

Effectiveness Of Application-Based Online Service (Halo Hermina) at Hermina Hospital Sukabumi

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Abstract

Application-based online service through Halo Hermina at Hermina Sukabumi Hospital is a form of digital service innovation in the health sector. Although the use of online registration has increased, several problems remain, such as patients still registering directly, limited understanding of how to use the application, and technical complaints related to login, OTP, notifications, and doctor schedules. This condition indicates that the effectiveness of online service has not been fully optimal. This study aims to analyze the effectiveness of application-based online service through Halo Hermina and the inhibiting factors in its implementation. This research uses a descriptive qualitative approach, with data collected through observation, interviews, and documentation. The analysis applies Tangkilisan's effectiveness theory, which includes target achievement, adaptability, job/user satisfaction, and responsibility. The results show that online service through the Halo Hermina application is quite effective because it helps facilitate registration and access to hospital service information. However, its effectiveness is still hindered by limited socialization, users' limited digital skills, technical problems in the application, and suboptimal responses to complaints. Therefore, it is necessary to improve socialization, provide user assistance, enhance the application system, and strengthen complaint-handling services so that online services can operate more effectively.

Keyword: Effectiveness, Online Service, Halo Hermina, Hospital, Public Service.

Received: 18 March 2026. Accepted: 14 July 2026

Introduction

Digital transformation has become one of the key strategies for improving the quality of public service delivery, including in the health sector. The use of information technology enables hospitals to provide services that are faster, more efficient, transparent, and easily accessible to the public through various digital-based services, such as online registration, doctor schedule information, telemedicine, and electronic medical records. In Indonesia, these efforts are supported by Law Number 25 of 2009 concerning Public Services and Regulation of the Minister of Health of the Republic of Indonesia Number 24 of 2022 concerning Medical Records, both of which encourage digital transformation in health care facilities. Various studies, however, show that the success of digital service implementation is determined not only by the availability of technology, but also by organizational readiness, system quality, and users' ability to make use of the services provided (Carini et al., 2021; Amin et al., 2026).

Hermina Hospital Sukabumi is one of the private hospitals that has developed digital service through the Halo Hermina application. This application offers a range of service features, including online patient registration, appointment scheduling with doctors, information on doctors' practice schedules, health service booking, online consultation, and other supporting information. The presence of the Halo Hermina application is part of the hospital's digital transformation, aimed at improving the effectiveness of administrative service while providing patients with the convenience of obtaining health services without first having to come to the hospital.



Figure 1. Display of the Halo Hermina Application

(Source: Google Play Store, 2025)

Figure 1 shows the display of the Halo Hermina application, developed as a digital service medium for patients. The application provides a variety of features, such as online registration, doctor schedule information, online consultation, and health service booking. Its presence reflects Hermina Hospital Sukabumi's commitment to implementing digital transformation in order to improve ease of access to administrative service. Quantitatively, the utilization of this service shows a fairly significant increase. Data on the number of Hermina Hospital Sukabumi patients using the online registration service through the Halo Hermina application are presented in Table 1.

Table 1. Number of Patients at Hermina Hospital Sukabumi, 2022-2025

Year	Total Patients	Online Registration	Offline Registration
2022	188,091	90,284	97,807
2023	216,009	131,312	84,697
2024	232,359	165,509	66,850
2025	249,873	199,898	49,975
Total	886,332	587,003	299,329

(Source: Hermina Hospital Sukabumi, 2026)

Based on Table 1, the number of online registration users shows an increasing trend during the 2022-2025 period, while the number of walk-in registrations continues to decline. Cumulatively, approximately 66.2% of patients have used the online registration service. This condition indicates that the Halo Hermina application is beginning to be accepted as the primary medium for administrative service at Hermina Hospital Sukabumi.



Figure 2. Queues in the Registration Area of Hermina Hospital

(Source: Researcher, 2024)

Figure 2, however, shows that queues at the registration counter of Hermina Hospital Sukabumi still frequently occur. This condition indicates that some patients still choose, or are forced, to use walk-in registration. Preliminary observations show that some patients continue to experience difficulty using the application, particularly elderly patients and users with limited digital literacy. In addition, user reviews on the Google Play Store also point to a number of complaints, such as login failures, delays in OTP code delivery, doctor-schedule changes that are not updated in real time, and complaint-handling responses that are considered not yet optimal. These findings indicate that the increase in the number of application users does not yet fully reflect the effectiveness of the online service, so that further study of the effectiveness of the Halo Hermina application-based service at Hermina Hospital Sukabumi is warranted.

