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Public Service Quality Analysis at the Population and Civil Registration Office of Manado City

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Abstrak

Penelitian ini bertujuan untuk mengetahui kualitas pelayanan publik di Dinas Kependudukan dan Catatan Sipil Kota Manado. Penelitian ini menggunakan pendekatan kualitatif. Penelitian akan dilakukan selama kurang lebih 3 bulan. Fokus penelitian pada pelayanan publik berdasarkan dimensi kualitas pelayanan yang terdiri dari tiga indikator yaitu responsivitas, responsibilitas, dan akuntabilitas. Informan dalam penelitian berjumlah 10 orang. Data dikumpulkan melalui observasi, melakukan wawancara, dan telaah dokumen. Analisis data, seperti yang dijelaskan oleh Miles dan Huberman, melibatkan beberapa langkah utama: mereduksi data, menyajikannya, dan kemudian menarik kesimpulan atau memverifikasi temuan. Penelitian mengenai kualitas layanan dengan menggunakan indikator daya tanggap menunjukkan bahwa masalah utama yang diangkat oleh masyarakat adalah antrean dan waktu tunggu yang panjang. Masyarakat juga mengeluhkan kurangnya informasi mengenai persyaratan dokumen, proses, dan waktu pelayanan. Masalah lain termasuk kurangnya transparansi, pelayanan yang lambat, dan minimnya komunikasi dari petugas pelayanan. Indikator responsivitas menunjukkan bahwa Dinas Dukcapil Kota Manado memiliki masalah dalam prosedur administrasi dimana terdapat banyak tahapan yang harus dilalui dan seringkali tidak dijelaskan secara jelas kepada masyarakat. Sumber daya manusia di kantor pelayanan tidak mencukupi untuk menangani jumlah masyarakat yang banyak, sehingga mengakibatkan proses menjadi lambat. Banyak masyarakat yang tidak memiliki dokumen yang diperlukan karena tidak mengetahui persyaratannya. Indikator akuntabilitas menunjukkan bahwa Disdukcapil Kota Manado berkomitmen untuk memberikan jaminan pelayanan publik yang dapat diakses dengan mudah, tepat waktu, akurat, aman, dan adil.

Kata Kunci: *Kualitas Pelayanan, Dukcapil, Kota Manado*

Abstract

This study aims to determine the quality of public services at the Manado City Population and Civil Registry Office. The research used a qualitative approach. The research will be carried out for approximately 3 months. The focus of research on public services based on the dimensions of service quality which consists of three indicators, namely responsiveness, responsibility, and accountability. Informants in the study amounted to 10 people. Data was gathered through observations, conducting interviews, and reviewing documents. Data analysis, as described by Miles and Huberman, involves a few key steps: reducing the data, presenting it, and then drawing conclusions or verifying findings. Research on service quality using responsiveness indicators reveals that the main issue raised by the public is long lines and wait times. People also complain about the lack of information on document requirements, processes, and service times. Other issues include a lack of transparency, slow service, and minimal communication from service officers. The responsibility indicator shows that the Manado City Dukcapil Office has problems in administrative procedures where there are many stages that must be passed and are often not clearly explained to the public. Human resources at the serving offices are insufficient to handle the high number of people, resulting in a slow process. Many individuals do not have the necessary documents because they are unaware of the requirements. The accountability indicator shows that Disdukcapil Manado City is committed to providing guaranteed public services that can be accessed easily, on time, accurately, safely and fairly.

Keywords: Service Quality, Dukcapil, Manado City

INTRODUCTION

Public services are essentially closely related to very broad aspects of life, where in the life of the nation and state, the government has the function of providing various public services needed by the community, which vary from the form of regulations and services in the field of administration, goods and services. services to meet community needs (Dwiyanto, 2015). Every individual in society needs services, where the existence of education is believed to create quality human resources and play an active role as a reliable aspect of development (Gaspers, 2001). Efforts to develop public services require quality human resources in all fields. Getting good public services is the right of every citizen who must be respected because the state is obliged to provide a series of services for the realization of the basic rights of citizens guaranteed by the regulation of the Ministry of Community Empowerment of State Apparatus and Bureaucratic Reform of the Republic of Indonesia Number 14 of 2017 concerning Guidelines for the Preparation of Community satisfaction surveys of public service units and the constitution of law no. 25 of 2009 for Public Services.

