Syariah holds a strategic position in driving regional economic growth in West Java, Banten, and DKI Jakarta. PT Bank Jabar Banten Syariah's involvement As a subsidiary of a Regionally-Owned Enterprise (BUMD), banks present unique challenges in corporate governance. On the one hand, they are required to comply with strict banking regulations from the Financial Services Authority (OJK) and Bank Indonesia (BI), as well as meet sharia compliance. On the other hand, as a regionally-based entity, there are potential challenges related to governance independence from external intervention and political dynamics (Fawcett, 2025; Hameiri & Jones, 2017; Hermansson, 2019; Müller & Beeson, 2022; Napitupulu & Putra, 2024).

Implementing ideal governance in Islamic Commercial Banks often faces a gap between the fulfillment of formal-administrative aspects and the quality of implementation in the field (Ameliyani et al., 2025; Kholmi, 2024). Several critical issues in banking governance include the effectiveness of internal supervision, transparency of financial reporting based on Sharia PSAK, potential conflicts of interest, and consistency in handling legal issues and internal fraud (Rahman et al., 2023; Asriani and Mayasari, 2024). Previous studies on GCG in Islamic banking are still dominated by quantitative tests of financial performance alone (Mulyani et al., 2022), while in-depth analysis of the quality of GCG indicator disclosure integrated with the maqashid sharia perspective at the regional Islamic Commercial Bank level is still relatively limited (Deza and Sofyani, 2022; Pratama and Haryanto, 2023).

Several previous studies have investigated GCG implementation in Islamic banking institutions. Ameliyani et al. (2025) examined the implementation of GCG principles in Indonesian Islamic banks and highlighted the importance of governance disclosure as a mechanism for improving institutional accountability. Similarly, Kholmi (2024) analyzed GCG implementation and disclosure in state-owned Islamic commercial banks and found that governance disclosure contributes to strengthening stakeholder confidence. Deza and Sofyani (2022) further emphasized that Islamic governance should not only focus on formal regulatory compliance but also integrate maqashid sharia values to ensure that banking activities provide broader social benefits. Meanwhile, Rahman et al. (2023) investigated internal control mechanisms in Islamic banks and demonstrated that governance systems play an important role in minimizing internal fraud risks. These studies indicate that governance quality has become a critical research topic within Islamic banking; however, most existing studies primarily evaluate governance from financial performance perspectives or through quantitative approaches.

Despite extensive discussions regarding GCG in Islamic banking, several research gaps remain. First, previous research has largely focused on measuring the relationship between governance mechanisms and financial performance, while comprehensive qualitative assessments of governance disclosure practices remain limited. Second, studies integrating GCG indicators with maqashid sharia perspectives at the level of regional Islamic commercial banks are still relatively scarce. Third, limited attention has been given to how governance principles are implemented consistently over a long observation period based on institutional documents such as Annual Reports and GCG Implementation Reports. This limitation creates a need for deeper investigation into whether formal governance commitments are reflected in actual disclosure practices and operational mechanisms. Therefore, research examining PT

Bank Jabar Banten Syariah provides an opportunity to fill this gap by presenting an institutional-level evaluation of governance implementation (Fitriyani et al., 2026; Jahja, 2022).

The urgency of this research is strengthened by the increasing demand for transparency and accountability in the Islamic banking sector. Public trust represents a fundamental asset for Islamic financial institutions because banking activities involve the management of community funds and require high levels of ethical responsibility. Weak governance practices, insufficient disclosure, conflicts of interest, and ineffective internal supervision may negatively affect institutional credibility and sustainability. Therefore, evaluating GCG implementation is not only important from a regulatory perspective but also from the perspective of achieving the broader objectives of Islamic finance. Through governance evaluation, Islamic banks can identify areas requiring improvement while ensuring that their operational activities remain aligned with principles of justice, responsibility, and social welfare.

This research offers novelty by combining a systematic evaluation of GCG disclosure indicators with an analysis based on maqashid sharia values in the context of PT Bank Jabar Banten Syariah. Unlike previous studies that mainly examine governance through quantitative financial indicators, this study employs qualitative descriptive content analysis to examine governance implementation through institutional reports during the 2021–2025 period. The research evaluates transparency, accountability, responsibility, independence, and fairness through documented governance practices and disclosure patterns. This approach provides a more comprehensive understanding of how Islamic banking governance is practiced beyond numerical financial performance measurements. The use of long-term institutional documents also enables the identification of governance consistency and development trends over time.

