

Evaluation of the Implementation of Regional Public Service Agency in Sultan Imanuddin Pangkalan Bun Hospital

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ABSTRACT

Background: Currently, public service agencies, both private and government-owned, are demanding excellent service. Quality customer service is the key to success and the basis for building customer success and trust.

Purpose: This research was conducted to explore the evaluation of the implementation of the Regional Public Service Agency at Sultan Imanuddin Pangkalan Bun Hospital.

Methods: The design of this research is qualitative research with a phenomenological approach with the focus of the research directed at exploring the evaluation of the implementation of the Regional Public Service Agency at Sultan Imanuddin Pangkalan Bun Hospital. Apart from that, with a qualitative approach. The informants in this research were the owners or people in charge of the clinic, a total of 5 (Five) people with triangulation of sources.

Results: The implementation of the Regional Public Service Agency (BLUD) at Sultan Imanuddin Hospital Pangkalan Bun provides benefits in financial management, human resources and decision making. Even though it requires socialization, technology, training and commitment from all parties, the implementation of BLUD still increases efficiency in managing health services. Obstacles that arise, such as ineffective management, policy changes, and lack of resources, are still overcome by increasing transparency and efficiency.

Conclusion: The implementation of BLUD at Sultan Imanuddin Pangkalan Bun Hospital is beneficial in financial management and health services, although there are obstacles such as less effective management.

Keywords: BLUD, evaluation, implementation

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BACKGROUND

Currently, public service agencies, both private and government-owned, are demanding excellent service. Quality customer service is the key to success and the basis for building customer success and trust. However, public services by government officials currently still have many weaknesses so they cannot meet the quality expected by the public. Regional General Hospitals as providers of public services in the health sector currently do not meet community expectations. Often administration is complicated due to rigid bureaucracy, one of the things that people often complain about. The underlying reason that public services still do not meet the wishes of the user community is the pattern of budget management in public organizations which tends to be rigid. Various efforts to improve the quality of public services have been carried out, marked by the issuance of Minister of Home Affairs Regulation No. 61 of 2007 concerning Technical Guidelines for Management of Regional Public Service Agencies (BLUD).

The institutional form of a hospital is an important thing that the government should develop to address challenges, service quality, professionalism and decentralization. The hospital tries to fulfill its operations with business practices, but its social mission is not abandoned. The mission that every hospital must carry out is a humanitarian mission which is social service, providing and administering health services or medical services to anyone who needs them. Hospitals have various strategic business units. Hospitals are also required to improve the quality of service by utilizing resources efficiently. As a form of accountability for the management of resources in the financial sector, including financial transactions that include resources, income and expenses, facilities are needed in the form of financial reports. Hospitals are expected to be able to explore funding sources more independently to meet their needs.

The Regional Public Service Agency, hereinafter abbreviated as BLUD, is a system implemented by the technical implementation unit of regional services/agencies in providing services to the community which has flexibility in financial management patterns as an exception to regional management provisions in general. BLUD aims to provide public services more effectively, efficiently, economically, transparently and responsibly by paying attention to the principles of justice, propriety and benefits in line with Healthy Business Practices, to help achieve regional government goals whose management is carried out based on the authority delegated by the regional head. There is a change in performance-based state financial budgeting patterns and government efforts to improve services to the community through financial management patterns of regional public service agencies. The advantage is that all income, whether from activities or grants, can be used directly for operations. With the concept of financial management patterns for public service agencies, hospitals are expected to provide more flexibility in the form of freedom to implement sound business practices and improve services to the community.

Sultan Imanuddin Pangkalan Bun Regional General Hospital is an organic unit within the Government of West Kotawaringin Regency, Central Kalimantan Province, which is located in the city of Pangkalan Bun. The organization of Sultan Imanuddin Hospital as a Class B Hospital is based on the Decree of the Head of the Regional Investment and Licensing Agency of Central Kalimantan Province Number: 570/01/PK/XII/BPMDP/2015 dated 30 December 2015, and in October 2017 Sultan Imanuddin Pangkalan Bun Hospital obtain a class B operational permit. The position of Sultan Imanudin Pangkalan Bun Hospital is regulated by Regional Regulation (Perda) of West Kotawaringin Regency No. 20 of 2008 concerning the Organization and Work Procedures of the Sultan Imanuddin Pangkalan Bun Regional General Hospital. Sultan Imanuddin Pangkalan Bun Regional Hospital was

appointed as Regional Referral Center II based on the Decree of the Governor of Central Kalimantan No.188.44/339/2009.