Public services are influenced by several factors, both internal and external. Internal factors include human resources, infrastructure and service systems (Dwiyanto, 2015).

Meanwhile, external factors show that people's perceptions of the government in running public services as well as the socio-economic conditions of the community and also the culture and values prevailing in society (Eko, 2015). These factors can impact public services negatively. Public service providers include state institutions, corporations, independent institutions, and other legal entities (Moenir, 1998). Public services are essential for assessing government performance at all levels. Good services are those that prioritize community interests (Lembaga Administrasi Negara, 1961). Quality services lead to community satisfaction as they evaluate the services provided.

Public service problems that often arise in Indonesia are the low quality of public services, as well as the high abuse of power in the form of corruption, collusion and nepotism, as well as a long bureaucracy and overlapping functions and authorities (Robbins, 2016; Tayibnapi, 1995). In addition, there is a lack of external supervision by the public and decentralization of authority that has not been effective (Winarno, 2007; Yamit, 2005). There is also a public service system that is not clearly and firmly regulated (Hutabarat et al., 2022). and the classic problem that the public most often complains about in relation to the public service process is related to services in the administrative field where there is discrimination by bureaucratic officials in providing services, as well as unauthorized accusations in providing services and there is no sense of security in providing public services (Atmaja, 2018; Atmawati & Wahyuddin, 2004). Today's society is well aware that public services are always a matter of consideration aimed at meeting various types of needs that cannot be met individually (Finnora & Razak, 2017). Whereas more broadly it can be said that services cannot be separated from human life, in this case society. People as service users often face various problems of uncertainty, especially bureaucracy. related to bureaucracy in public services.

Based on the observations made, in general, the condition of public services in the regional secretariat of Manado City has progressed (Rembet et al., 2015). There are efforts to improve the efficiency and effectiveness of services through digitization and simplification of procedures. Among them, the Manado City government implemented an online system for licensing and permits and organized public information services that are easier to access. However, despite this progress, several problems still haunt the quality of public services in the Manado City regional secretariat, especially in Population and Civil Registration Office or known as Dukcapil. Some of the problems include lack of transparency, low responsiveness, and lack of hospitality. In terms of transparency, it is still difficult for people to obtain information about service processes and procedures. While responsiveness shows that the service process sometimes takes a long time and is not in accordance with the

needs of the community. In addition, employees of the Manado city Dukcapil office have not always been friendly and professional in serving the community and also other problems that arise are related to accessibility where people with disabilities still face obstacles in accessing public services.

Observations made show that basically the community finds it difficult to predict the time and certainty of completion of all service matters can be obtained. In addition, this uncertainty causes people to hesitate or no longer want to take care of administrative matters, especially those related to the civil registration and population process so that there are people who are reluctant to carry out administrative arrangements which are considered to be often slowed down so that people who do not have administrative completeness such as identity cards (KTP), family cards, and birth certificates, which are the obligations of every citizen, do not fulfill these completeness. Services for community administrative completeness are very vital in people's lives because they provide a description or guarantee of existence, identity and civil rights so that services like this are certainly very important and become part of public services organized by the state in this case including by the Manado city government through the Manado city regional secretariat, especially the population and civil registration office.

Law No. 25/2009 on Public Services explains that the state is obliged to provide a series of services to guarantee the basic rights of its citizens. In this case, the mandatory problems cannot be separated from the hard work carried out by the Manado City Government, especially the elements of the Manado City Population and Civil Registration Office apparatus. Based on the authority of the local government apparatus, the population and civil state apparatus of Manado City is obliged to provide services to the community as referred to in laws and regulations.

