Journal of Intelligent Decision Support System (IDSS) 9 (2) (2026), pp. 99-108

Published by: Institute of Computer Science (IOCS)

Journal of Intelligent Decision Support System (IDSS)

Journal homepage: www.idss.iocspublisher.org

Maturity And Governance Gap Analysis Of Simgos At Royal Maternity General Hospital Using COBIT 5

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Article Info

Article history:

Received May 22, 2026
Revised May 29, 2026
Accepted Jun , 2026

Keywords:

COBIT 5;
IT;
Maturity Level;
RSU Royal Maternity;
SIMGOS.

ABSTRACT

RSU Royal Maternity is a type C healthcare institution in Medan with full accreditation and is committed to high-quality service standards. To support the achievement of organizational objectives, Information Technology (IT) has become a strategic asset, enhancing efficiency, transparency, and service quality. However, implementing IT without proper management processes risks such as business needs disparities, reduced service quality, and system failures. This study aims to evaluate the information system governance at RSU Royal Maternity to ensure that IT investments deliver maximum added value. The research methodology uses the COBIT 5 framework, a comprehensive approach to IT governance. The analysis focuses on measuring maturity, with an emphasis on the Deliver, Service, and Support (DSS) and Monitor, Evaluate, and Assess (MEA) domains. This focus is intended to ensure that the operations of the healthcare support system align with Standard Operating Procedures (SOPs) and professional codes of ethics. The results of this study are expected to provide recommendations for service quality improvements that will proportionally enhance patient satisfaction at Royal Maternity General Hospital.

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Introduction

Royal Maternity is a healthcare institution that prioritizes high-quality services in maternal and pediatric health. This General Hospital is located on Jalan Sei Mencirim, No. 55-57, Babura Village, Medan Baru District. As a type C hospital, RSU Royal Maternity offers quality healthcare services with

a capacity of 100 beds, making it a primary choice for healthcare facilities for the Medan population and surrounding areas. RSU Royal Maternity has achieved full accreditation from the Hospital Accreditation Commission (KARS), demonstrating the institution's commitment to high-quality healthcare standards and comprehensive compliance with applicable health regulations.

The development of information technology has transformed information systems into a strategic asset that supports the achievement of organizational objectives. The use of IT today is no longer limited to operational functions; it has transformed into a vital instrument for optimizing efficiency, effectiveness, transparency, and the quality of institutional services. Nonetheless, implementing information technology without adequate management can lead to some problems, including a disparity between business needs and system failures. Based on this, effective IT governance is required to ensure that IT investments and use deliver maximum value to the organization. SIMGOS (Sistem Informasi Manajemen Generic Open Source) is a hospital management information system developed by the Ministry of Health to support and improve the quality of healthcare services for the community.

As organizations that involve a large workforce, require significant investment, and rely on advanced technology, hospitals are highly dependent on data and information management. This is the foundation for providing services and the basis for management to make the right decisions. Therefore, the presence of a Hospital Management Information System (HMIS) is crucial for ensuring more efficient operations and accountability (Moefida & Sutrisna, 2026). In today's digital era, hospitals, as healthcare service providers, must be able to move faster and improve service quality by leveraging information technology. One tangible step increasingly being taken is the implementation of a Hospital Management Information System (SIMRS) (Silvia et al., 2024).

Information is no longer merely a luxury but a basic necessity on par with other essential commodities. We have truly entered an era in which social life revolves entirely around information (Triani et al., n.d.). Information and data management have become fundamental pillars for hospitals in delivering accountable and efficient services (Sinaga et al., 2021). The use of information technology in healthcare service facilities, the communication process, and access to information for service users. Achieving user satisfaction requires consistent implementation of Standard Operating Procedures (SOPs) and adherence to professional codes of ethics, which collectively help ensure healthcare services meet high-quality standards. Optimal service quality has a positive causal relationship with patient satisfaction, indicating that improvements in service quality will proportionally increase patient satisfaction (Kusnadi & Tuankotta, 2025).

Information and Technology are the most valuable resources in an organization. Successful organizations can derive greater benefits from information technology and enhance their value. Organizations also need to be aware of and manage associated risks, such as increased regulatory and compliance obligations and the dependence of business processes on information technology (Triyunsari & Sutabri, 2023).

