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Accountability Analysis of E-KTP Issuance Services at the Polewali Mandar Regency Population and Civil Registration Service

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Abstract

This study aims to analyze the implementation of collaborative governance in digital-based primary healthcare management and its contribution to improving community satisfaction in Gowa Regency. The study focuses on stakeholder collaboration involving the local government, Health Office, community health centers (Puskesmas), healthcare workers, digital system operators, and the community in supporting digital healthcare service delivery. A qualitative research approach with a case study method was employed to obtain an in-depth understanding of collaborative governance practices in healthcare management. Data were collected through interviews, observations, and documentation involving healthcare officials, healthcare workers, digital operators, and community members. The data were analyzed using the interactive analysis model developed by Matthew B. Miles and A. Michael Huberman, consisting of data reduction, data display, and conclusion drawing. The findings reveal that collaborative governance has positively contributed to improving the effectiveness and accessibility of digital-based primary healthcare services in Gowa Regency. The implementation of digital systems such as electronic medical records, online registration, and digital health information services has improved healthcare administration, reduced waiting times, and increased service responsiveness. Stakeholder coordination, government commitment, and community participation support the success of healthcare digitalization. However, several challenges remain, including limited technological infrastructure, unstable internet connectivity, unequal digital literacy, and limited human resource capacity. Overall, collaborative governance has strengthened healthcare management and improved community satisfaction toward healthcare services.

Introduction

Public service is a fundamental responsibility of the state in fulfilling citizens' administrative rights and ensuring equitable access to essential government services. One of the most important forms of public service is population administration, particularly the issuance of the Electronic Identity Card (E-KTP). The E-KTP serves as an official identity document that is required for various administrative, social, economic, and governmental purposes. Consequently, the quality of E-KTP services is strategically important because the service directly affects citizens' ability to access other public and private services. Effective E-KTP administration therefore requires not only accurate procedures but also transparency, responsiveness, efficiency, and accountability from public service providers.

E-KTP services are implemented through an integrated population administration system that connects citizens' identity information with the national population database. Each citizen is assigned a Population Identification Number (Nomor Induk Kependudukan/NIK), which functions as the primary reference for population data

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across government institutions. The E-KTP service process involves several stages, including registration, document verification, biometric data recording, data validation, card printing, and delivery to applicants. Each stage requires accuracy, adequate facilities, competent personnel, and effective coordination. Any disruption in these processes may affect the timeliness and reliability of service and may consequently influence citizens' perceptions of government performance.

The implementation of E-KTP services, however, continues to encounter various practical challenges. Problems may include shortages of E-KTP card blanks, technical failures in biometric recording equipment, network disruptions, limited human resources, and high numbers of applicants. Long queues and delays in card issuance can further reduce service efficiency and generate dissatisfaction among citizens. These conditions demonstrate that the quality of population administration cannot be assessed solely from whether a service is eventually provided, but also from how transparently, consistently, and responsibly the service is delivered. In this context, accountability becomes an essential dimension of public service performance.

The administration of population documents in Indonesia is regulated by Law Number 24 of 2013 concerning Amendments to Law Number 23 of 2006 on Population Administration. The implementation of this system is under the responsibility of the Ministry of Home Affairs through the Directorate General of Population and Civil Registration and is carried out at the regional level by Population and Civil Registration Offices (Dinas Kependudukan dan Pencatatan Sipil/Disdukcapil). The system is intended to establish an integrated population administration framework and a single identity based on the NIK, which is valid throughout a citizen's lifetime. The implementation of these provisions requires public institutions to ensure that administrative services are delivered according to established procedures and that citizens receive clear information regarding their rights and obligations.

Accountability is particularly important in this context because public institutions are responsible for explaining and justifying their actions, decisions, procedures, and service outcomes to citizens. In public services, accountability encompasses more than financial responsibility; it also involves procedural compliance, service timeliness, certainty of costs, transparency of information, responsiveness to complaints, and the effective use of public resources. Law Number 25 of 2009 concerning Public Services emphasizes the obligation of public service providers to establish service standards, provide complaint mechanisms, and conduct regular evaluation and supervision. Thus, accountability represents an important mechanism for ensuring that public services are implemented fairly, transparently, and in accordance with applicable regulations.

