



EVALUATION OF PUBLIC SERVICES AT TOBELO REGIONAL GENERAL HOSPITAL (RSUD) THROUGH THE USE OF THE TOBELO RSUD RESERVATION APPLICATION

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Abstract

The purpose of this study was to disseminate public services at Tobelo Regional General Hospital through the use of the RSUD Tobelo reservation application. This research was conducted at Tobelo Regional General Hospital, North Halmahera Regency, with a focus on patients as the research subjects. The background of this research is based on the condition of hospital services, which still frequently face problems of long queues, service delays, and suboptimal patient satisfaction. Therefore, the implementation of reservations is a crucial innovation in improving the quality of public services. The method used was descriptive qualitative research, with data collection techniques including in-depth interviews, direct observation, and documentation. Using a four-indicator assessment guideline approach: service policy, human resource professionalism, facilities and infrastructure, and public service information systems, it was discovered that the services provided through this application still do not meet user expectations. The results of this study are expected to provide an overview of the purpose of using the RSUD Tobelo reservation application and generate recommendations for improvements for Tobelo Regional General Hospital.



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INTRODUCTION

One of the primary functions of government in meeting the basic needs of the community and realizing general welfare is the provision of public services. Law Number 25 of 2009 concerning Public Services defines public services as activities aimed at fulfilling the service needs of every citizen and resident, in accordance with statutory regulations, for goods, services, and/or administrative services. In this context, public

services are measured not only by the availability of services but also by the quality, speed, accuracy, and public satisfaction with the services provided. To create quality public services, the application of good governance principles is one effort that can be made, because one of the characteristics of good governance is the creation of quality public services that operate in accordance with what is expected by the public (Kamelia, 2022).

Healthcare itself is one of the most complex types of public services. Quality healthcare encompasses the dimensions of infrastructure, staff, medical services, administrative services, service security, trust in hospitals, access, equity, information transparency, and quality between departments (Hadiyati, 2017). However, in reality, many hospitals in Indonesia still face various problems in service delivery, such as long queues caused by an imbalance between the number of patients and available service capacity, delays in patient treatment due to suboptimal time management and service coordination such as delays in the registration process, initial examinations, and patients meeting the doctor, and unclear service schedule information such as doctor schedules, practice hours, or the availability of certain services, often causing confusion for patients. When this information is not conveyed properly through bulletin boards, websites, or applications, patients must come in person to confirm the schedule, which actually worsens the queue buildup.

Several previous studies have shown that the use of digital technology in healthcare can improve the effectiveness of public services. Research conducted by Putra, Defit, Sumijan (2022) found that improving the queuing system by increasing service capacity at Solok City Hospital significantly reduced patient waiting times, resulting in more effective services. Meanwhile, Melyanti (2020) developed a web-based online queuing system at Syafira Hospital, which was proven to improve the efficiency of the registration process, provide more accurate doctor schedule information, and simplify patient service administration. Another study by Safitiri (2024) evaluating the outpatient e-reservation system at Mataram City Hospital showed that the implementation of e-reservations provided convenience for users, increased service efficiency, and reduced patient waiting times. However, the study also identified several obstacles, such as system disruptions, slow loading times, and inconsistencies in service information that still require improvement.

Tobelo Regional General Hospital, as a regional government-owned hospital, has a significant responsibility to provide quality healthcare services to the people of North Halmahera Regency. As the number of patients increases annually, the hospital faces

challenges in maintaining service quality, particularly regarding waiting times and patient queue management. The manual queuing system still used in some service processes often fails to accommodate patient priority based on medical urgency, resulting in patients with mild and severe conditions potentially waiting for relatively similar lengths of time. This situation not only impacts service efficiency but also influences public perception of the quality of healthcare provided.

The problem of queues at healthcare facilities cannot be viewed solely as a technical issue regarding the order of services or length of waiting times. This phenomenon is also part of a social dynamic related to service accessibility, gaps in digital literacy and skills among the public, and the psychological well-being of patients when accessing healthcare services. In areas like North Halmahera Regency, not everyone has adequate digital literacy, internet access, or device ownership to optimally utilize app-based healthcare services. Consequently, digital innovations designed to improve service efficiency have the potential to create unequal access if not accompanied by strategies for mentoring, outreach, and the provision of alternative services for groups with disabilities.