Based on the problems that have been described, the author feels interested in conducting research and preparing a thesis with the title "Analysis of the quality of public services at the Manado City Regional Secretariat in the form of a case study at the Population and Civil Registration Office". The formulation of the problem of this research is based on the context of the problem, then the formulation of the problem of this research is how the quality of public services at the Regional Secretariat of Manado City, especially at the Population and Civil Registry Office? Based on the context and problem formulation described, the purpose of this research is to find out the quality of public services in population and civil registration services.

RESEARCH METHOD

Research Design

This research uses a qualitative approach by conducting research with a natural background or in accordance with the available context to produce descriptive data in the form of written or oral words about service quality analysis at the Manado City Regional Secretariat, especially the Population and Civil Registration Office. This research uses a phenomenological approach because it is directly related to the symptoms that arise around the human environment organized in a unit of government agencies. Research using a pneumological approach seeks to understand the meaning of events and interactions in people in certain situations. This approach is expected to have a number of assumptions that are different or different from the way people approach behavior with the intention of finding facts and causes. Current research emphasizes more on data obtained from research subjects.

Qualitative research is used to study individuals or groups involved in social or humanitarian issues to understand their meaning (Creswell & Creswell, 2017). The qualitative approach is also considered as an investigative process in which the instrument in the research is the researcher himself in collecting data which aims to provide a picture and explain and answer in more detail about the problems that are the subject of research.

Place and Time of Research

This research was conducted by taking location at the Population and Civil Registration Office. The research will be carried out for approximately 3 months.

Research Focus

The focus of this research is on public services based on the dimensions of service quality according to Lenvinne which consists of three indicators, namely responsiveness, responsibility, and accountability:

- 1) Responsiveness, the response of employees in charge of the Manado City Population and Civil Registration Office to the wishes and aspirations of individuals who come to get services.
- 2) Responsibility, services are provided from the Manado City Population and Civil Registration Office in accordance with applicable regulations.
- 3) Accountability, values, norms and habits that are in accordance between the process of implementing or organizing services and the appropriateness that exists in society owned by government agencies in this case the Manado City Population and Civil Registration Office.

Research Informants

The researcher used purposive sampling to select informants for the study based on their ability to provide relevant information. There were 10 informants in total, namely:

- 1) Head of the Population and Civil Registration Office (1 person)
- 2) Staff at the Population and Civil Registration Office (4 people)
- 3) People who take care of administration at the Manado City Dukcapil (7 people)

Data Collection Technique

The data collection process carried out in this research was carried out in three stages consisting of observation, interviews and documentation.

1) Observation

Observations used in this study researchers obtained data directly from informants about the quality of service at the Population and Civil Registration Office of Manado City. The researcher acts as an observer in which not as a subject but only performs an observation function. Researchers do not actually immerse themselves in the research subject, in other words, researchers act as mere observers.

2) Interview

Interviews conducted in this study where researchers interviewed research subjects, namely informants where interviews were conducted were in-depth interviews, namely researchers asked questions openly and freely about service quality based on research indicators as a predetermined research focus.

3) Technical Data Analysis

Data analysis referred to in this study is the process of systematically compiling and searching for information needed from observation interviews and documentation by organizing data and selecting data that will be used and needed and providing conclusions that can be widely understood (Sugiyono, 2004). The study's data analysis follows the steps of data reduction, data presentation, and conclusion drawing or verification laid out by Miles and Huberman.

RESULT AND DISCUSSION

Quality of Public Services at the Population and Civil Registration Office of Manado City

Service quality is the level of service excellence provided to customers that meets or exceeds their expectations. In a business context, service quality is a crucial element because it affects customer loyalty, brand reputation, and business sustainability. The main dimensions of service quality include reliability, responsiveness, assurance, empathy, and physical evidence. These dimensions help measure whether a service is able to add significant value to customers. Reliability refers to the service provider's ability to deliver promises according to predetermined standards consistently. Responsiveness includes the speed and readiness of staff in handling customer requests or complaints. Meanwhile, assurance reflects the competence and courtesy of staff who can foster a sense of trust from customers. Empathy refers to individualized attention to customer needs, and physical evidence covers aspects of the service environment such as the cleanliness or appearance of facilities.