Furthermore, this research aims to provide empirical evidence regarding the quality of GCG implementation at PT Bank Jabar Banten Syariah and its alignment with maqashid sharia principles. Specifically, the study seeks to analyze how transparency, accountability, responsibility, independence, and fairness are implemented within the bank's operational activities and governance mechanisms. By examining official Annual Reports and GCG Implementation Reports, this research evaluates the extent to which governance practices meet regulatory expectations while reflecting Islamic ethical values. The findings are expected to contribute to the academic discourse on Islamic corporate governance by providing evidence from a regional Islamic banking institution that has received limited attention in previous studies (Aslam & Haron, 2020; Elamer et al., 2020; Khan & Zahid, 2020; Mersni & Ben Othman, 2016; Srairi, 2015).

The contribution of this study extends to both theoretical and practical dimensions. Theoretically, this research enriches Islamic banking governance literature by demonstrating the relationship between modern corporate governance frameworks and maqashid sharia principles. It provides additional insight into how governance concepts developed within conventional corporate environments can be adapted to Islamic financial institutions with ethical and religious foundations. Practically, the findings may assist PT Bank Jabar Banten Syariah, regulators, and other Islamic banking institutions in strengthening governance policies, improving disclosure quality, and developing more effective accountability systems. The research may also serve as a reference for policymakers in evaluating governance standards within Islamic financial institutions.

In addition, this research provides benefits for stakeholders, including customers, investors, regulators, academics, and Islamic banking practitioners. For customers, improved governance transparency can strengthen confidence in the management of financial resources. For regulators, the findings provide an institutional perspective regarding the effectiveness of governance implementation in Islamic banking. For academics, this study expands empirical knowledge regarding the integration of GCG and maqashid sharia, particularly within regional Islamic banks. For practitioners, the research provides recommendations for maintaining governance sustainability through stronger supervision, disclosure mechanisms, and ethical management practices. These benefits demonstrate the relevance of governance evaluation as an essential component of Islamic banking development.

Based on these considerations, this study focuses on analyzing the implementation of Good Corporate Governance principles at PT Bank Jabar Banten Syariah during the 2021–2025 period. Through qualitative content analysis of governance documents, this research seeks to provide a comprehensive evaluation of governance quality and its alignment with maqashid sharia objectives. The study is expected to demonstrate that effective Islamic banking governance requires not only compliance with formal regulations but also commitment to ethical values, accountability, and public welfare. Therefore, this research contributes to strengthening the understanding that GCG in Islamic banking functions as both a managerial framework and a strategic instrument for achieving sustainable and socially responsible financial institutions.

METHOD

Types and Approaches to Research

This study used a qualitative approach with a descriptive content analysis method. *This approach was chosen to systematically and in-depth analyze the quality of implementation and disclosure of Good Corporate Governance (GCG)* principles at PT Bank Jabar Banten Syariah during the 2021–2025 period.

Objects and Data Sources

This research focuses on the practices and level of disclosure of GCG indicators at PT Bank Jabar Banten Syariah for the 2021–2025 period. The data used are secondary data sourced from official company documents, including the Annual Report *and* the GCG Implementation Report for 2021 to 2025, which are accessed online through the official website of PT Bank Jabar Banten Syariah.

Data Collection Techniques

Data collection was conducted through documentation techniques, namely by reviewing official bank publication documents. The collected data focused on 11 indicators of GCG implementation according to Bank Indonesia Circular Letter No. 12/13/DPbs/2010 and 15 aspects of GCG disclosure as regulated in Bank Indonesia Regulation No. 11/33/PBI/2009.

Research Parameters and Instruments

The evaluation instrument used is *a checklist-based scoring system* to measure the completeness and quality of GCG indicator disclosures (Ameliyani *et al.,* 2025; Kholmi, 2024). The assessment is conducted with the following weighting provisions:

1. **Score 1** : Information is disclosed completely and transparently;
2. **Score 0.5** : Information is disclosed in a limited/partial manner; and
3. **Score 0** : Information is not disclosed at all.