Furthermore, long waiting times and uncertainty surrounding the service process can also trigger anxiety (patient anxiety), especially for patients experiencing health problems or accompanying family members. Unclear information regarding service schedules, estimated examination times, or queue positions often increases patient psychological stress, which ultimately affects the level of public satisfaction and trust in hospital services. Therefore, evaluations of digital reservation systems need not only assess operational efficiency but also consider human dimensions, such as ease of access for all levels of society, fairness of service, comfort, and the patient experience during the healthcare process.

Based on the description, this study aims to analyze the implementation of the Tobelo Regional General Hospital Reservation Application as a public service innovation in the health sector and examine its contribution to improving service efficiency, ease of public access, and the quality of health services. In addition, this study also aims to identify various obstacles faced in the implementation of the application along with the efforts made to optimize its use. Thus, this study is directed to answer several research questions, namely: how the implementation of the Tobelo Regional General Hospital Reservation Application supports health services at Tobelo Regional General Hospital, how the application contributes to improving efficiency, ease of access, and the quality of health

services, and what are the obstacles faced in its implementation and the efforts made to overcome them.

METHOD

This study uses a descriptive qualitative approach. This approach aims to understand the phenomenon in depth through narrative and contextual data collection. The location of this study was conducted at Tobelo Regional General Hospital, North Halmahera Regency for 1 month. This location was chosen purposively (intentionally) because Tobelo Regional General Hospital has implemented an online reservation application as a public service innovation to improve patient efficiency and comfort. Informants in this study include Hospital Management, Application Operators who act as service providers and Patients/Community as service recipients. The *sampling technique* used is *purposive sampling*. The *purposive sampling technique* was used because the researcher has specific targets and specific criteria that are highly relevant to the research objectives. This approach ensures that the data obtained are more accurate, rich in information, and data collection becomes more efficient. The main instrument in this study is the researcher himself. The researcher acts as a planner, implementer, data collector, analyzer, and interpreter of data. In addition, this study also uses tools such as: Stationery, used to record the results of observations and interviews and a voice recorder, used to record the results of interviews so that data is not lost and can be analyzed again accurately. To obtain comprehensive data, this study employed three primary data collection techniques: observation, interviews, and documentation. Data analysis was conducted from the initial data collection stage to the final stage of the study, following the analysis steps of the Miles & Huberman model in Sugiyono (2019): Data Reduction, Data Presentation, and Conclusion Drawing.

RESULTS AND DISCUSSION

Public service

1) Public Service Concept

The definition of public service is contained in Law Number 25 of 2009 concerning Public Services, this law provides an understanding of public service, public service, namely; all forms of service activities carried out by public service providers as an effort in the process of fulfilling all forms of service recipient needs and implementing the provisions of laws and regulations.

Public service is a key function that must be carried out by government institutions, both at the central and regional levels. This responsibility also rests

with State-Owned Enterprises (SOEs) and Regional-Owned Enterprises (BUMDs) in their efforts to provide goods and services to the public. The concept of public service involves two parties: the public service provider and the public service recipient.

2) Service Quality Concept

The quality of public service is a crucial aspect of governance and public service delivery. Generally, the quality of public service can be understood as the level of an institution or agency's ability to provide services that effectively, quickly, accurately, and fairly meet the needs, expectations, and satisfaction of the public. Quality public service emphasizes not only the outcome but also the process, which must be carried out professionally, transparently, and responsibly. In the context of government, the quality of public service is an indicator of an institution's success in fulfilling its public service function.

Sinambela (2016) states that the quality of public service is all forms of service provided by the government to the public to meet their needs in accordance with applicable regulations. According to him, quality public service must prioritize the principles of effectiveness, efficiency, fairness, openness, and accountability. With good service quality, the public will experience the maximum benefits of the service, thus creating a harmonious relationship between the government and the public.