The importance of accountability is also emphasized by Rivai (2009), who defines accountability as the obligation of institutions or individuals to account for actions and decisions taken in the service process. Similarly, Mardiasmo (2002) explains that accountability in public services includes administrative responsibility, transparency, compliance with procedures, and effectiveness in the use of resources. More recently, Frisda Cahya Mareta (2024) argues that the realization of accountable public services requires adequate human resources in both quantity and quality, clear responsibility for programs being implemented, and programs that can be accepted by the community. These perspectives indicate that accountability is closely related to the capacity of public institutions to provide services that are transparent, measurable, and responsive to

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citizens' needs. Within this framework, the Population and Civil Registration Office of Polewali Mandar Regency (Dinas Kependudukan dan Pencatatan Sipil Kabupaten Polewali Mandar) play an important role in providing population and civil registration services, including E-KTP issuance. As a frontline public institution, the office is expected to provide services that are timely, accurate, accessible, and accountable. Nevertheless, preliminary observations indicate that E-KTP services in Polewali Mandar still face several problems. These include the frequent unavailability of E-KTP card blanks, which can require citizens to wait several days before their documents are issued, as well as occasional network disruptions and relatively long queues. Such conditions raise questions concerning how accountability is implemented throughout the E-KTP service process and how the institution responds to operational constraints experienced by citizens.

Therefore, examining accountability in E-KTP services at the Population and Civil Registration Office of Polewali Mandar Regency is important for understanding the extent to which public-service principles are implemented in practice. The study focuses on accountability as reflected in service procedures, transparency, responsibility, timeliness, and institutional responsiveness to service problems. By examining these aspects, the research is expected to provide a clearer understanding of the implementation of public-service accountability in population administration and to identify areas that may require improvement to ensure more reliable and citizen-oriented E-KTP services.

Methods

Research Design

This study employed a descriptive qualitative research design to examine the accountability of E-KTP issuance services at the Population and Civil Registration Office of Polewali Mandar Regency. A qualitative approach was selected because the study sought to obtain an in-depth understanding of how accountability is implemented in the provision of public services based on the experiences, perceptions, and practices of service providers and service users. According to Moleong (2020), qualitative research examines phenomena in natural settings, with the researcher serving as the primary instrument for understanding social phenomena based on the meanings constructed by the participants. The descriptive orientation was used to systematically describe the actual conditions of E-KTP services, particularly about service procedures, administrative costs, service time, and responsiveness. As stated by Sugiyono (2021), descriptive qualitative research aims to provide a systematic, factual, and accurate description of social phenomena as they occur in the field.

Research Setting

The study was conducted at the Population and Civil Registration Office of Polewali Mandar Regency (Dinas Kependudukan dan Pencatatan Sipil Kabupaten Polewali Mandar). The research site was selected because the institution is directly responsible for providing population administration services, including E-KTP issuance, to residents of Polewali Mandar Regency. The setting therefore provided an appropriate context for examining the implementation of accountability principles in the delivery of E-KTP services.

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Research Informants

Informants were selected purposively based on their direct involvement in, knowledge of, or experience with E-KTP services. Creswell (2021:186) explains that informants in qualitative research are individuals who can provide relevant information because they have direct experience with the phenomenon under investigation. Accordingly, the informants in this study consisted of six participants, representing both service providers and service users. They comprised: (1) one Head of the Population Registration Division; (2) one Head of the Civil Registration Division; (3) two service officers; and (4) two community members who had used E-KTP services. The inclusion of both institutional actors and service users was intended to provide a broader understanding of accountability and to enable comparison between the perspective of service providers and the experiences of citizens receiving the service.

Research Focus

The focus of this study was the accountability of E-KTP issuance services. Accountability was examined through four indicators: service procedures, administrative costs, service time, and responsiveness. These indicators were used as an analytical framework for examining whether E-KTP services were implemented transparently, consistently, and in accordance with established service standards.

First, service procedures refer to the sequence of steps that must be followed by service providers and citizens in the E-KTP application process. The analysis examined the clarity, consistency, and accessibility of procedures, including the information provided to applicants and the extent to which officers followed established procedures.