The COBIT framework connects IT Governance and corporate governance, encompassing all roles across the company and all parts and processes within the organization. Therefore, COBIT 5 is not limited to the IT department alone. This system treats information and technology as important company assets, like any other. COBIT 5 addresses all aspects of IT management and governance comprehensively. This system is beneficial for all parties, both inside and outside the company, involved in managing organizational information (Susanto & Sutabri, 2023).

COBIT was first created in 1992 by ISACA and ITGI. COBIT (Control Objectives for Information and Related Technologies) serves as a global standard guide for managing information technology governance. Simply put, COBIT is designed as a bridge that helps management, auditors, and technical users align IT strategy with organizational objectives. Its main focus is to ensure that risks are well managed, control systems operate effectively, and various technical challenges in the digital world are systematically overcome (Humaira et al., 2024).

COBIT 5 is a framework that has proven its effectiveness in managing information technology services across various business entities. This framework provides comprehensive guidelines and best practices for information technology service management that are aligned with and integrated into the organization's business needs (Alfarisy & Sutabri, 2023). This research uses the COBIT 5

framework as an analytical instrument; it is considered comprehensive and helps organizations achieve corporate information technology governance and management objectives holistically. In this study, information system analysis is conducted using the COBIT 5 framework, which emphasizes the Deliver, Service, and Support (DSS) and Monitor, Evaluate, and Assess (MEA) domains (Al-Fatlawi et al., 2021). The main goal is to support companies in achieving maximum value from information technology by balancing the pursuit of benefits, minimizing risks, and effectively using resources (Darmawan & Haryanti, 2023).

Method

The framework used is COBIT 5, a comprehensive framework for IT governance and management that connects IT governance to corporate governance. COBIT 5 was chosen because it has been proven effective in managing information technology services across various business entities, including the healthcare sector. The focus of the research is to analyze the maturity level of the SIMGOS information system using the COBIT 5 framework, specifically in the domains of:

Table 1. (Domain)

DSS (Deliver, Service, and Support) – to evaluate service delivery and operational support
MEA (Monitor, Evaluate, and Assess) – to evaluate the monitoring, evaluation, and assessment of system performance

Domain and Processes Evaluated

a. DSS (Deliver, Service, and Support)

The DSS domain focused on service delivery processes, operational support, and the management of information system security and the community. The processes evaluated in the DSS domain include (Windiarti & Prabowo, n.d.).

Table 2. (Domain DSS)

DSS01 – Manage Operation
DSS02 – Manage Service Request and Incidents
DSS03 – Manage Problems
DSS04 – Manage Continuity
DSS05 – Manage Security Service

b. MEA (Monitor, Evaluate, and Assess)

The MEA domain focuses on monitoring, evaluating, and assessing performance and compliance with information technology governance. The processes evaluated in the MEA domain include (Sivadjati et al., 2021).

Table 3. (Domain MEA)

MEA01 – Monitor, Evaluate, and Assess Performance
MEA02 – Monitor, Evaluate, and Assess Internal Control
MEA03 – Monitor, Evaluate, and Assess Compliance

The DSS and MEA domains were selected because the SIMGOS application has been actively used to support hospital operations, so the evaluation focused on service aspects, operations, and monitoring and evaluation mechanisms for the information system's performance.

Assessment Instrument

The research instrument used in this study is a questionnaire developed based on the COBIT 5 Process Assessment Model (PAM). Each question in the questionnaire refers to process practices in the DSS and MEA domains. The rating scale used in the questionnaire refers to the process capability levels of COBIT 5 (Lerik et al., 2025).

Table 4. (Assessment Instrument)

Level 0 – Incomplete Process
Level 1 – Performed Process
Level 2 – Managed Process

Level 3 – Established Process
Level 4 – Predictable Process

Research Objects and Subjects

Table 5. (Research Objects and Subjects)

Research Object: Management of the Hospital Information Management System (SIMGOS) at Royal Maternity General Hospital.
Research Subject: Respondents with authority over or direct interaction with the system, such as the Head of IT, SIMGOS Admin, and Hospital Management.