3) E-Governance Concept

E-governance has a broader scope than e-government. It encompasses interactions between government, civil society, and other stakeholders through the use of ICT to facilitate participation in policy-making, oversight, and governance processes.

F-UNESCO (2011) defines e-governance as "the use of information and communication technologies by various actors in society with the aim of increasing citizen participation in decision-making to promote more inclusive, participatory and collaborative governance."

4) The Concept of the Digital Divide

According to the KBBI (Big Indonesian Dictionary), inequality is something that is characterized by a gap, imbalance, or asymmetry. Another definition of inequality is a chasm. In society, inequality is a term that describes observable or measurable inequalities or differences between individuals, groups, or regions (Wijayanti, 2024).

Asaniyah, in Sabanari et al. (2024), describes digitalization as a transitional process that shifts media from classical print to electronic media. Digital technology uses digital signals as a representation of data exchange through communication media such as cables and wireless.

The digital divide is the gap in access, use, and understanding of technology among different groups in society. The term "digital divide" is defined as a significant difference between those who have and those who do not have access to the latest technological developments (Dijk in Azhar, 2025).

Concept of Health Services

Healthcare is a form of public service provided to meet the health needs of the community. Nurhayati (2023) Quality healthcare encompasses three main dimensions: effectiveness (service outcomes that meet patient needs), efficiency (optimal use of resources), and patient satisfaction (patients' positive perceptions of the care they receive).

Meanwhile, stated that health services are a series of activities carried out by health workers to meet the public's health care needs, including promotion, prevention, treatment, and rehabilitation. Health services not only provide medical care but also encompass education, counseling, and comprehensive public health development.

Evaluation Concept

Evaluation is a systematic process of collecting, analyzing, and assessing information related to a program, activity, policy, or service. Its primary purpose is to assess the extent to which success, effectiveness, and quality of implementation have been achieved. According to Suharsimi Arikunto (1990), evaluation is the activity of gathering information about how something works, which is then used to determine appropriate alternatives in decision-making. Meanwhile, Djaali, Mulyono, and Ramly in Muryadi (2017) define

evaluation as the process of assessing something based on objective criteria or standards being evaluated. Evaluation is a systematic investigation into the truth or success of a goal.

In the context of public services and healthcare, evaluation plays a crucial role. For example, in healthcare, evaluation not only assesses the availability of facilities and the competence of medical personnel, but also measures patient satisfaction, service safety, and the achievement of public health goals. Through evaluation, decision-makers can determine whether service procedures are in accordance with standards, whether resource utilization is optimal, and whether the public is receiving the expected benefits.

To answer the existing problems in this study related to the Evaluation of Public Services at Tobelo Regional General Hospital through the Use of the Tobelo Regional General Hospital Reservation Application, the researcher used 4 Public Service Assessment Indicators based on the 2017 Ministerial Regulation of PAN-RB, namely: Service Policy, HR Professionalism, Facilities and Infrastructure, and Public Service Information System.

1. Service Policy

The first indicator for evaluating public services at Tobelo Regional General Hospital through the use of the Tobelo Regional General Hospital Reservation Application is the Service Policy. Referring to the 2017 Ministerial Regulation on Administrative and Bureaucratic Reform (Permen PAN-RB), the service policy encompasses the organization's vision, mission, commitment, intentions, and behavior, which are embodied in regulations, mechanisms, and service processes to achieve quality public services.

Based on research and interviews, Tobelo Regional General Hospital (RSUD Tobelo) has integrated digital service innovation through the implementation of the Tobelo Regional General Hospital Reservation Application as part of the hospital's vision of providing innovative, community-oriented healthcare services. The presence of the reservation application is a form of organizational policy to improve service effectiveness by digitizing the patient registration process so that the public can obtain services more easily without having to arrive early at the hospital. However, the implementation of this policy has not been optimal. The low level of use of the reservation application indicates that the service digitization policy has not been fully followed by an effective implementation strategy. Limited socialization of the application, the requirement for use in the form of a medical record number, and the continued dominance of WhatsApp and direct registration have resulted in the policy's

goal of increasing service efficiency not being optimally achieved. This condition indicates that the success of the service policy depends not only on the availability of digital innovation, but also on the effectiveness of implementation, ease of access, and public acceptance of the policy.