The classification of the total disclosure assessment results refers to the governance assessment criteria from Astrini *et al.* (2017) as adapted in Kholmi (2024), namely **Very Good** ($GCG > 85$), **Good** ($75 < GCG \leq 85$), **Fairly Good** ($60 < GCG \leq 75$), **Less Good** ($50 < GCG \leq 60$), and **Not Good** ($GCG < 50$)

Data Analysis Techniques

Data analysis was conducted using a checklist-based content analysis technique. The *analysis* process began by identifying each GCG disclosure indicator, followed by assigning a score to each item per year. All scores were then accumulated to calculate the average annual percentage value. This approach aims to map the development trends in the quality of GCG implementation during the observation period and provide evaluative interpretations based on established classification criteria.

Procedure Study

The operational stages in this research were carried out systematically through the following five steps:

1. **Document Collection** : Downloading and compiling the *Annual Report documents* and the Implementation Report of PT Bank Jabar Banten Syariah for the 2021–2025 period;
2. **Indicator Identification** : Determining GCG implementation and disclosure items in accordance with Bank Indonesia and Financial Services Authority (OJK) regulatory references **;**
3. **Scoring *:*** Carrying out an assessment of each indicator based on the weight 0**criteria**, 0,5and 1;
4. **Data Processing** : Calculating the accumulated total score and average percentage per year;
5. **Evaluative Interpretation** : determining the quality category of GCG implementation of PT Bank Jabar Banten Syariah based on the scores obtained.

RESULTS AND DISCUSSION

Implementation of *Good Corporate Governance*

Initial identification was carried out to verify the availability of 11 GCG implementation indicators in accordance with Bank Indonesia Circular Letter No. 12/13/DPbs/2010 in the Annual Report and GCG Implementation Report of PT Bank Jabar Banten Syariah for the 2021–2025 period, namely as follows:

Table 1. Implementation of GCG at PT Bank Jabar Banten Syariah

No.	*Good Corporate Governance* Indicators	Period				
		2021	2022	2023	2024	2025
1.	Implementation of the duties and responsibilities of the Board of Commissioners	✓	✓	✓	✓	✓
2.	Implementation of the duties and responsibilities of the Board of Directors	✓	✓	✓	✓	✓
3.	Completeness and implementation of the Committee's duties	✓	✓	✓	✓	✓
4.	Implementation of the duties and responsibilities of the Sharia Supervisory Board	✓	✓	✓	✓	✓
5.	Implementation of sharia principles in collecting and distributing funds and providing services	✓	✓	✓	✓	✓
6.	Handling conflicts of interest	✓	✓	✓	✓	✓
7.	Implementation of compliance function	✓	✓	✓	✓	✓
8.	*internal* audit functions	✓	✓	✓	✓	✓
9.	Implementation of external audit function	✓	✓	✓	✓	✓
10.	Maximum limit for disbursement of funds (BMPD) Transparency of financial and non-financial conditions of BUS	✓	✓	✓	✓	✓
11.	Report on the implementation of *Good Corporate Governance* and internal reporting	✓	✓	✓	✓	✓

Source: data processed 2026

Based on Table 1 above, the content analysis of PT Bank Jabar Banten Syariah's *annual reports* for five years (2021–2025) demonstrates a high level of consistency in implementing *Good Corporate Governance* (GCG) principles. This consistency is reflected in the fulfillment of governance implementation indicators, which encompass three main pillars:

1. **Transparency :** PT Bank Jabar Banten Syariah openly conveys material information, including financial and non-financial reports, GCG Implementation Reports, and the organizational structure and functions of the company's organs. Information regarding sharia compliance and supervision is also presented comprehensively and easily accessible. From the perspective of ***maqashid*** *sharia,* this level of transparency aligns with efforts to maintain public trust (*hifz al-mal*) through the delivery of accurate and accountable information.
2. **Accountability : This is *realized*** through clear functions and responsibilities of the company's organs. The Board of Commissioners and Directors consistently carry out their supervisory and decision-making functions effectively. This performance is supported by supporting committees (Audit, Risk Monitoring, and Remuneration and Nomination Committees), a compliance function, and internal and external audits. Conflict of interest mitigation mechanisms *are* also strictly implemented to maintain independence. This aspect reflects the values of trust and high professionalism in the management of public funds.

3. **Fairness :** Reflected in fair and equal treatment for all stakeholders. *PT Bank Jabar **Banten*** Syariah consistently complies with the provisions of the Maximum Fund Distribution Limit (BMPD) to minimize risk concentration, and applies sharia principles to fundraising and distribution activities to ensure a balanced relationship with customers. Philosophically, this is in line with *the maqashid sharia* in upholding justice and preventing exploitative practices in the economy.