Second, administrative costs refer to any costs associated with obtaining an E-KTP. This indicator was examined in relation to the transparency and certainty of costs, including whether applicants were clearly informed about applicable charges and whether the service was implemented in accordance with the relevant regulations.

Third, service time refers to the certainty and timeliness of the E-KTP issuance process. This indicator examined the duration of service, waiting times, delays, and factors that contributed to delays, including technical problems, network disruptions, or the availability of E-KTP card blanks.

Fourth, responsiveness refers to the ability and willingness of service officers to respond appropriately to citizens' needs, questions, complaints, and difficulties. This indicator included the timeliness of responses, officers' attitudes, the accessibility of assistance, and the mechanisms available for addressing public complaints.

Data Sources

The study used both primary and secondary data. Primary data were obtained directly from research informants through interviews and observations of E-KTP service activities. Sugiyono (2021:75) states that primary data are data obtained directly from original sources through techniques such as interviews, observation, or questionnaires. In this study, primary data mainly consisted of information obtained from institutional officials, service officers, and community members who had experienced the E-KTP service process. Secondary data were obtained from documents and other existing sources relevant to the research topic. According to Moleong (2020), secondary data may include documents, records, archives, books, and other relevant literature. In this study,

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secondary data included relevant administrative documents, service information, institutional records, regulations, and other documents that could support the interpretation and verification of information obtained through interviews and observations.

Data Collection Techniques

Data were collected through observation, semi-structured interviews, and documentation. These techniques were used complementarily to obtain comprehensive information and strengthen the credibility of the findings.

Observation was conducted through direct observation of the E-KTP service process at the research site. The researcher observed the implementation of service procedures, interactions between officers and applicants, waiting conditions, the flow of service, and the handling of service-related problems. Observation enabled the researcher to compare actual service practices with information obtained from informants.

Semi-structured interviews were conducted directly with selected informants. Interviews focused on the four research indicators: procedures, costs, service time, and responsiveness. Questions were designed to explore the experiences and perceptions of both service providers and service users, while allowing the researcher to ask follow-up questions when clarification or additional information was required. This approach enabled participants to explain their experiences and observations in greater depth.

Documentation was used to obtain supporting evidence related to the implementation of E-KTP services. Relevant documents were collected and examined to verify information obtained through interviews and observations. Documentation also provided contextual information concerning service procedures, administrative requirements, service standards, and institutional practices.

Data Analysis

Data analysis followed an iterative qualitative process involving data organization, data reduction, data presentation, and conclusion drawing. The analysis began by organizing information obtained from interviews, observations, and documentation according to the research focus. The researcher then reduced the data by selecting, categorizing, and concentrating on information relevant to the four accountability indicators.

The next stage involved comparing information obtained from informants with the conceptual framework and relevant theories concerning public-service accountability. Information from service providers and community members was compared to identify areas of agreement, differences in perceptions, and potential discrepancies between established procedures and actual service practices. The findings were subsequently presented descriptively according to each accountability indicator. Finally, conclusions were drawn by synthesizing the findings across the four indicators to provide an overall description of the implementation of accountability in E-KTP services at the Population and Civil Registration Office of Polewali Mandar Regency.

The analysis also involved cross-checking information obtained from different informants and data collection techniques. This process was intended to ensure that conclusions were based not on a single statement or source but on converging evidence from interviews, observations, and documents.

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Result and Discussion

Process accountability relates to the extent to which the procedures used in carrying out tasks have been properly established and implemented, particularly regarding administrative aspects. In the context of public service, process accountability according to Sheila Elwood (cited in Raba, 2020:38) is influenced by clear procedures, affordable costs, guaranteed completion times, and the ability to respond to public needs quickly and accurately. The following is an explanation of four indicators of process accountability regarding the study on Public Service Accountability in E-KTP (Electronic ID Card) Issuance at the Department of Population and Civil Registration of Polewali Mandar Regency:

Procedures

Procedures are a series of steps that must be followed by both the public service provider and the service user until the service process is successfully completed. These steps are systematically designed to serve as guidelines for conducting public service activities while adhering to applicable laws and regulations to achieve predetermined outcomes. The workflow for E-KTP issuance services must adhere to Standard Operating Procedures (SOPs) and service standards that clearly outline the requirements and processing procedures to be carried out by the staff.