High-quality service has a direct impact on customer satisfaction. When customers are satisfied, they are likely to return to use the service and even recommend it to others, which contributes to increased company revenue. Conversely, poor service can damage a business's image and lead to loss of customers. In today's digital age, where customer reviews can spread quickly through social media and online platforms, the importance of maintaining service quality becomes even more strategic.

The quality of public services is the main benchmark that reflects the effectiveness of the government in meeting the needs and expectations of the community. Public services involve interaction between the government as a service provider and the community as a recipient. These services include population administration. In the context of government, service quality is determined by accountability, transparency, community participation, and innovation. In terms of accountability, the government must be responsible for every decision, policy and service provided to the community. Accountability includes transparency in budget management, community problem solving, and performance evaluation. In terms of transparency, information related to procedures, costs, and service completion times must be clearly available and easily accessible to the public. With transparency, the public can monitor and ensure that services are running according to predetermined standards. Meanwhile, community participation is very important because community involvement in the planning and monitoring of public services is an important element in improving quality. This approach allows the government to understand the true needs of the community. There must also be innovation where the use of information

technology, such as online services or digital-based applications, is key to improving service accessibility and efficiency. Dimensions cannot be separated from indicators of responsiveness, responsibility and accountability.

Research conducted at the Manado City Dukcapil Office on service quality, focused on indicators consisting of responsiveness, responsibility and accountability.

1) Responsiveness

Manado City Dukcapil plays an important role in managing population administration, such as managing ID cards, family cards, birth certificates, and other documents. However, various problems often arise in its implementation. Long queues, lack of information to the public, lack of transparency in services, and slow and long service processes are the main complaints.

One of the main problems at Manado City Dukcapil is the long queues. Every day, people who want to take care of population documents must come early in the morning to get a queue number. However, often the service quota is not enough to fulfill all requests. These long lines are caused by several factors. First, the number of officers serving the community is not proportional to the number of applicants. Second, the manual or semi-digital service system slows down the workflow. In addition, the lack of alternative services such as additional counters or online applications for registration also contributed to the buildup of applicants at the physical location. As a result, many citizens feel frustrated as they have to wait for hours, even all day, for services. For those with time constraints or special circumstances, these long lines are a serious obstacle.

Another problem is the lack of information for the community. Citizens are often unaware of procedures, requirements or service times at Dukcapil. As a result, many applicants arrive with incomplete documents or at inappropriate times, so they have to come back another day. Information provided through the Manado City Dukcapil's notice board or social media is often not updated regularly. This makes it difficult for people to obtain accurate and up-to-date information. In some cases, the information provided is also not clearly conveyed, leading to confusion among applicants.

Lack of transparency is also a crucial issue. People complained about the lack of clarity in the flow of the document processing process. It is not uncommon for citizens to feel "shunted" from one counter to another without adequate explanation. In addition, people often do not know how long it will take to complete certain documents. This lack of clarity creates uncertainty and raises suspicion about the integrity of the service. Some applicants

have even reported individuals offering the services of "brokers" to speed up the process for an additional fee. This practice adds to the poor image of the Dukcapil service.

The issue of slow service delivery was also a major complaint. Administrative processes that should be simple often take a long time due to a lack of efficiency in the work system. Some of the factors causing slow service delivery include: 1) The technology system is not yet optimal: Although digitalization has begun to be implemented, its implementation is still limited. Sometimes, the online system experiences disruptions or downtime that hampers the process; 2) Lack of Human Resources: The limited number of officers is unable to handle the large volume of applicants; and 3) Lack of Officer Training: Some officers lack training in using new technology or serving the public effectively, resulting in inefficient processes.