Overall, PT Bank Jabar Banten Syariah's GCG implementation for the 2021–2025 period is considered excellent and sustainable. This finding confirms the effectiveness of PT Bank Jabar Banten Syariah's governance, ensuring that GCG implementation at PT Bank Jabar Banten Syariah not only meets the criteria of modern corporate governance but is also oriented towards achieving *the maqasid sharia (the principles of Islamic principles)* to realize the public good.

Good Corporate Governance Composite Rating

Table 2 below presents the data on the results of *the Good Corporate Governance* (GCG) assessment in the form of a composite rating of PT Bank Jabar Banten Syariah for the 2021–2025 period, namely the final rating of the results of the bank's health level assessment which consists of 5 levels, namely Composite Rating 1 (PK-1) to Composite Rating 5 (PK-5).

This assessment includes analysis of risk profile, governance, profitability, and capitalization, with the following rating categories:

1. **Composite Rank 1 (PK-1)** : Very healthy and very capable of dealing with negative influences f;
2. **Composite Rank 2 (PK-2)** : Healthy and able to cope with negative influences;
3. **Composite Rating 3 (PK-3)** : Fairly healthy with potential operational weaknesses;
4. **Composite Rank 4 (PK-4)** : Less healthy and less able to cope with negative influences;
5. **Composite Rating 5 (PK-5)** : Unhealthy with very vulnerable conditions.

It should be noted that the scores for each cluster are secondary data obtained from the official *self-assessment results* in the GCG Implementation Report of PT Bank Jabar Banten Syariah for the 2021–2025 period. Therefore, the data in Table 2 was not processed through a *scoring process* in this study and is independent.

Table 2. GCG Composite Rating at PT Bank Jabar Banten Syariah

No.	Information	Period				
		2021	2022	2023	2024	2025
1.	Composite	3	2	2	3	2
2.	Ranking	Pretty good	Good	Good	Pretty good	Good

Source: *Annual Report* PT Bank Jabar Banten Syariah for the 2021–2025 period

Based on Table 2, the results of the assessment of the soundness of PT Bank Jabar Banten Syariah's governance during the 2021–2025 period show fluctuating dynamics but remain in the conducive category. In 2021, the bank obtained a Composite Rating of 3 with a Fair qualification. This governance performance experienced significant improvements in 2022 and 2023, achieving a Composite Rating of 2 (Good). Although in 2024 the composite rating was adjusted back to Rank 3 (Fairly Good), PT Bank Jabar Banten Syariah was able to restore its governance effectiveness in 2025 and again achieved a Composite Rating of 2 with a good predicate.

Disclosure of *Good Corporate Governance*

Referring to Article 62 of Bank Indonesia Circular Letter No. 12/13/DPbs/2010, there are 15 aspects of *Good Corporate Governance* (GCG) disclosure that Sharia Commercial Banks must present in their GCG implementation reports. These fifteen aspects serve as the basis for developing the assessment instrument in this study. The results of the scoring *of* the completeness of disclosure for each indicator individually are presented in Table 4, using a scale of 1, 0.5, and 0. The presentation of Table 3 below aims to describe the level of completeness of disclosure per indicator.

Table 3. Average Value of GCG Disclosure at PT Bank Jabar Banten Syariah

No.	*Good Corporate Governance* Indicators	Period					Average Score
		2021	2022	2023	2024	2025	
1.	General Conclusion of *Self-Assessment*	1	1	1	1	1	1
2.	Shareholding	1	1	1	1	1	1
3.	Financial Relationships	1	1	1	1	1	1
4.	Family relationship	1	1	1	1	1	1
5.	Dual Position	0.5	1	1	1	1	0.875
6.	List of Consultants, Advisors	1	1	1	1	1	1
7.	Remuneration Policy and Other Facilities	1	1	1	1	1	1
8.	Highest Lowest Salary Ratio	1	1	1	1	1	1
9.	Frequency of Board of Commissioners Meetings	1	1	1	1	1	1
10.	Frequency of Sharia Supervisory Board Meetings	1	1	1	1	1	1
11.	GCG implementation report and internal reporting	1	1	1	1	1	1
12.	Number of Deviations (*Internal Fraud*)	1	1	1	0.5	1	0.875
13.	Number of Legal Problems and Resolution Efforts	1	1	1	1	1	1
14.	Transactions Containing Conflicts of Interest	1	1	1	1	1	1
15.	*Buyback Shares* and/or *Buyback Bonds*	1	1	1	1	1	1
16.	Distribution of Funds for Social Activities	1	1	1	1	1	1