Data Collection Techniques

This research uses a quantitative approach to obtain analytical data through the distribution of questionnaires/structured statements. Each question item is measured using a Likert scale with a score range of 1-5 (Fernando et al., 2023). Quantitative research is a scientific method that places a strong emphasis on orderliness. From the initial stages through the preparation of the research design, everything must be systematically planned and clearly structured (Irfan Syahroni et al., 2022). The questionnaires were prepared based on the processes and practices in the DSS and MEA domains of the COBIT 5 framework and were administered directly to respondents who manage and use the SIMGOS application. The data obtained from the questionnaire were used as the basis for assessing the maturity level of information technology governance.

Maturity Level and Gap Analysis

The evaluation of maturity levels for the SIMRS Gos platform utilizes the COBIT 5 framework, focusing specifically on the Deliver, Service, and Support (DSS) and Monitor, Evaluate, and Assess (MEA) domains. Within these areas, the sub-domains under review comprise DSS01 through DSS05, alongside MEA01, MEA02, and MEA03. These assessments of these maturity scores rely on empirical data collected via questionnaires distributed to personnel at Royal Maternity Hospital (Galasca et al., 2024).

Gap Analysis serves as a methodical approach to pinpoint and articulate the variance between an organization's current process capability and the idealized benchmarks established by the COBIT 5 model (Panjaitan et al., 2021). Operationally, this methodology involves evaluating and processing data to juxtapose the baseline state (As-is) against the strategic objectives (To-Be). This comparative assessment allows an institution to gauge its precise progress in process maturity and isolate specific operational areas that demand optimization or strategic advancement. For the scope of this research, the objective maturity target is set at level 4 (Predictable), representing a one-step progression from the baseline level 3 status, a choice that constitutes a pragmatic and quantifiable growth milestone for a type C hospital infrastructure (Dwi Utama et al., 2024). Consequently, a gap analysis was executed to contrast field observations with these predefined target objectives, utilizing qualitative data gathered from interviews to measure the distance from the intended goals. The outcomes of this comparative exercise provide the foundational framework for drafting strategic recommendations. By prioritizing organizational domains exhibiting the largest discrepancies or most critical bottlenecks, the resulting guidance remains highly focused, delivering actionable remedies for the operational hurdles currently encountered (Isnaini & Suhartono, 2022).

Information Technology Governance

Weil and Ross (2004) conceptualized governance as a system that assigns decision-making rights and accountability to foster productive IT habits. Defining who dictates or guides technology choices, it ensures that an organization leverages IT for future relevance. The core objective is maximizing the value of tech investments while actively reducing potential risks (Utami, 2021). For IT investments to deliver maximum benefits, companies need to implement sound governance. In line with that, the audit process remains a key element (Ramadhani et al., n.d.).

COBIT 5 Principle

The foundation of COBIT 5 rests on five core principles designed to guide organizational IT governance. These principles emphasize fulfilling stakeholder requirements, covering the entire enterprise comprehensively, and utilizing a unified, integrated framework. Furthermore, COBIT 5 utilizes a holistic strategy and establishes a distinct boundary between governance and management functions (Muthmainnah et al., 2022).

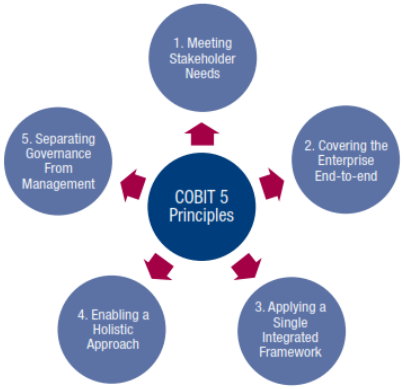

Figure 1. COBIT 5 Principle (Kojongian & Ayub, 2021).