Based on the results of an interview with the Head of Population Registration, he stated that:

> *"The KTP service process is for every population document, all of which have requirements, so later we will provide the conditions attached, because all of our applications go through a verification application and the results are, for example, for example KTPs, for example KTPs for beginners, once they have finished recording, after recording we apply and after the submission there is a result that it can be printed and that means the PRR (print ready record) code can be printed so we can print it by fulfilling the requirements by providing a photocopy of the family card accompanied by a folder and for replacing the KTP, if If there is a lost certificate, if you change elements you have to attach your previous KTP, yes, if it's like moving or changing status or changing address like that, so everything is in accordance with the conditions we have provided in the service."*

The results of the interview with the Head of Service Division and Innovation, who said that:

> *"The first procedure flow is when the borrower is only 17 years old, the flow is that the person concerned comes to the office with a photocopy of the family card, after that we check whether the person concerned is actually 17 years old, when we have directed him to the recording room"*

Furthermore, an interview with the community, namely AJ's brother, said that:

> *"Yes, I understand the procedures for making an E-KTP quite well. Before coming to the service office, I had looked for information in advance regarding the stages that had to be gone through, such as bringing the required documents, registering, and the process of recording biometric data. Apart from that, the information available at the service office also helped me understand the flow that had to be followed"*

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The interview with the community, namely MK's brother, said that:

> *"I understand most of the procedures for making an E-KTP, even though at first I didn't fully know all the stages. After coming to the service office and getting an explanation from the officer, I became more aware of the process that had to be followed"*

The following are the results of interviews with informants, showing that the procedures for making E-KTPs at the Polewali Mandar Regency Dukcapil Office are clear, structured and in accordance with SOPs, and have been carried out well by officers. The public can generally understand the flow of services, although some still need additional explanation.

According to Dwiyanto (2017), the quality of public services is determined by the clarity of service procedures, namely the extent to which service procedures are prepared systematically, easy to understand, and implemented consistently by the apparatus. Clear procedures not only function as work guidelines for officers, but also as information for the public so they can understand the stages of service that must be passed. The purpose of this is to create transparent services, reduce uncertainty, and minimize the potential for irregularities in the service process. Based on the research results, the procedural aspects of the e-KTP making service at the Population and Civil Registration Service of Polewali Mandar Regency have been prepared and implemented systematically in accordance with the applicable Standard Operating Procedures (SOP). Service procedures are not only a guideline for officers in carrying out their duties, but also a reference for the community as service users in fulfilling each stage that must be passed. This process aims to ensure that every citizen has a unique identity and cannot be faked.

In general, service procedures start from fulfilling administrative requirements such as photocopies of Family Cards, certain certificates (for example loss), to verification of population data. After that, the process continues with recording biometric data, submitting data to the system, and printing e-KTP if the data has been declared valid with print ready record (PRR) status. This flow shows that each stage has a clear and sequential mechanism to minimize the occurrence of administrative errors or abuse of authority. The results of interviews with the apparatus showed that the officers had understood and carried out the procedures in accordance with applicable regulations. Officers not only act as technical implementers, but also as providers of information to the public regarding the requirements and stages that must be met. This can be seen from the explanation given to applicants from the start of the process, so that the public can follow the service flow in a more focused manner. Thus, procedures are not only administrative in nature, but also communicative in supporting the smooth running of services.

From the community side, the interview results show that the level of understanding of service procedures is quite good. Some people have looked for information before coming to the service office, so that they already have an initial idea of the steps that must be taken. However, there are also people who initially do not fully understand the existing procedures but then become more understanding after receiving direct explanations from officers at the service location. This condition shows that socialization and communication carried out by officers have an important role in increasing public

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understanding. The existence of information in the service office is also a supporting factor in clarifying the procedures that must be followed. The available information, both in the form of direct explanations from officers and other information media, helps the public understand the flow of services in stages. This shows that procedural transparency has begun to be implemented well, although it still needs to be improved so that all people can access information more easily before coming to the service office.