On December 17 2012, through the Decree of the Regent of West Kotawaringin Number RS/U.12.12.1910.I.1, Sultan Imanuddin Pangkalan Bun Regional Hospital was designated as a Regional Public Service Agency with the hope that the quality of health services could be further improved. Sultan Imanuddin Pangkalan Bun Hospital as a Regional Public Service Agency has the task of carrying out health efforts in an efficient and effective manner by prioritizing healing and recovery efforts which are carried out harmoniously, integrated with improvement and prevention efforts and carrying out referral efforts, in accordance with applicable laws and regulations.

Arikunto and Jabar (2014) say that evaluation is an activity to collect information about how something works, which is then used to determine the right alternative in making a decision. Arifin (2014), defines evaluation as a process, not a result (product). The results obtained from evaluation activities are the quality of something, whether regarding value or meaning, while the activity to arrive at the provision of value and meaning is evaluation. Discussing evaluation means studying the process of giving consideration to the quality of something. The quality description in question is a logical consequence of the evaluation process carried out. This process is carried out systematically and continuously in the sense that it is planned in accordance with procedures and principles and is carried out continuously.

In line with the opinion above, Brinkerhoff, et al (2013), evaluation is a process that determines the extent to which goals can be achieved. Brinkerhoff added that in carrying out an evaluation there are at least objective elements that must be carried out, namely focusing on what is being evaluated (focusing the evaluation), having an evaluation design (Designing the evaluation), Collecting information (Collecting information), Analyzing and interpreting information (Analyzing and interpretation), Making reports (Report information), Managing/managing evaluations (Managing evaluation), Evaluation for evaluation (Evaluaty evaluation).

Evaluation is broad in nature, evaluation can be carried out covering two aspects, namely quantitative and qualitative. Where carrying out measurements of performance, in this case it is more about measuring quantity than work, while assessment refers to quality, so evaluation is related to both, namely measurement and assessment, where measurement is quantitative and assessment is qualitative. And evaluation is also an activity to collect information about how something works, which is then used to determine the right alternative in making a decision.

Until now, Sultan Imanuddin Pangkalan Bun Hospital has implemented the BLUD pattern for its tenth year, but no evaluation has ever been carried out. Based on the background above, researchers are interested in conducting research with the theme of evaluating the implementation of the Regional Public Service Agency at Sultan Imanuddin Pangkalan Bun Hospital.

OBJECTIVE

In general, this research was conducted to explore the evaluation of the implementation of the Regional Public Service Agency at Sultan Imanuddin Pangkalan Bun Hospital

METHODS

Research design is a strategy to achieve the research objectives that have been set and is used as a guide or guide for researchers throughout the research process. Judging from the

type of data, the research approach used in this research is a qualitative approach. What is meant by qualitative research is research that intends to understand the phenomena experienced by research subjects holistically, and by means of descriptions in the form of words and language, in a special natural context and by utilizing various scientific methods (Moleong, 2012). The design of this research is qualitative research with a phenomenological approach with the research focus directed at exploring the evaluation of the implementation of the Regional Public Service Agency at Sultan Imanuddin Pangkalan Bun Hospital. Triangulation. Apart from that, with a qualitative approach it is hoped that the situations and problems faced in these activities can be revealed.

RESULTS

Implementation Policy of the Regional Public Service Agency at Sultan Imanuddin Hospital Pangkalan Bun

The implementation of BLUD at the Sultan Imanuddin Pangkalan Bun regional general hospital has been quite good. Hospital becomes more independent in managing finances and human resources. This helps hospital to be more effective in making decisions and implementing programs needed to improve the quality of health services for the community. BLUD at Sultan Imanuddin Hospital Pangkalan Bun can help increase transparency and accountability in the financial management of hospital. As a business entity that has autonomy in financial management, BLUD reports their finances openly and transparently. Hospital has adequate capabilities in managing finances and human resources after becoming BLUD. Apart from that, BLUD continues to pay attention to aspects of health services and ensures that the services provided remain high quality and affordable for the community.

The policy for implementing BLUD at Sultan Imanuddin Hospital Pangkalan Bun always pays attention to the interests of the community in obtaining quality and affordable health services. The government also helps ensure that the implementation of BLUD does not have a negative impact on the availability, accessibility and quality of health services for the community. The implementation of BLUD at Sultan Imanuddin Pangkalan Bun Hospital is carried out with the principle of sustainability so that it can provide long-term benefits for the community and has good financial security and transparency so that hospital management can be carried out in an accountable manner and avoid the risk of financial abuse. Simply put, implementing BLUD requires adequate infrastructure and human resources so that hospital management can be carried out effectively and efficiently.