Various studies have examined the implementation of digital health service from different perspectives. Widiанти (2021) found that system quality affects the effectiveness of online registration service, while Sari and Yendri (2022) noted that technical constraints remain in the implementation of web-based systems. Azizah (2024) and Wulandari (2025) focused on the effect of online systems on the efficiency of patient waiting time, while El Kariema et al. (2021) and Tugiman et al. (2022) evaluated the implementation and acceptance of online registration systems. Although these studies make important contributions, they remain largely oriented toward measuring relationships between variables or evaluating system quality, and have not comprehensively described the effectiveness of digital service from the perspective of both service providers and users.

Based on this review of prior research, several research gaps underlie the present study. Research on digital hospital service has generally used quantitative approaches focused on testing relationships between variables, and has therefore not explored user experience in depth (Tugiman et al., 2022; El Kariema, 2021). Most studies have also focused more on evaluating the quality of web-based systems or applications, while research on the effectiveness of mobile application-based service in private hospitals remains relatively limited (Ningsih, 2024). Moreover, no study has specifically examined the effectiveness of online service through the Halo Hermina application at Hermina Hospital Sukabumi from an organizational effectiveness perspective. This study is therefore expected to fill that gap while contributing to the development of research on the effectiveness of digital service in the health sector.

This study employs the organizational effectiveness theory proposed by Tangkilisan (2005), which measures effectiveness through four dimensions: target achievement, adaptability, satisfaction, and organizational responsibility. These four dimensions are relevant

for analyzing the effectiveness of application-based online service, since they capture not only the achievement of application-usage targets, but also the organization's ability to adapt to digital transformation, the level of user satisfaction, and the organization's responsibility in addressing service-related constraints.

The novelty of this study lies in its use of Tangkilisan's organizational effectiveness perspective to analyze mobile application-based online service in a private hospital, integrating the perspectives of both the service provider and patients as users. The study also reveals the gap between the increasing use of the Halo Hermina application and the various implementation constraints that continue to affect the effectiveness of digital service at Hermina Hospital Sukabumi.

Based on the foregoing, this study aims to analyze the effectiveness of application-based online service through Halo Hermina at Hermina Hospital Sukabumi in terms of target achievement, adaptability, satisfaction, and organizational responsibility, and to identify the factors that influence the effectiveness of its implementation.

Method

This study uses a qualitative approach with a descriptive method to analyze the effectiveness of application-based online service through Halo Hermina at Hermina Hospital Sukabumi. The research focus refers to Tangkilisan's organizational effectiveness theory, comprising four dimensions: target achievement, adaptability, satisfaction, and responsibility. This approach was chosen for its capacity to provide an in-depth understanding of the implementation of online service, drawing on the experience of both service providers and users.

Informants were selected through purposive sampling, based on their involvement in and knowledge of the Halo Hermina online service. The study involved nine informants: the Head of the Service Division, registration service staff, the IT Help Desk/application administrator, and six patients-three who had not used or did not use the application, and three users of the Halo Hermina application. Data were collected through observation, semi-structured interviews, and documentation to obtain comprehensive information on the effectiveness of the online service.

Data analysis followed the interactive model of Miles, Huberman, and Saldaña, comprising data condensation, data display, and conclusion drawing/verification. To ensure data credibility, the study applied source triangulation, comparing information obtained from the Head of the Service Division, registration staff, the IT Help Desk, and patients as both users and non-users of the application. Technique triangulation was also carried out by comparing the results of field observation, semi-structured interviews, documentation, and secondary data in the form of application-usage statistics and user reviews on the Google Play Store. The triangulation results showed consistency of information across sources, thereby strengthening the credibility of the research findings.

Results and discussions

This study set out to analyze the effectiveness of application-based online service through Halo Hermina at Hermina Hospital Sukabumi, drawing on Tangkilisan's effectiveness theory, which comprises four indicators: target achievement, adaptability, job/user

satisfaction, and the responsibility of the service provider. Overall, the implementation of the Halo Hermina application has had a positive effect on the delivery of health service, particularly in the ease patients experience when registering and obtaining information about hospital service. Even so, the effectiveness of the digital service implementation is not yet fully optimal: the study identified several recurring constraints, including limited digital literacy among some users, technical disruptions within the application, and a complaint-handling mechanism that has not yet operated at its full potential. These findings suggest that the success of digital-based service depends not only on the availability of technology, but also on the organization's readiness to manage its implementation and on users' ability to make use of the technology provided. The discussion below is accordingly organized around the four dimensions of organizational effectiveness proposed by Tangkilisan-target achievement, adaptability, satisfaction, and organizational responsibility-so as to give a more comprehensive picture of how effectively the Halo Hermina application has been implemented.