Cost

Cost is an important indicator in assessing the accountability of a public service. The amount of costs incurred during the processing process, from the initial stage until the document is issued, needs to be managed transparently and clearly. The details of these costs must be prepared well to prevent potential deviations or abuse of authority by service officers. Apart from that, disclosure of information regarding costs also aims to protect the public from harmful practices and ensure that the services provided are carried out in accordance with the principle of accountability.

Certainty regarding public service costs must be conveyed clearly, accurately and up to date so that the public obtains information that is not misleading. Service standards regarding details of the costs for making an EKTP refer to the provisions stipulated in the Polewali Mandar Regency Regional Regulation Number 14 of 2011 Article 8a, which confirms that the first applicant is <18 years old. In terms of processing, especially electronic KTP (e-KTP), there is no charge. To assess the form of accountability of officials at the Population and Civil Registration Service of Polewali Mandar Regency. Next, the researcher conducted an interview with the Head of the Population Registration Division. he said that:

> *"So far, in the population administration, the management of population documents and civil registration is free of charge, no more fees are used"*
>
> *"If there are fees charged to the public, we need to convey that this is not related to our regulations, so we never charge fees for making e-KTPs"*

The interview statement from the Head of Service Division and Innovation said that:

> *"In making Electronic KTPs according to the 2019 Minister of Home Affairs Regulation issued, all population management is declared free"*
>
> *"Regarding transparency, we say that we have made an official circular, where the circular refers to the regulations issued by the Minister of Home Affairs, and we have made billboards, we have made banners, we have conveyed via social media that all services provided by the Population and Civil Registry Service, whatever they are, are free without charge."*

To support interviews from the Population and Civil Registry Service of Polewali Mandar Regency, researchers interviewed people who had processed e-KTPs. The following is Brother AJ's statement:

> *"As far as I know, making an E-KTP at the Capil office is free of charge at all because this is a basic service from the government to the community. Then it is often communicated that making an electronic KTP, whether new or replacing it because it is damaged or lost, is free of charge"*

Furthermore, an interview statement from MK's community members said that:

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"Based on personal experience and information that I know, making an E-KTP is free of charge because it is the government's responsibility"

Based on the results of interviews with the Department of Population and Civil Registration and the public, it can be concluded that the entire process of making an e-KTP is free of charge. This is in accordance with applicable regulations and has been socialized openly through various media as a form of transparency and accountability in public services. Apart from that, the community also confirmed that in practice no fees were charged, thus showing that the service was running in accordance with established principles.

According to Dwiyanto (2017), one of the important indicators in assessing the accountability of public services is the clarity and certainty of service costs, where every public service must have cost information that is transparent, does not give rise to doubt, and is free from illegal levy practices. Good service is service that provides certainty to the public that the fees charged are in accordance with applicable regulations, even, if possible, provided free of charge as a form of state responsibility in fulfilling the basic rights of the community. Based on the results of research regarding cost indicators in the e-KTP making service at the Population and Civil Registration Service of Polewali Mandar Regency, the financing aspect has been implemented in accordance with the principle of public service accountability. This can be seen from the absence of fees in the entire e-KTP processing process, both for making new ones and replacing them, as regulated in the applicable regulations. Normatively, the provision regarding no fees being charged for e-KTP services is a form of the government's commitment to providing basic services to the community in a fair and equitable manner. The regulations that form the basis, both at the regional and national levels, have expressly stated that all population administration services, including e-KTP, are provided free of charge. With a clear legal basis, service providers have an obligation to implement these provisions consistently without any deviation.

The results of interviews with the apparatus show that this free policy is not only formal but is also actually implemented in daily service practice. The apparatus emphasized that there are no fees charged in the service process and if there are individuals who charge fees, then this is not in accordance with applicable regulations. This statement shows the institution's commitment to maintaining service integrity and preventing irregular practices, such as illegal levies. Apart from that, the aspect of cost transparency has also been attempted through various forms of outreach to the public. The Department of Population and Civil Registration has conveyed information regarding free services through official circulars, billboards, banners and social media. This effort is an important step in realizing openness of public information, so that the public has a clear understanding of their rights to obtain services free of charge. This transparency also functions as social control, where the public can refuse or report if there are levies that do not comply with the provisions.