The following are understandings that can be derived from the 5 principles shown in Figure 1 (Chauhan & Shiaeles, 2023). Meeting the needs of stakeholders: This concept emphasizes that IT governance delivers genuine value by striking a careful balance between three core objectives: achieving optimal benefits, managing risks effectively, and utilizing resources efficiently, Covering the Entire Company: This guidline embeds technology governance directly into the broader corporate strategy, ensuring that every function, process, and departement across the organization is fully aligned and interconnected, Implementing a Single Integrated Framework: Acting as a centralized platform, this principle harmonizes various IT management best practices into a cohesive system, allowing all components to work together seamlessly, Enabling a Holistic Approach: To achieve peak performance, IT governance and management must adopt a comprehensive approach that actively addresses all interconnected and supporting elements within the ecosystem, Separating Governance from Management: This principle establishes a sharp, unambiguous line between the roles of governance and management, ensuring their distinct responbilities do not overlap.

Results and Discussions

Methodology is crucial in conducting research, particularly in writing, to ensure the work remains focused and well-structured. The information required for this study comprises several facts that support the analysis of IT governance at Royal Maternity (Wahyuni, 2022).

Respondent Data

This study involved three respondents who play strategic roles in the management and oversight of the GOS Management Information System (SIMGOS) at Royal Maternity Hospital. The respondents' profiles are as follows:

Table 6. (Respondent Data)

Respondent 1: Name: Agung, Position: Kepala IT	Respondent 2: Name: Chandra, Position: Admin SIMGOS	Respondent 3: Name: Wahyu, Position: Management
DSS01: 4,5,4	DSS01: 4,4,5	DSS01: 2,2,2

DSS02: 4,2,0	DSS02: 4,3,4	DSS02: 2,2,2
DSS03: 5,4,5	DSS03: 5,3,3	DSS03: 2,2,2
DSS04: 5,5,4	DSS04: 4,3,2	DSS04: 5,5,5
DSS05: 5,4,3	DSS05: 5,4,3	DSS05: 4,4,4
MEA01: 4,5,4	MEA01: 3,2,5	MEA01: 2,2,2
MEA02: 4,4,4	MEA02: 4,3,4	MEA02: 2,2,2
MEA03: 5,4,3	MEA03: 2,3,2	MEA03: 1,1,1

Discussion

This Data Analysis applies 4 different formulas to calculate and determine the average/indicator, average / Domain, total overall, as well as Gap Analysis:

Formula for Calculating the Average Score / Indicator

$$Score\ Indicator = \frac{\sum Score\ from\ All\ Respondents}{Number\ of\ Responden} \quad (1)$$

Formula for Calculating the Average Score / Domain

$$Score\ Domain = \frac{\sum Average\ Score\ of\ Indicators\ in\ the\ Domain}{Number\ of\ Indicators\ in\ the\ Domain} \quad (2)$$

Gap Analysis Formula

Gap Analysis can be done by comparing the current value and the expected value; the result of this comparison can be calculated using the following formula (Sanjaya & Fianty, 2022).

$$Gap\ Analysis = Expected\ Value - Current\ Value \quad (3)$$

Formula for Calculating the Overall Maturity Score

To determine the total sum of the subdomains, use the following formula (Johanis & Tanaamah, 2022).

$$Domain\ Score = \frac{\sum Subdomain\ weight\ value + \ subdomain^{n}\ weight\ value}{Number\ of\ Domains} \quad (4)$$

Determining the Level of Maturity

Table 7. (Maturity Level) (Septiawan & Hendrik, 2025).

Index Range	Maturity Level	Information
0.00-0.50	0 – Non-Existent	There has been no process at all.
0.51-1.50	1 – Initial/Ad Hoc	The process is carried out, but not organized.
1.51-2.50	2 - Repeatable	The process has been carried out, but is not yet formal.
2.51-3.50	3 – Established Process	Processes that have been documented and previously implemented.
3.51-4.50	4 – Managed & Measurable	The process is measured, and its quality is monitored.
4.51-5.00	5 - Optimizing	The process is continuously being improved.