a. Target Achievement

The target-achievement dimension indicates the extent to which the objectives of implementing the Halo Hermina application in patient-registration service have been met, as reflected in indicators such as the ease of the registration process, the growth in application use, the efficiency of service time, and the application's capacity to reduce patient queues at the registration counter. On this dimension, the application-based online service can be categorized as fairly effective, as shown by the steady rise in online-registration users between 2022 and 2025-an increase, reported earlier in Table 1, that indicates the application has functioned as a digital service instrument capable of shifting a substantial share of the registration process from a manual to an online system.

Interview results show that hospital staff and patients hold broadly similar views on the benefits of the Halo Hermina application. The Head of the Service Division explained that the application was implemented to simplify patient registration, reduce queues, and improve service efficiency, an assessment corroborated by a patient user, who noted:

"Because the application makes registration easier without first having to come to the hospital. Through the application, I can see which doctors are currently practicing and book a follow-up appointment." (Patient user informant)

Target achievement, however, has not been fully optimal. Interviews with patients who had not used the application revealed that some members of the public remained unaware of its existence or did not understand how to use it. One such informant explained:

"I have only just learned about the Halo Hermina application. I had not heard about it before. Had I known about online registration from the start, I would have preferred to use the application so that I would not need to go back and forth to the hospital." (Non-user patient informant)

Taken together, these findings show that implementing the Halo Hermina application has achieved most of the objectives of the online registration service, particularly in simplifying registration, saving time, and reducing queues for the patients who use it. Target achievement nonetheless remains only partial, since some patients continue to register offline, indicating that the application has not yet become the primary choice for the entire patient population-especially those with limited digital literacy, limited internet

access, or insufficient awareness of how to use it. From Tangkilisan's (2005) perspective, target achievement reflects an organization's capacity to realize its stated objectives; in this respect, Hermina Hospital Sukabumi has succeeded in achieving most of its digital-service implementation targets through the growing use of the Halo Hermina application, although this effectiveness remains partial, since the organization's success in providing the service has not been fully matched by every segment of the community's ability to make independent use of it.

This finding is consistent with Widiанти (2021), who found that online registration systems can improve the effectiveness of administrative service through easier access and greater efficiency. The present study extends that finding by showing that a rise in application use does not necessarily reflect the overall success of digital transformation when certain user groups continue to face barriers to access. Improving application quality, simplifying the user interface, and strengthening public digital literacy therefore remain important levers-alongside continued socialization, education, and user assistance-for achieving the online service's targets more fully.

b. Adaptability

The adaptability dimension describes Hermina Hospital Sukabumi's capacity to shift its registration service from a conventional to a digital system through the Halo Hermina application. This adaptation is reflected not only in the readiness of the technology used, but also in the readiness of human resources, service procedures, and the hospital's efforts to help patients move to digital service. From the provider's side, implementing the application has eased patient-administration workloads, since part of the registration process is now completed independently by patients before they arrive at the hospital, making the overall service flow more structured.

Hermina Hospital Sukabumi has undertaken a range of efforts to support the implementation of online service, including preparing technological infrastructure and internet connectivity, developing standard operating procedures (SOPs), and training service staff. The hospital has also provided informational media in the form of standing banners that outline the steps for using the Halo Hermina application, from account registration and doctor selection through to visit confirmation, positioned within the service area as a means of socializing the application to patients.



Figure 3. Socialization Media for the Halo Hermina Application at Hermina Hospital Sukabumi

(Source: Researcher's Documentation, 2026)

From the application administrator's perspective, the existing infrastructure is considered adequate to support online service delivery, although several technical constraints persist, such as delays in OTP code delivery, network disruptions, and login difficulties; to address these, the hospital carries out periodic system monitoring and releases application updates based on user reports and internal evaluation. The findings further show that most patient users regard the Halo Hermina application as easy to use and effective in speeding up registration, whereas some non-users reported being unaware of the application or still requiring assistance to operate it. This indicates that the main obstacles lie not only in the technology itself but also in the dissemination of information and in users' capacity to access digital service—an observation reinforced by Google Play Store reviews, which continue to note complaints about OTP delays, notifications, the login process, and application stability.