The implementation of BLUD at Sultan Imanuddin Pangkalan Bun Hospital aims to increase the effectiveness and efficiency of hospital management. In this case, BLUD can help improve the quality of health services, strengthen hospital management, increase the accessibility of health services, increase the efficiency of financial management, and increase accountability and transparency. BLUD aims to strengthen hospital management with more effective and efficient management principles. Implementing BLUD can help increase the accessibility of health services for the community, such as through faster and easier services. In this way, people can get health services that are more accessible and more responsive to their needs. BLUD helps improve the efficiency of hospital financial management and the implementation of BLUD can increase accountability and transparency in hospital management. This can strengthen supervision and control over financial management and health services provided by hospitals.

Implementation of the Regional Public Service Agency at Sultan Imanuddin Hospital Pangkalan Bun

To make the implementation of BLUD a success at Sultan Imanuddin Hospital Pangkalan Bun, there is sufficient outreach and education to the community and medical personnel regarding the aims and benefits of implementing BLUD. Apart from that, developing appropriate procedures and protocols, using sophisticated technology and integrated management information systems, as well as implementing employee training and development programs to improve the skills and abilities of medical and administrative personnel in hospitals. The management has created a strict monitoring system and high transparency in the management of public funds. As well as improving the quality of health services provided by hospitals. This can be done by strengthening the monitoring and evaluation system for hospital performance, increasing speed and responsiveness in providing health services, and improving existing medical facilities and equipment in hospitals.

The implementation of the Regional Public Service Agency (BLUD) at the Sultan Imanuddin Pangkalan Bun Regional General Hospital although not yet perfect, in ideal conditions the implementation of BLUD must be followed by a change in mindset and improvement of managerial skills for all related parties, which is currently underway well. Where the implementation of BLUD can help improve the efficiency of financial management and hospital operations. In the long term, implementing BLUD at Sultan Imanuddin Pangkalan Bun Hospital can help increase the hospital's financial independence, thereby reducing dependence on government subsidies and enabling better health services for the local community. The implementation of BLUD at Sultan Imanuddin Pangkalan Bun Hospital still faces several challenges such as a lack of public understanding and awareness about BLUD as well as a lack of managerial skills on the part of the hospital in managing the hospital's finances and operations effectively and efficiently.

Develop a strategic plan for hospital management. This strategic plan must include goals, objectives and strategies to improve the quality of health services and the efficiency of financial management in hospitals. This planning document must take into account various factors that influence hospital management, such as the expected number of patients, staffing needs, and facility requirements. Hospitals need to procure resources and develop effective information systems to monitor and measure hospital performance. In addition, hospitals need to provide staff training and development to improve managerial and technical capabilities in hospital management. Implementing BLUD in Pangkalan Bun hospitals requires strong awareness and commitment from all related parties, as well as a structured and systematic process to manage the hospital effectively and efficiently.

Effectiveness of the Implementation of Regional Public Service Agencies at Sultan Imanuddin Hospital Pangkalan Bun

The main obstacle that may occur during the implementation of BLUD is ineffective management. Hospitals operating as BLUDs must be able to manage key aspects such as human resources, finances, operations and assets in an effective and efficient manner. It is possible that the policies implemented by regional or national governments to encourage the implementation of BLUD in hospitals may experience changes. This policy change could disrupt the BLUD implementation process and make hospitals experience difficulties in planning long-term finances and making strategic investments. Apart from that, staff shortages or lack of quality staff can hinder hospital performance and make the implementation of BLUD ineffective. Lack of access or ability to update technology and infrastructure can be an obstacle in implementing BLUD at Sultan Imanuddin Pangkalan Bun Hospital. So it is important for hospitals to develop mature plans and ensure strong awareness and commitment from all relevant parties to achieve the goals of implementing BLUD effectively and efficiently.