Calculating the Average / Indicator based on the Questionnaire

Table 8. (Indicator Average)

INDICATOR	DSS01			DSS02		
Agung	4	5	4	4	2	0
Candra	4	4	5	4	3	4
Wahyu	2	2	2	2	2	2
	10	11	11	10	7	6
	3,33	3,67	3,67	3,33	2,33	2,00

DSS03			DSS04			DSS05		
5	4	5	5	4	5	5	4	5
5	3	3	5	3	3	5	3	3
2	2	2	2	2	2	2	2	2
12	9	10	12	9	10	12	9	10
4,00	3,00	3,33	4,67	4,33	3,67	4,67	4,00	3,33

MEA01			MEA02			MEA03		
4	5	4	4	4	4	5	4	3
3	2	5	4	3	4	2	3	2
2	2	2	2	2	2	1	1	1
9	9	11	10	9	10	8	8	6
3	3	3,67	3,33	3,00	3,33	2,67	2,67	2

Calculating Average / Domain based on the Questionnaire

Table 9. (Domain Average)

DSS01	DSS02	DSS03	DSS04	DSS05
10,67	7,67	10,33	12,67	12
3,56	2,56	3,44	4,22	4
3,56	2,56	3,44	4,22	4,00

MEA01	MEA02	MEA03
9,67	9,67	7,33
3,22	3,22	2,44
3,22	3,22	2,44

Calculating Gap Analysis (As-Is/To-Be/Gap)

Table 10. (Gap Analysis) (Hanifa et al., 2024).

	Analysis Gap		
Domain	AS-IS	TO-BE	GAP
DSS01	3,56	4	0,44
DSS02	2,56	4	1,44
DSS03	3,44	4	0,56
DSS04	4,22	5	0,78
DSS05	4,00	5	1,00
MEA01	3,22	4	0,78
MEA02	3,22	4	0,78
MEA03	2,44	4	1,56
Average	3,33	4	

Formula:

$$Domain\ Score = \frac{3{,}56 + 2{,}56 + 3{,}44 + 4{,}22 + 4{,}00 + 3{,}22 + 3{,}22 + 2{,}44}{8}$$

$$= 3{,}33$$

Discussion Results

According to the assessment, the highest rating was achieved by the DSS04 domain with a score of 4,22. This demonstrates that service continuity management has been comprehensively

implemented, and its performance is being quantitatively evaluated. Conversely, the lowest performance was observed in the MEA03 domain at 2,44. closely followed by DSSO2 at 2,56. These figures suggest that external compliance operations, alongside service request and incident management, are currently transitioning from a managed state toward a more structured, Established level. Notably, the most significant variance occurs within the MEA03 domain, exhibiting a gap of 1,56. This deficit highlights a critical need for the organization to prioritize and intensify its compliance initiatives if it intends to advance to level 4 (Predictable).

Overall, the average score of 3,33 reflects a commendable capability level for the hospital information management system's (SIMRS Gos) IT governance. Based on the evaluation scale, scores ranging from 2,51 to 3,50 correspond to level 3 (Established Process), signifying that IT governance workflows are formally documented and have been active for some time. Consequently, the resulting score of 3,33 firmly places the organization at level 3, confirming that operational procedures are standardized and systematically executed across all departments.

Conclusions

Based on the audit results at Royal Maternity General Hospital, IT governance in the SIMGOS system is generally running quite well with an average score of 3,33. This score places the hospital at level 3 (Established Process), meaning that its work procedures are already standardized, well-documented, and consistently implemented across all departments. The highest achievement is service continuity management (Domain DSS04) with the highest score of 4,22. This indicates that the hospital is well prepared to maintain IT service continuity and that its performance is already monitored in a measured, mature manner. Furthermore, the areas that need improvement are compliance (Domain MEA03), which recorded the lowest score of 2,44. followed by incident and service request management (Domain DSS02) with a score of 2,56.

These findings indicate that external compliance issues and the handling of daily technical challenges remain in development towards a more stable condition. Considering that the biggest gap is in the compliance sector (with a gap of 2,56 from the ideal target), the hospital is advised to focus on improving this compliance aspect. This step is very important to close the existing gap while also improving the quality of service for patients.

Although its operational system is already stable, RSU Royal Maternity is still struggling to address external compliance issues and manage technical constraints and daily services. Management must prioritize strengthening the compliance sector. This governance gap must be addressed immediately through three steps: tightening internal rules, sharpening quality supervision, and standardizing the handling of daily technical issues. These efforts are crucial to ensuring that service quality is maintained and that patients feel satisfied.

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