Source: processed data 2026

Based on Table 3 above, the analysis shows that from 2021 to 2025, PT Bank Jabar Banten Syariah consistently disclosed the results of its complete GCG implementation *self-assessment* each year. This disclosure includes conclusions and a ranking of GCG implementation based on 11 assessment factors, reflecting the bank's strong commitment to transparency and comprehensive internal evaluation. Furthermore, all members of the Board of Commissioners and Board of Directors have been proven to have no financial, family, or share ownership relationships that could potentially create *a conflict of interest* in carrying out their duties and responsibilities. Regarding the dual position policy, PT Bank Jabar Banten Syariah has implemented it in accordance with applicable laws and regulations and internal provisions throughout 2021, although it was generally emphasized that there were no violations of the provisions and the Committee continues to carry out its duties independently.

A more structured and comprehensive reporting update began to be implemented in the 2022–2025 period. The disclosure includes detailed information for the Board of Commissioners, Board of Directors, Sharia Supervisory Board (SSB), and Committees. During the 2022–2025 period, it was confirmed that no members of the Board of Directors held concurrent positions in other entities that could potentially trigger a conflict *of interest.* Likewise, the Board of Commissioners and SSB members continued to comply with applicable regulatory limits by maintaining independence in every decision-making and implementation of the supervisory function regarding the fulfillment of sharia principles. The entire composition and policies of concurrent positions have been fully documented in the GCG Implementation Report of PT Bank Jabar Banten Syariah.

Regarding the list of consultants, advisors, or other similar parties, PT Bank Jabar Banten Syariah has disclosed this information for five consecutive years. Throughout the 2021–2025 period, PT Bank Jabar Banten Syariah consistently collaborated with various external parties such as consultants, advisors, and professional institutions to support the effective implementation of good corporate *governance.*

Disclosure of remuneration policy indicators and other facilities is also recorded annually. PT Bank Jabar Banten Syariah recorded a gradual increase in remuneration, namely from IDR 6.059 billion in 2021 to IDR 24.537 billion in 2022, IDR 26.679 billion in 2023, there was a decrease in 2024 to IDR 12.489 billion and again increased in 2025 to IDR 20.623 billion. Based on the income structure, the Board of Directors received remuneration with an average of above IDR 2 billion, the Commissioners received remuneration with an average of above IDR 700 million, and Employees received remuneration with an average of above IDR 14 billion. In terms of completeness of information, PT Bank Jabar Banten Syariah has consistently disclosed details of other benefits for the Board of Commissioners and Directors, including holiday and retirement allowances, housing, official vehicles, transportation, healthcare, professional organization membership, communication allowances, business travel, legal assistance, and leave entitlements. Meanwhile, the DPS receives benefits in the form of holiday and retirement allowances, business travel allowances, and healthcare and travel allowances.

Furthermore, PT Bank Jabar Banten Syariah noted a dynamic remuneration ratio, with the ratio between the highest and lowest salaries among employees increasing from

11,01: 12021 to 14,21: 12025. Conversely, the internal ratio between the Board of Directors and the Board of Commissioners remained within the range of 1,25: 12021 to 1,25: 12025. The ratio of the Board of Directors' salaries to the highest-ranking employees decreased from 3,32: 12021 to 2,73: 12025, indicating efforts to equalize remuneration between top management *and* key staff.

In terms of meeting frequency, the Sharia Supervisory Board (SSB) of PT Bank Jabar Banten Syariah demonstrated a high level of full disclosure throughout the 2021–2025 period. The SSB's supervisory activities were dynamic, with a 100% attendance rate. The meeting frequency breakdown includes **16** meetings in 2021; **20** meetings in 2022; **31** meetings in 2023; **43** meetings in 2024; and **31** meetings in 2025. This reflects the highly active supervision by the SSB in overseeing compliance with sharia principles.

internal fraud disclosure of PT Bank Jabar Banten Syariah reached 100% throughout the period 2021 to 2025. During this period, the number of *internal fraud cases* recorded fluctuating dynamics, namely 2 cases in 2021, 4 cases in 2022, 2 cases in 2023, 4 cases in 2024 and 1 case in 2025. In terms of *internal fraud resolution,* all cases from 2021 to 2025 were handled optimally both internally by the Bank and followed up legally. This commitment confirms the bank's consistent steps in taking firm action against *fraud cases* through the imposition of sanctions, loss recovery, regular reporting, *anti-fraud socialization,* and strengthening the internal control system.