Thus, the use of the Tobelo Regional Hospital Reservation App has become part of the hospital's service policy, supporting the transformation of public services. However, policy strengthening is needed through increased outreach, streamlined application usage mechanisms, and ongoing evaluation to ensure the implementation of digital-based service policies can have a more optimal impact on the quality of healthcare services.

2. HR Professionalism

The second indicator in evaluating public services through the use of the Tobelo Regional General Hospital Reservation Application is Human Resources Professionalism. According to the 2017 Ministerial Regulation on Administrative and Bureaucratic Reform (PermenPAN-RB), Human Resources professionalism encompasses competency, qualifications, work quality, and employee performance in providing excellent public services.

The results of the study indicate that the medical and administrative staff at Tobelo Regional Hospital generally have good skills in providing services to the public. Doctors and nurses are able to provide friendly, communicative, and responsive service in handling patients, while administrative staff have supported the implementation of digital-based service systems, including the use of reservation applications. However, the implementation of reservation applications requires additional competencies from human resources, particularly in information system management, user assistance, and resolving technical issues experienced by the public. Based on the results of interviews, there were still delays in service responses and less than optimal assistance to patients experiencing difficulties using the reservation application. This condition indicates that human resource professionalism is not only measured by medical skills, but also by the ability to adapt to digital transformation in public services. Furthermore, the low utilization of the reservation application indicates that the role of human resources in educating and outreach to the public still needs to be improved. Service personnel play a crucial role in introducing the application's benefits, assisting with the registration process, and providing solutions if users experience difficulties.

Therefore, improving digital competency, training in application usage, and strengthening a technology-based service culture are important factors in supporting the successful implementation of reservation applications.

3. Facilities and Infrastructure

The third indicator in evaluating public services through the use of the Tobelo Regional Hospital Reservation Application is Facilities and Infrastructure. According to the 2017 Ministerial Regulation on Administrative and Bureaucratic Reform (PermenPAN-RB), facilities and infrastructure encompass all facilities, equipment, and infrastructure that support the provision of public services.

The research results show that Tobelo Regional General Hospital has adequate facilities and infrastructure, including service rooms, inpatient rooms, emergency rooms, laboratories, radiology, pharmacy, and a hospital management information system. The availability of these facilities is a key factor in providing quality healthcare services. In the context of service digitalization, the Tobelo Regional General Hospital Reservation Application is part of the development of information technology-based service facilities. This application is supported by the hospital's information system infrastructure, which aims to accelerate the registration process, reduce patient queues, and improve the efficiency of administrative services. However, the effectiveness of these digital facilities is not yet fully optimal due to several obstacles, such as the requirement for a medical record number for new users, the need to download the application, and limited public access to digital technology.

Furthermore, the use of reservation apps is also influenced by the availability of other supporting facilities, such as internet network quality, the technological devices people own, and the app's integration with hospital service systems. This situation has led most people to prefer using WhatsApp reservation services, which are considered simpler and more accessible.

4. Public Service Information System

The fourth indicator for evaluating Public Services at Tobelo Regional General Hospital through the use of the Tobelo Regional General Hospital Reservation Application is Facilities and Infrastructure. Referring to the 2017 Ministerial Regulation on Administrative and Bureaucratic Reform (Permen PAN-RB), the Public Service Information System (SSI) is a series of activities that include storing and managing

information, as well as a mechanism for delivering information from the provider to the public.