The research results show that there is conformity between the policies set and conditions in the field. The public as service users admit that there is no fee for the process of obtaining their e-KTP. In fact, some people knew from the start that the service was free because of outreach carried out by the government. This shows that the information conveyed by service agencies has been received and well understood by the public. From a process accountability perspective, cost indicators have an important role

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in reflecting the transparency and honesty of public service providers. The absence of fees for e-KTP services shows that the Population and Civil Registration Service of Polewali Mandar Regency has fulfilled this principle, because it is able to provide clear, accurate, and in accordance with applicable regulations, fees. This condition also has an impact on increasing public trust in the government as a public service provider.

Time Period

The time or timeliness of service is an important aspect in the implementation of public services, which requires that each process be completed according to the predetermined time limit. This timeliness covers all stages of service, starting from when administrative and technical requirements are declared complete until the service process is declared complete. Apart from that, certainty regarding the duration of service completion needs to be conveyed openly and clearly to the public. This information is important so that the public has a definite picture of the length of the service process, as well as a form of transparency and accountability for public service providers.

The service time standards applied by the Population and Civil Registration Service of Polewali Mandar Regency refer to the provisions in the SOP and applicable service standards. The length of the service process is calculated from the time the applicant's required documents are declared complete until the documents are issued. Based on these provisions, the service completion period is relatively fast because it can be completed in one working day in large quantities. Determining this duration is part of the operational standards that must be complied with by service providers and the public as service users.

Following is an interview with the Head of the Population Registration Division, he said that:

> *"If the e-KTP service matches the archive or file that has been received, we will immediately print it out"*

The interview statement from the Head of Service Division and Innovation said that:

> *"Regulationally, the KTP completion time is a maximum interval of one to two hours if the facilities and infrastructure are met, in this case when the KTP printer, KTP recording and other facilities and infrastructure are adequate, we are currently having problems with the KTP printer providing blanks and providing ink, the ink for printing KTPs, called ribbons, is constrained by blanks, so currently only one printer is available, normally there must be a minimum of four, so when those who come to record their data we print it straight in or there is a change of damaged KTP, the data goes straight in We are printing, but the problem at the moment is that there are so many of our brothers and sisters who have just turned 17 years old registering for college to look for work, registering with the police, registering with the army and so on. At the moment it's a bit piled up so we can print their KTPs for four to five days because in one day the maximum number of prints is around three hundred pieces, whereas the data that comes in per day is printed for new ones who are only 17 years old, the changeover is around four hundred to five hundred that come in per day, so this is quite a lot so we sort it according to when it comes. come in"*

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To support interviews from the Population and Civil Registry Service of Polewali Mandar Regency, researchers interviewed people who had processed e-KTPs. The following is Brother AJ's statement:

> *"What I have experienced is that the standard time for making an E-KTP is usually not too long. If the file is complete and there are no problems, the officer will immediately process and print the E-KTP as quickly as possible according to the existing queue"*

Furthermore, an interview statement from MK's community members said that:

> *"In my opinion, the completion time for making an E-KTP actually depends on the completeness of the files and the condition of the system. If all the requirements are complete and there are no disruptions such as network problems or running out of blanks, then the officer will immediately process and print the E-KTP without waiting long"*

Based on the results of the interview, the service time for making e-KTP at the Population and Civil Registration Service of Polewali Mandar Regency is basically quite fast and in accordance with the SOP, that is, it can be completed in a short time if there are no obstacles. However, currently in practice there are delays due to limited facilities and infrastructure such as blanks, ink and number of printers, as well as the high number of applicants. However, the service process is still carried out in stages according to the queue and the public generally understands these conditions.

According to Dwiyanto (2017), one of the main indicators in assessing public service accountability is certainty of service time, namely the extent to which service providers can set clear time standards and implement them consistently. Time certainty is important because it is directly related to public trust, service efficiency, and apparatus performance in providing fast and precise services. Accountable service is not only characterized by the existence of time standards, but also the agency's ability to meet these standards in daily practice. Based on the results of research regarding time indicators for e-KTP making services at the Polewali Mandar Regency Population and Civil Registration Service, normatively the service time standards have been clearly determined and are relatively fast.