Regarding the conflict *of interest indicator,* PT Bank Jabar Banten Syariah recorded a full level of disclosure throughout the reporting period. During this timeframe, no transactions or incidents containing a conflict of interest were found within PT Bank Jabar Banten Syariah. Despite the absence of cases, risk prevention and mitigation efforts were consistently implemented. These preventive measures were implemented through the dissemination of *e-posters,* the signing of integrity pacts, and the completion of *annual disclosures* directly integrated into the personnel system to strengthen the bank's internal control system.

PT Bank Jabar Banten Syariah consistently demonstrated a high level of full disclosure in its social fund distribution indicators throughout the 2021–2025 period. Reporting on the distribution of these social funds has significantly improved in terms of completeness and transparency. In 2021, the bank presented a highly informative report with a total distribution of more than IDR 800 million to recipient institutions, detailed by source of funds: Dividend allocation from profit after tax with the amount determined by the GMS, Charity Funds (fines, non-halal income & other social funds), remaining CSR funds from the previous year that have not been distributed, and other sources of funds that do not conflict with applicable laws and regulations. The sustainability of this commitment is seen in 2025, where the total distribution of social funds increased to IDR 1.7 billion distributed to recipient institutions in various strategic sectors, such as education, the people's economy, and community empowerment. This increase confirms PT Bank Jabar Banten Syariah's commitment to strengthening social responsibility, increasing reporting transparency, and expanding the reach of benefits that are in line with the values *of maqashid sharia* and the principles of *Good Corporate Governance* (GCG).

Overall, the implementation of *Good Corporate Governance* (GCG) principles at PT Bank Jabar Banten Syariah has been very successful and consistent throughout the

2021–2025 period. Improved information disclosure, strengthened oversight systems, and transparency in the management of social funds and non-halal income demonstrate that PT Bank Jabar Banten Syariah is not only oriented towards regulatory compliance *but* also strongly committed to ethical values and social responsibility.

This is in line with the objectives *of maqashid sharia*, especially in safeguarding assets (*hifz al-mal*), ensuring justice (*al-`adl*), and realizing the welfare (*maslahah*) for society, namely as follows:

1. ***Hifz al-mal*** is reflected in the transparency of financial reports, the effectiveness of oversight by the Board of Commissioners and the Sharia Supervisory Board (DPS), the comprehensive disclosure of *fraud cases,* and the consistent annual resolution and recovery of losses. These efforts underscore PT Bank Jabar Banten Syariah's commitment to upholding trust and protecting public assets from the risk of misuse.
2. ***al-`adl*)** is reflected in increasingly proportional remuneration policies, a reduction in the salary gap between directors and employees, and the absence of conflicts *of interest* within the management structure. Regulatory compliance with dual-position management also ensures that all bank officials carry out their duties objectively, independently, and professionally.
3. ***Maslahah*** is evident in the increased allocation of social funds, the expansion of beneficiary reach, the transparency of non-halal fund management, and the strengthening of professional collaboration between PT Bank Jabar Banten Syariah and consultants, auditors, and other external parties. These activities significantly support the creation of broader benefits for the community, across economic, social, and humanitarian dimensions.

Thus, the implementation of GCG at PT Bank Jabar Banten Syariah not only reflects professional corporate governance, but also becomes a spiritual instrument in realizing a transparent, accountable, and equitable Islamic banking entity.

CONCLUSION

Based on the research results and discussion, it can be concluded that PT Bank Jabar Banten Syariah has implemented the principles of Good Corporate Governance (GCG) consistently and effectively throughout the 2021–2025 period. The results of the GCG implementation assessment indicate that the quality of governance at PT Bank Jabar Banten Syariah is continuously in the "Good" category, reflecting the bank's strong commitment to transparency, accountability, and the principle of justice as mandated by the maqashid sharia. However, there are still several aspects that require improvement, particularly in the indicators of dual positions and internal fraud. This study recommends that PT Bank Jabar Banten Syariah continue to maintain and strengthen the quality and completeness of information disclosure in its annual report. Increasing transparency in these areas not only strengthens the institutional implementation of GCG but also further emphasizes PT Bank Jabar Banten Syariah's role as a sharia banking entity oriented towards the welfare and justice in accordance with the principles of maqashid sharia.

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