Slow services not only cause inconvenience, but also affect people's productivity, especially for those who have to take time off work or postpone other important activities.

2) Responsibility

Public administration services are one of the important functions performed by the Population and Civil Registration Office (Dukcapil) in Manado City. As the agency responsible for population data management, Dukcapil has a duty to ensure that people obtain official documents such as ID cards, family cards (KK), birth certificates, and other related documents. However, in practice, a number of problems often arise. In terms of responsibility, problems arise such as complicated procedures, limited human resources, and incomplete documents submitted by applicants. These problems not only slow down the administrative process, but also impact on public satisfaction with public services.

Administrative service procedures at Manado City Dukcapil are often complained about by the public because they are considered too complicated. The process of processing documents often involves several time-consuming stages and requires filling out many forms. In addition, the poorly organized service flow often confuses people, especially those who are not familiar with administrative processes. Some of the factors that cause procedural complexity are 1) Many Stages of Verification: Document processing often requires verification at several different counters, so people have to move around without clear information about the next stage; 2) Limitations of Digitalization: Although technology is readily available, the application of digital systems to simplify processes is still very limited. Most procedures are still done manually, which slows down the workflow and increases the risk of errors; 3) Lack of Clear Guidance: Guidance on the steps to be taken is often unavailable or poorly explained. This results in people having to repeat the process because they misunderstood the procedure or did not bring the required documents. This

complexity makes people spend a long time just to take care of simple documents. In fact, some applicants had to return the next day because the process could not be completed in one day.

Another problem faced by Manado City Dukcapil is the limited number and competence of human resources. Optimal public service is highly dependent on the ability and adequate number of workers. However, in Dukcapil, the number of officers is often not proportional to the number of applicants that must be served every day. Some of the impacts of limited human resources include 1) Slow Service Time, where the limited number of officers makes the service time longer. This is exacerbated by the high volume of applicants, especially at certain times such as the beginning of the year or ahead of elections; 2) Excessive Workload, where Dukcapil officers often have to handle too many tasks, resulting in fatigue and reduced service quality; and 3) Lack of Specialized Competencies, where some officers have not received adequate training, especially in the use of technology or in serving the public effectively. This leads to inefficiencies in handling different types of requests. This problem has led to dissatisfaction among the public, who feel that the service is not professional. Some applicants even choose to use brokers to speed up the process, even though this is against the rules.

In addition, the incompleteness of documents is one of the main causes of the obstruction of the administrative process at the Manado City Dukcapil. Many applicants come without the necessary supporting documents, so the process cannot continue. Some common causes of this problem are 1) Lack of Socialization of Requirements. Requirements for document processing are often not well socialized. As a result, people do not know what documents to prepare before coming to the Dukcapil office. 2) Lack of Public Understanding. Some people, especially those who are less educated, have difficulty understanding the requirements. This leads them to come with incomplete or inappropriate documents. 3) Complicated Administrative Process. Some documents require additional requirements that must be obtained from other agencies, such as cover letters from RT/RW or kelurahan (villages). This process not only extends the processing time, but also increases the risk of errors in completing the documents. Incomplete documents mean that people have to return to the Dukcapil office at a later date, which not only takes time, but also increases the workload of officers.

These problems certainly have an impact on public services at the Manado City Dukcapil Office. Among them are 1) Public dissatisfaction, where people feel dissatisfied with the services provided, especially when they have to spend a long time for what should be a simple process; 2) Low work efficiency where the inability to complete processes quickly and

on time creates inefficiencies in Dukcapil's operations; 3) Increased Brokering Practices where this problem opens up opportunities for brokering practices, where certain parties offer assistance to speed up the process in exchange for certain rewards; 4) Decreased public trust: dissatisfaction and slow service delivery can reduce public trust in local government and public services in general. Aspects of responsibility in public services in dukcapil are:

- a) **Obligation to Provide Fast and Accurate Services.** Dukcapil is responsible for ensuring that every service, such as the processing of e-KTP, family cards, birth certificates and other documents, is done quickly, precisely and accurately. Employees must carefully check documents to avoid data errors that affect the community.
- b) **Confidentiality of Personal Data.** Dukcapil manages highly sensitive personal data, such as identity, address and family status. Therefore, employees have a great responsibility to maintain the confidentiality of public data in accordance with the Personal Data Protection Law and work ethics.
- c) **Fairness and Non-Discrimination.** Services at Dukcapil must be provided fairly to all people without discrimination based on age, gender, religion, ethnicity or social status. Employees are responsible for serving each individual in a professional and unbiased manner.
- d) **Transparency in Service.** Dukcapil has an obligation to provide clear and transparent information on procedures, requirements, fees, and document processing times. This aims to minimize public confusion and increase public trust.
- e) **Resolution of Public Complaints.** When people make complaints or report service-related problems, Dukcapil is responsible for handling them quickly and providing satisfactory solutions. Complaint channels such as hotlines or online applications should be well managed to ensure people feel heard.
- f) **Social Responsibility.** Dukcapil is also responsible for providing services to vulnerable groups, such as the elderly, people with disabilities, or people in remote areas. A jemput bola or mobile service program is a form of social responsibility that ensures that all citizens have access to their basic rights.
- g) **Improving Employee Competencies.** Responsibilities also include developing employees' skills so that they are always ready to face the dynamics and challenges in public services. Periodic training, fostering work ethics, and the use of modern technology are part of the institution's responsibility.

3) Accountability

The Manado City Population and Civil Registration Office (Dukcapil) is an institution that has vital responsibilities in the processing of population documents, such as ID cards, family cards (KK), and birth certificates. However, in its implementation, there are various challenges that negatively affect the quality of public services. Some of these include a lack of transparency in the service process, the absence of an effective complaint mechanism, and corruption and extortion practices that undermine public trust. These problems not only reduce service efficiency but also tarnish the integrity of the institution.

Lack of transparency in public services, where transparency itself is a key principle in public services that aims to ensure that the public understands the process, requirements, and completion time of a service. Unfortunately, at Manado City Dukcapil, transparency is often ignored, creating confusion and dissatisfaction. This lack of transparency in public services is caused by several factors, including the lack of written information available. This relates to information related to service procedures, such as documents required, official fees (if any), and estimated completion times, which are often not well socialized. As a result, people have to ask from one counter to another to get clarity. There is also a lack of certainty on the completion time. In many cases, people do not get a clear time estimate of when their documents will be completed. This lack of clarity means that applicants have to return repeatedly to ask about the status of their documents. There is also a lack of transparency in fees. While most services at Dukcapil are supposed to be free, people are often unaware of this due to a lack of socialization. This lack of clarity opens up opportunities for officers or certain parties to ask for unauthorized additional fees. This leads to increased public dissatisfaction with the service. It opens the door to corruption and extortion and lowers public trust in public institutions.

The absence of an effective grievance mechanism is problematic as it is an important element of public service delivery to ensure that complaints are addressed quickly and appropriately. In Manado City Dukcapil, this mechanism is often unavailable or not functioning properly. The main problems in complaints management are caused by 1) Unavailability of clear complaint channels. People often do not know where to go to complain about poor service or extortion practices. Even if a complaint channel is available, there is no guarantee that the report will be followed up; 2) Lack of transparency in complaint handling. Complaints submitted by the public often do not receive an adequate response. No information is provided on what steps have been taken to resolve the reported problem; and 3) Low trust in existing mechanisms. People are pessimistic that their complaints will be followed up due to a lack of tangible evidence of improvements resulting from previous reports. This has the effect of making people reluctant to report problems or

irregularities, allowing extortion and corruption practices to continue unchecked and hampering efforts to improve public services.