Based on research conducted in accordance with the 2017 Regulation of the Minister of Administrative and Bureaucratic Reform (Permen PAN-RB), it can be seen that the Public Service Information System at Tobelo Regional General Hospital has developed digital-based services through the use of its official website and social media as a means of disseminating information to the public. This platform serves as a communication medium that provides various important information, such as types of services, service procedures, doctor's practice schedules, and other supporting information. This reflects the hospital's commitment to increasing public information transparency and facilitating public access to health services without having to come directly to the hospital. Furthermore, the developed information system is also part of public service innovations aimed at increasing service effectiveness and efficiency. Various innovations such as an on-site Self-Registration Machine, an app-based online reservation application, and a WhatsApp-based online reservation service demonstrate that the hospital is striving to adapt to technological developments and increasingly dynamic community needs. The existence of this system also contributes to increasing transparency and accountability of services, so that the public can understand the flow and procedures of services more clearly and minimize the potential for misunderstandings.

Specifically, the app-based online reservation system, which has been in place since 2019, has not been optimally utilized. Its utilization rate remains low, at around 10% of total online reservation service users. Most people prefer to use alternatives such as WhatsApp-based services or the Mobile JKN application. This situation indicates that the developed application has not yet become the primary choice for online patient registration. The low adoption rate is influenced by several factors. First, limited information dissemination, with outreach only conducted through websites and social media, thus not reaching the entire community, especially those with limited internet access or who are less digitally active. Second, the requirement for use, such as a medical record number, presents a barrier for new patients, limiting access and reducing the inclusiveness of services. Third, technical factors such as the requirement to download and install an application present a barrier for some people with limited devices or who prefer more practical services. To address these challenges, the hospital introduced an innovative WhatsApp-based online reservation service, considered more

adaptable to community needs and habits. This service is easier to access, does not require app installation, and does not require a medical record number at the initial stage, making it more inclusive for new patients. This innovation demonstrates that the successful implementation of public service technology is determined not only by the system's existence but also by its suitability to user characteristics and needs. Furthermore, social factors also influence the tendency of most people to use conventional methods, such as direct hospital registration. A lack of understanding of the benefits of digital services, such as time efficiency and ease of access, prevents existing innovations from being fully utilized. Furthermore, limited digital literacy, particularly among older adults or those with certain levels of education, presents a barrier to application use.

CONCLUSION

Based on the research results, it can be concluded that the evaluation of public services at the Tobelo Regional General Hospital (RSUD) through the use of the Tobelo RSUD Reservation Application shows that the implementation of digital-based services has become part of the health service transformation effort to improve the effectiveness, efficiency, and ease of access to services for the public. Reviewing the four evaluation indicators based on the 2017 Minister of Administrative and Bureaucratic Reform Regulation, namely service policies, human resource professionalism, facilities and infrastructure, and public service information systems, Tobelo RSUD has basically been committed and prepared to develop digital services. However, the goal of implementing the reservation application has not been fully achieved because the application utilization rate is still low. This condition is influenced by limited socialization to the public, the requirement to use a medical record number for new users, limited digital literacy of the community, and the public's preference for reservation services via WhatsApp or direct registration which are considered easier and more practical. Thus, the success of digital-based public services is not only determined by the availability of technology, but also by the effectiveness of policy implementation, human resource readiness, support of facilities and infrastructure, and the suitability of the service system to the needs and characteristics of the community as service users.

Theoretically, the results of this study strengthen the concept of public service and e-governance, which states that the success of digital transformation in public services is influenced by the integration between aspects of policy, human resources, infrastructure, information systems, and the level of acceptance and ability of the community in utilizing

technology. Practically, the results of this study provide input for Tobelo Regional General Hospital to optimize digital services by increasing wider socialization, simplifying application usage mechanisms, improving the digital competence of service officers, and developing a reservation system that is more accessible and more inclusive for all levels of society. This study has limitations because it was only conducted at Tobelo Regional General Hospital using four evaluation indicators based on the 2017 Regulation of the Minister of Administrative and Bureaucratic Reform. Therefore, the results of the study cannot be generalized to all hospitals and have not examined other factors such as user satisfaction, technology acceptance, or the influence of digital literacy in more depth. Therefore, further research is recommended to expand the research location to hospitals or other health care facilities, using a mixed methods or quantitative approach to measure the influence of factors such as digital literacy, system quality, user satisfaction, and technology acceptance on the success of digital service implementation, so that it can produce more comprehensive recommendations in the development of technology-based public services in the health sector.

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