The effectiveness of implementing the Regional Public Service Agency (BLUD) at Sultan Imanuddin Hospital Pangkalan Bun really depends on how the management and operational management of the hospital is carried out. One of the successes of implementing BLUD in hospitals is that it can increase the efficiency of financial management. Apart from that, implementing BLUD can improve the quality of health services. In the BLUD system, hospitals have the freedom to determine the health programs and services that will be provided to the community. The effectiveness of implementing BLUD at Sultan Imanuddin Pangkalan Bun Regional Hospital is influenced by certain factors, such as ineffective management, lack of quality human resources, and lack of support from the government. On the one hand, implementing BLUD in hospitals can help increase transparency and accountability, which can increase public trust in hospitals. BLUD can also help improve the efficiency and effectiveness of hospital financial management, because hospitals must focus more on proper financial management to maintain hospital operations.

DISCUSSION

Implementation Policy of the Regional Public Service Agency at Sultan Imanuddin Hospital Pangkalan Bun

The implementation of the Regional Public Service Agency (BLUD) in hospitals is a form of public organization management that aims to increase efficiency, accountability and service quality. Research by Firman et al. (2017) revealed that the implementation of BLUD in hospitals can lead to improved management, faster and better quality service delivery, and increased transparency in the use of public funds. By becoming an independent legal entity, hospitals can have flexibility in managing finances and resources, and can more easily innovate in the delivery of health services.

Implementing BLUD in hospitals also allows for more efficient resource management. Research by Santoso (2018) shows that hospital management using the BLUD model can help save operational costs and optimize the use of existing resources. In this case, decision making becomes more responsive and oriented to patient needs and increases the productivity and efficiency of health services.

One relevant study is by Ulya et al. (2019) who investigated the efficiency and impact of implementing BLUD on health services in several hospitals in Indonesia. The results of this research show that implementing BLUD can increase the efficiency of hospital management and provide greater flexibility in budget use. This more efficient management of funds in turn has the potential to influence the quality of health services provided to patients. Another research by Hidayat (2018) discusses the effect of implementing BLUD on accountability and transparency in budget use in hospitals. This study shows that by becoming a Regional Public Service Agency, hospitals must adhere to stricter accountability principles and report the use of public funds more transparently. This can increase public trust in hospitals and local governments in providing optimal health services.

According to researchers, the implementation of Regional Public Service Agencies (BLUD) in hospitals has significant potential to increase management efficiency, accountability and transparency in the delivery of health services. The implementation of BLUD contributes to increasing the efficiency of budget use, which can have a positive impact on the quality of services provided to patients. As a more autonomous form of management, BLUD also allows hospitals to innovate in the use of resources, respond to patient needs more responsively, and increase service productivity.

Apart from that, the implementation of BLUD also strengthens the principles of accountability and transparency in the use of public funds. With stricter provisions in reporting and budget management, hospitals that become BLUDs are expected to build trust

in the community and local government in providing quality health services. Therefore, this conclusion underlines the importance of implementing BLUD in improving hospital operational efficiency, optimizing budget utilization, and strengthening transparency, accountability and public trust in the delivery of health services in this increasingly complex era.

Implementation of the Regional Public Service Agency at Sultan Imanuddin Hospital Pangkalan Bun

Research Implementation of Regional Public Service Agencies (BLUD) in hospitals is a strategy that can influence various aspects of operations and services. Research by Fadly et al. (2016) investigated the factors that influence the implementation of BLUD in public hospitals in Indonesia. This study shows that strong leadership factors, managerial support, and staff commitment are the keys to successful BLUD implementation. Through careful planning, involvement of all related parties, and efficient management, BLUD implementation can improve overall hospital management.

In addition, research by Purwanto et al. (2019) also highlighted the importance of support from management and stakeholders in implementing BLUD in hospitals. This study found that collaboration between management, health workers and external stakeholders is a determining factor in the success of BLUD implementation. Therefore, active involvement of all parties and good communication is important to ensure a good understanding of the BLUD concept and the objectives behind it.

One relevant study is by Setyawan et al. (2018) which discusses the influence of organizational commitment on the success of BLUD implementation in hospitals. This study found that organizational commitment, especially from management and staff, is an important factor in designing and implementing BLUD. A high level of commitment will have an impact on a better understanding of implementation goals, teamwork, and the effectiveness of resource management.

Apart from that, research by Riyanto (2016) looked at BLUD implementation from a human resource management perspective. This study shows that good human resource planning is very necessary in dealing with changes in organizational structure due to the implementation of BLUD. Training and development of the workforce, as well as the formation of a work culture that is in accordance with BLUD principles, are important factors in maintaining the smooth implementation and sustainability of BLUD in hospitals.