The existence of corruption and extortion in public services is also a problem. Corruption and extortion are among the most serious problems in public services at Manado City Dukcapil. Although services such as KTP, KK, and birth certificate processing should be free, the reality is that people are often asked to pay additional unofficial fees. Forms of corruption and extortion occur where some officers ask for additional fees to speed up the service process. People who need documents immediately often feel forced to pay even though this is against the rules. Brokering practices, where the existence of brokers who offer document processing services at high costs is a problem that is often found. This practice usually involves unscrupulous officers within the institution. And shifting the responsibility to the public. Officers who are supposed to help the public often give excuses for refusing to serve or complicate the process in the hope of getting additional rewards.

This is due to weak internal supervision that allows officers to feel free to commit irregularities. In addition, a non-transparent work culture that opens up opportunities for corruption without significant risk and the public's dependence on third-party services. This happens because of the complicated process and slow service time, people often look for shortcuts and use the services of brokers, even though the fees charged are not official. This will have an impact on the community, which will automatically increase the economic burden on the community, especially for the underprivileged, damage the image and integrity of Dukcapil as a public service institution and reduce public trust in the government as a whole. The accountability aspect of public services in Dukcapil involves 1) Performance accountability to the community. Dukcapil is responsible for providing services in accordance with regulations and standard operating procedures (SOPs). Every employee and institution must be able to explain and account for their work processes to the public. 2) Transparency in the service process. Accountability demands transparency in every aspect of service, such as: Clear information on document requirements, fees, and estimated service time. Processes that can be monitored by the public, either through public announcements, digital media, or complaints channels. 3) Responsible data management. Accountability also includes the management of people's personal data. Dukcapil must ensure that the data it manages is secure and only used for legitimate administrative purposes. Violations of data confidentiality are a form of accountability failure. 4) Efficient and open complaint resolution. Dukcapil must respond quickly to any complaints or public feedback and provide appropriate solutions. Complaint mechanisms, both offline and online, must be accompanied by clear follow-up. 5) Effective management of resources.

Institutions are responsible for using human resources (HR), budgets and facilities efficiently. This aims to ensure services run smoothly without waste or abuse. 6) Performance monitoring and evaluation. Dukcapil employees must be prepared to be evaluated regularly to ensure they are performing in accordance with their assigned duties and responsibilities. Internal monitoring systems and external audits are important tools in maintaining accountability. 7) Commitment to ethical standards. Accountability also includes performing duties by upholding the values of integrity, professionalism and fairness. Dukcapil must ensure there is no abuse of authority or practices that violate work ethics.

CONCLUSION

The research results lead to the conclusion that:

- 1) The quality of service at the Manado City Dukcapil Office in terms of responsiveness still has problems in public services where there are long lines, lack of information for the community, non-transparency of information and services and slow and long services.
- 2) The quality of service at the Manado City Dukcapil Office in terms of responsibility raises problems where there are complicated procedures, limited human resources (HR) and incomplete documents owned by the community due to lack of socialization of requirements, lack of public understanding and convoluted administrative processes.
- 3) The quality of service at the Manado City Dukcapil Office in terms of accountability shows that there is a lack of transparency in public services, the absence of an effective complaint mechanism, and the existence of corruption and illegal levies in public services.

Based on the discussion and conclusions in this study, the suggestions in this study are:

- 1) Responsiveness: it is necessary to increase the capacity and number of service counters, provide comprehensive and easily accessible information, develop digitization of services, increase transparency and accountability, training for service officers and the need for supervision and elimination of brokering practices.
- 2) Responsibility: Manado City government needs to simplify service procedures, strengthen human resources, need to socialize administrative requirements, improve supervision of public services and need to improve infrastructure and technology such as integrating digital systems and providing transparent document status tracking systems.

- 3) Accountability: the government must increase transparency through intensive socialization supported by the use of digital technology. Building an effective complaint mechanism, conducting strict internal controls as well as community involvement and implementing strict sanctions for officers who violate, for example, those who commit extortion and need to reform the work culture.

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