Overall, Hermina Hospital Sukabumi's adaptability in implementing online service through the Halo Hermina application has proceeded reasonably well, reflected in system readiness, infrastructure support, staff training, and the provision of socialization media. Adaptability, however, is shaped not only by organizational readiness but also by users' readiness to accept change: some patients, particularly elderly patients unaccustomed to application-based service, continue to face difficulty because of low digital literacy, while insufficient socialization of the application's features and procedures leads some members of the public to prefer walk-in registration. Adaptability effectiveness thus appears to be shaped by two main factors—internal organizational factors such as system readiness and service support, and external factors such as the public's capacity to make use of digital technology.

According to Tangkilisan (2005), adaptability reflects an organization's capacity to adjust to a changing environment in order to continue achieving its objectives. In this study, that capacity is evident in the shift from a conventional to a digital service mechanism, although the adaptation process still requires strengthening, since digital transformation has not yet been fully matched by changes in the behavior of all service users; organizational adaptability, in other words, cannot be separated from the organization's success in building user readiness. This finding supports Sari and Yendri (2022), who observed that the implementation of digital service remains affected by technical barriers and users' operational capacity, and extends their conclusion by showing that successful adaptation depends not only on technology quality but also on the organization's strategy for improving digital literacy through socialization, education, and patient assistance—work that must proceed alongside technical strengthening if digital-service transformation is to be sustained.

c. User Satisfaction

The user-satisfaction dimension describes the level of satisfaction among patients and staff with the online service provided through the Halo Hermina application, assessed through the application's ease of use, the benefits users perceive, the quality of available information, and the hospital's responsiveness in meeting patients' service needs. Interviews show that the hospital routinely evaluates user satisfaction through surveys, patient feedback, and application reviews as inputs for service improvement, and that registration staff regard the application as helpful in accelerating the administrative process and making service delivery more orderly. The application administrator also reported ongoing feedback concerning OTP delays, login issues, notifications, and doctor-schedule updates, all of which feed into further application development.

Patient users reported being satisfied with the application's ease of use and the benefits gained during registration, while non-users indicated that their satisfaction with hospital service was still shaped by the length of waiting time in walk-in registration; most reported that the service provided was generally good, but that queues remained fairly long at certain times, and expressed willingness to use the Halo Hermina application if it proved capable of speeding up registration and were accompanied by clearer usage information.

Taken together, from both the user and provider perspectives, the application-based online service has produced a fairly good level of satisfaction: users find that it eases registration, saves waiting time, and provides easy access to information on doctors' schedules and hospital service, while providers benefit from reduced congestion at the registration counter and a faster patient-administration process-evidence that the digital service implementation has yielded tangible improvements in the quality of health service at Hermina Hospital Sukabumi. This satisfaction is shaped by several interrelated factors, chiefly ease of access, time efficiency, and the availability of various service features. Satisfaction, however, remains uneven: some patients continue to report technical constraints such as login difficulties, delayed OTP delivery, and doctor-schedule information that is not always updated in real time, while patients unfamiliar with digital technology still require staff assistance to operate the application. This indicates that user satisfaction is shaped not only by the availability of the digital service itself, but also by system quality and the application's usability.

According to Tangkilisan (2005), satisfaction is one indicator of organizational effectiveness, reflecting the extent to which service delivery meets the expectations of those involved in the service process. In this study, satisfaction is evident not only in patients' perceptions as service recipients, but also in staff members' experience of the application as a tool that improves administrative efficiency. The persistence of technical constraints, however, indicates that service effectiveness has not yet delivered a fully consistent experience to every user, so that improving satisfaction depends not only on the quality of staff service but also on the reliability of the digital system employed. This finding supports Widiarti (2021), who found that system quality affects the effectiveness of online registration service, and extends that conclusion by showing that user satisfaction is shaped not only by technological quality but also by the organization's capacity to provide user assistance, resolve user constraints, and sustain consistent service quality-improvements that, together, are needed for the digital service experience to be felt optimally across all segments of the community.

d. Responsibility

The responsibility dimension describes Hermina Hospital Sukabumi's commitment to ensuring the continuity of online service through the Halo Hermina application, particularly in handling user complaints, addressing technical disruptions, and carrying out continuous service improvement. Interview results indicate that the hospital has established a complaint-handling mechanism involving customer service, registration staff, and the IT Help Desk, with each reported issue followed up according to its nature: technical disruptions such as delayed OTP codes, login failures, and system errors fall under the responsibility of the IT Help Desk, while difficulties in using the application are handled directly by registration staff through patient assistance. Beyond complaint handling, the

hospital also evaluates and updates the application based on user feedback; patients who had used the application reported receiving assistance when experiencing registration difficulties, while some non-users felt that information about Halo Hermina had not yet been widely disseminated, pointing to a need for more active socialization so that the public becomes aware of and makes use of the service.