According to researchers, the implementation of the Regional Public Service Agency (BLUD) in hospitals involves factors that are multidimensional and interrelated. Organizational commitment, especially from management and staff, has a central role in carrying out and ensuring the success of BLUD implementation. This underlines the importance of a shared understanding of the BLUD concept, its objectives, as well as cooperation in designing and implementing management strategies in accordance with BLUD principles.

Furthermore, human resource management is also a very important factor in implementing BLUD. The readiness of human resources, including through training and development, as well as the formation of an appropriate work culture, will contribute to the smooth and sustainable implementation of BLUD in hospitals. In this context, human resource planning management needs to be emphasized to ensure that staff have the understanding and skills relevant to BLUD principles, so that these organizational changes can be implemented effectively and have a positive impact on the quality of health services provided.

However, it is important to remember that successful BLUD implementation is not instantaneous. Good management is required from various aspects, including strong leadership, support from all parties, and efficient resource management. Therefore, for Sultan Imanuddin Pangkalan Bun Hospital or other hospitals that want to implement BLUD, it is important to understand the existing organizational characteristics and challenges and prepare supporting human and management resources in order to realize the goals and benefits expected from implementing BLUD.

Effectiveness of the Implementation of Regional Public Service Agencies at Sultan Imanuddin Hospital Pangkalan Bun

The effectiveness of implementing BLUD in hospitals can be seen from various points of view. According to research by Supratman et al. (2017), one important factor in increasing the effectiveness of BLUD is the implementation of good management. This study emphasizes the importance of efficient and transparent management in the use of financial resources, as well as the development of accurate reporting systems. In the hospital context, effective implementation also involves empowering health workers and administrative staff to work more independently and proactively.

In addition, research by Yuniar et al. (2018) highlighted the importance of good communication in increasing the effectiveness of BLUD implementation. This study shows that effective interaction between management, health workers and other related parties is key in running hospital operations as a BLUD. In this context, sharing information, listening to input from all parties, and maintaining transparency can help create a work environment that is conducive to successful BLUD implementation.

Research by Sari et al. (2019) looked at the effectiveness of implementing BLUD in hospitals from a service quality perspective. This study shows that the implementation of BLUD can have a positive impact on improving the quality of health services provided to patients. With flexibility in managing resources and implementing more efficient management, hospitals as BLUDs have the potential to provide more responsive and quality services.

In addition, research by Rahayu et al. (2020) looked at the effectiveness of BLUD implementation in hospitals from a financial perspective. This study found that implementing BLUD can optimize financial management and use of hospital budgets. With a more flexible management mechanism, hospitals can allocate funds more precisely and efficiently, thereby providing positive financial benefits and contributing to the overall effectiveness of hospital management.

According to researchers, the effectiveness of implementing the Regional Public Service Agency (BLUD) in hospitals has the potential to produce a positive impact on various aspects of operations and services. Implementing BLUD can improve the quality of services provided to patients through more efficient and flexible management, as well as creating a work environment that is responsive to patient needs. In addition, the effectiveness of financial management within a hospital as a BLUD can contribute to more targeted budget use and provide positive financial benefits for the hospital.

When referring to Sultan Imanuddin Pangkalan Bun Hospital or other hospitals that want to implement BLUD, this conclusion underlines the importance of designing and implementing a solid strategy, both in terms of management, empowering human resources, and financial aspects. The readiness of all parties involved in implementing BLUD, including management, health workers and administrative staff, is very important in creating a supportive and effective environment. Although challenges may exist in the transition

process, adopting BLUD principles within hospitals has the potential to have a positive impact on the delivery of better and more efficient health services.

CONCLUSION

1. Implementation of BLUD at Sultan Imanuddin Hospital Pangkalan Bun provides positive benefits in managing finances and human resources, increasing the effectiveness of decision making, and ensuring quality and affordable health services for the community.
2. Implementation of BLUD at Sultan Imanuddin Hospital Pangkalan Bun requires socialization, technology, training and commitment from all parties, with positive steps to improve financial efficiency and health service management.
3. Obstacles to implementing BLUD at Sultan Imanuddin Hospital Pangkalan Bun include ineffective management, policy changes, and lack of resources, but this implementation still increases transparency and management efficiency.

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CONFLICTS OF INTEREST

There are no relevant conflicts of interest that could affect the integrity and objectivity of the evaluation research on the implementation of the Regional Public Service Agency at Sultan Imanuddin Hospital Pangkalan Bun. The authors and research team are fully committed to conducting this research with high integrity and transparency, without the involvement of personal or commercial interests that could influence the research results or their interpretation.

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