CHAPTER V

CONCLUSIONS

This final chapter explains the conclusions based on the research and suggestions regarding IT governance that will be useful for RSI Ibnu Sina Padang.

5.1 Conclusions

1. a. Based on the analysis result, the implementation of IT processes from COBIT 4.1 in RSI Ibnu Sina Padang is in average of 2.8 (repeatable but intuitive). It means that the IT governance implementation has not achieved the best practice yet. The existence of activities related to IT governance is defined, but inconsistency still happens.

   b. Based on the mapping result between the business goals of RSI Ibnu Sina Padang and COBIT Framework 4.1, there are 28 IT processes out of 34 IT processes and 110 detailed control objectives exist out of 210 detailed control objectives. The absence of some IT processes does not necessarily indicate that the IT governance practices are not good. The identified IT processes show the existing IT activities in RSI Ibnu Sina Padang that support the achievement of its strategy and objectives. Control objectives of each IT process needs to be implemented for more effective process. RSI Ibnu Sina Padang should optimize the practices of each IT process by considering to implement complete control objectives of identified IT processes.

c. In RSI Ibnu Sina Padang, there are 5 IT processes in Managed and Measurable level, 14 processes in Defined level, 7 IT processes in Repeatable but Intuitive level, 1 process in Initial/adhoc level and 1 in Non-existence level. More than half of the IT processes are considered to be good practices and the remainder need improvement for effective IT governance practices in the future.

d. From the result, the strengths of the IT operational in RSI Ibnu Sina Padang can be concluded, as follows:

- There is an effort to integrate the IT application (SIMRS) to all levels in RSI Ibnu Sina Padang. It is supported by the management, also sufficient training.

- Well-managed process of IT human resource and third-party management and IT acquisition. The procedures are known and monitored and evaluated.

e. While the weaknesses of IT operational in RSI Ibnu Sina Padang are:

- The lack of IT performance evaluation and monitoring, seen from the absence of IT and IS audit conducted in RSI Ibnu Sina Padang.

- There is no established QMS (Quality Management System), this process is essential to be implemented to assure that IT in RSI Ibnu Sina Padang provides added value to enterprise's operational.

- There is no IT governance guideline used as reference.
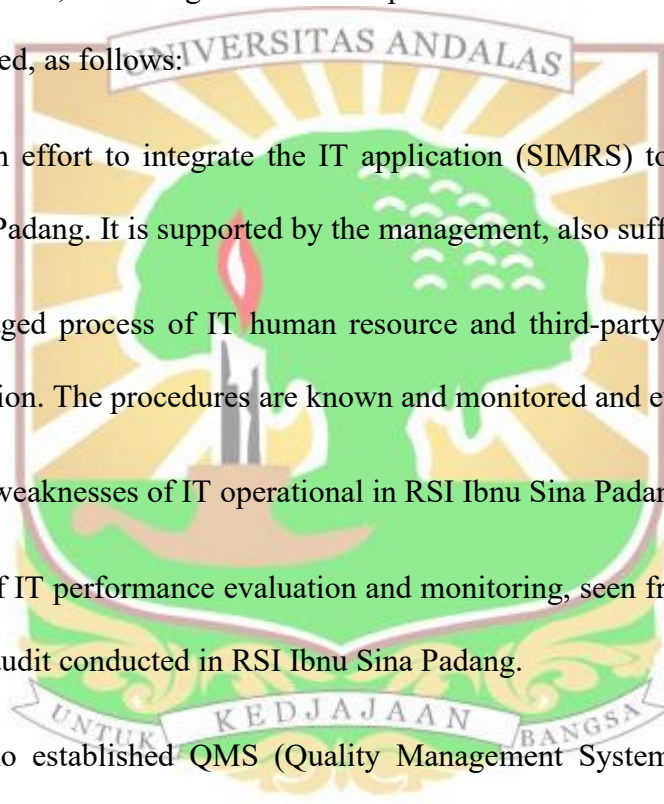
2. Recommendations on the IT governance practices as a whole for RSI Ibnu Sina Padang are :

- Use IT governance best practice guideline for improvements. COBIT 4.1 is a good guideline to be considered using as it is also recommended by PERMENKES No. 82 *tahun* 2013. COBIT 4.1 is equipped with management guidelines, framework for process or activities and control for their effectiveness.

- Establish IT division or department that separates from HR department. This entity could focus on IT planning, development and maintenance.

- Establish QMS to ensure continuous and measurable improvement of the quality of IT services delivered.

- Be aware of IT risk and conduct risk management to detect, prevent and mitigate risk related to IT.

- Obtain independent assurance (internal or external) about the conformance of IT with relevant laws and regulations; the organization's policies, standards and procedures; generally accepted practices; and the effective and efficient performance of IT.

Recommendations based on maturity attribute for all IT processes:

- Plans, policies and procedures : RSI Ibnu Sina Padang should establish update SOP. Plans, policies and procedures related to IT and others should be formally documented and communicated to all relevant staff.

- Tools and automation : RSI Ibnu Sina should immediately attempt the overall integration of SIMRS and detect errors automatically if possible.

- Responsibility and accountability : The responsibility for each process should be clearly assigned and monitored.

- Goal setting and measurement : Establishment of goal setting on each process will enable the management to measure and evaluate the processes later. The gap between the current implementation and the goal can be identified, so does the improvements needed.

5.2 Suggestions

From the research, the researcher suggests to RSI Ibnu Sina Padang to use guidance or best practice e.g COBIT 4.1 and do improvements on IT governance practices based on it, especially in developing QMS (Quality Management System). While for the future researcher, the researcher suggests to evaluate the maturity level of each detailed control objectives for more comprehensive research.