These findings show that the responsibility exercised by hospital staff in supporting service continuity depends on the hospital's capacity to maintain the service system while responding to problems that arise during application implementation. Although staff have made efforts to assist patients experiencing difficulties, responses to certain technical disruptions-such as login failures, delayed OTP delivery, and doctor-schedule changes that are not promptly updated-have not always been optimal, leading some patients to continue registering in person. Organizational responsibility, in other words, is measured not only by the provision of digital service facilities, but also by the organization's ability to respond quickly, precisely, and consistently to the problems users encounter.

According to Tangkilisan (2005), the responsibility dimension reflects an organization's capacity to carry out its duties and obligations in line with its stated objectives while addressing constraints that arise during service delivery. Hermina Hospital Sukabumi has demonstrated this responsibility through the provision of user assistance and ongoing system maintenance; even so, effectiveness on this dimension still requires strengthening, particularly in improving the complaint-handling mechanism, accelerating responses to technical problems, and conducting periodic system evaluation and refinement to sustain the quality of digital service. This finding is consistent with Firdaus (2019), who noted that service effectiveness is strongly influenced by an organization's capacity to carry out its service functions responsibly. The present study extends that finding by showing that, in the context of digital health service, organizational responsibility is expressed not merely through compliance with operational procedures, but also through the ability to maintain the reliability of information systems, respond promptly to user complaints, and continuously develop the application to keep pace with evolving community needs-work that, taken together, plays a critical role in building and sustaining public trust in the implementation of digital health service.

Taken as a whole, the analysis across the four effectiveness dimensions indicates that the implementation of online service through the Halo Hermina application has had a positive impact on the quality of administrative service at Hermina Hospital Sukabumi. This success is reflected in the growing achievement of implementation targets, supported by the organization's capacity to adapt to digital-technology development, which in turn has contributed to rising levels of user satisfaction. Service effectiveness, however, has not yet reached its optimal condition, since it continues to be shaped by several interrelated factors-chiefly application-system quality, the level of digital literacy among service users, and the organization's capacity to respond to constraints that arise during service delivery. Efforts to improve the effectiveness of digital service therefore cannot rely on technological refinement alone, but must also be accompanied by stronger user competence, greater organizational capacity to provide service support, and continuous evaluation and system improvement, so that service quality can keep improving.

These findings also carry theoretical implications. They confirm that Tangkilisan's organizational effectiveness theory remains relevant for evaluating digital-based public service, while showing that, in the context of digital health service, each dimension of effectiveness takes on an expanded meaning. Target achievement is no longer measured solely by an organization's success in reaching its objectives, but also by the level of adoption and inclusiveness of the digital service; adaptability reflects not only an organization's capacity to adjust to a changing environment, but also its ability to build user readiness to accept digital transformation. Likewise, user satisfaction with digital service is shaped not only by the quality of service interaction, but also by the quality of the user experience while using the application, while organizational responsibility extends beyond the mere execution of service procedures to encompass the capacity to sustain digital systems, respond to technological disruptions, and continuously develop the service. Collectively, these findings suggest that the effectiveness of digital-based health service emerges from the interaction between technological readiness, organizational capacity, and user readiness, offering a fresh perspective on the application of organizational effectiveness theory in the era of digital transformation.

Conclusion

Based on the research findings, it can be concluded that the implementation of online service through the Halo Hermina application at Hermina Hospital Sukabumi has proceeded with a relatively good level of effectiveness in supporting the delivery of digital-based administrative service. This achievement is reflected in the increasing use of online registration, the organization's capacity to adapt to digital transformation, the ease patients experience in accessing service, and the fulfillment of organizational responsibility in managing application-based service. The findings also show that the four dimensions of organizational effectiveness proposed by Tangkilisan are closely interrelated in determining the success of digital service implementation. Effectiveness is therefore measured not only by the achievement of application-usage targets, but also by the organization's capacity to adapt to change, to meet users' needs and expectations, and to sustain consistent service quality over time.

This study further identifies three factors that play an important role in shaping the effectiveness of online service implementation: application-system quality, users' level of digital literacy, and the organization's capacity to respond to various service constraints. These three factors are interrelated, such that the success of the Halo Hermina application depends not only on technological aspects, but also on the organization's readiness to manage the service and on users' ability to operate the application effectively. These findings contribute to the development of research on the effectiveness of digital-based public service, particularly in the health sector, by showing that successful digital transformation results from the integration of technological reliability, organizational capacity, and user readiness in making use of the available service.

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