Under ideal conditions, the e-KTP completion process can be carried out in a relatively short time, even between one and two hours after all requirements are declared complete and supporting facilities are available. This shows that conceptually and administratively, the agency has efficient service standards and is in accordance with the principle of process accountability. Determining a clear time is a form of service certainty that is very important for the community. With time standards, the public can know the estimated length of the document completion process, so they can plan their administrative needs better. Apart from that, time certainty is also an indicator of apparatus performance in providing services that are fast, precise and do not drag on. In this case, the Population and Civil Registration Service of Polewali Mandar Regency has demonstrated a commitment to providing services that are responsive to community needs.

However, the research results also show that there is a gap between the time standards that have been set and actual conditions in the field. In practice, the e-KTP completion process cannot always be carried out in the short time as regulated in the SOP, which is caused by various technical obstacles, such as limited facilities and infrastructure,

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including an inadequate number of printers, limited blanks, and a lack of supporting materials such as ink (ribbon). This condition results in a backlog of work, resulting in longer service completion times, which can even reach four to five days. Apart from limited facilities, the high number of applications is also the main cause of delays. The surge in applicants, especially from people who are only 17 years old and need e-KTP for educational or work purposes, has caused the workload to increase significantly. Meanwhile, limited production capacity, such as printing capabilities which only reach around three hundred pieces per day, is not commensurate with the number of incoming requests which can reach four hundred to five hundred per day. As a result, the service process must be carried out in stages based on the queue sequence.

The public's statements from interviews show that they generally understand that the time for completing services is very dependent on certain conditions, such as completeness of files and availability of supporting facilities. The public realizes that if there are no technical obstacles, then service can take place quickly. However, if there is a disruption such as running out of blanks or network problems, the completion process will experience delays. This understanding shows the community's acceptance of the conditions that occur, although basically they still expect services that are faster and according to standards. Based on the concept of process accountability, the service period should not only be determined normatively but also be realized consistently in practice.

In this context, the Population and Civil Registration Service of Polewali Mandar Regency has fulfilled the clarity aspect of time standards but has not been fully optimal in the aspect of consistency in implementation. Limited resources are the main factor influencing the discrepancy between standards and realization in the field. Nevertheless, efforts to continue to run services in a sustainable manner should be appreciated. Officers continue to process people's requests according to the queue order and try to complete the printing as much as possible every day. This shows the responsibility and commitment of the apparatus in providing services, even in limited conditions. It is hoped that to increase accountability in terms of service time, improvements are needed in supporting facilities and infrastructure, such as increasing the number of printers, availability of blanks, and increasing production capacity. Apart from that, there is also a need for more effective queue management and planned application management to avoid excessive build-up. In this way, the service time standards that have been set can more easily be realized optimally.

Responsive

A high level of responsiveness is an important measure in assessing the effectiveness and efficiency of public services. This can be seen from the officers' ability to carry out their duties and responsibilities in accordance with standard operating procedures (SOP) and applicable service provisions. Apart from that, good responsiveness also reflects the moral quality and work ethics of the apparatus in providing services to the community. In this case, the employees of the Polewali Mandar Regency Population and Civil Registration Service Office in providing e-KTP services were able to respond to the needs of the community who needed the service.

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Following is an interview with the Head of the Population Registration Division, he said that:

> *"Yes, however, as a service, we continue to respond to deficiencies in our office and also continue to implement it, meaning we will still accept the response they give us, we will continue to improve it like that."*

The interview statement from the Head of Service Division and Innovation said that:

"To respond to that, there are special officers, we have a special field that responds to the response and in the sense that when our citizens protest, it happens to be our field, the field of data utilization, that responds to that."

Furthermore, interviews with the community as informants, AJ's brother, said that:

> *"In my opinion, the employees at the E-KTP service are quite good at responding to people's needs and complaints. Usually, they serve in a friendly manner, listen to people's questions, and help explain the procedures that must be followed if there is a shortage of files or other problems."*

Then an interview statement from MK's brother community said that:

"From my experience, the employees are quite responsive in dealing with the needs and complaints of the community. They gave me a good explanation regarding the procedure for making an E-KTP"

Furthermore, to create an accountable and responsive service, a complaint service is provided, and a community satisfaction survey is provided when they have received the service.

Following is an interview with the Head of the Population Registration Division, he said that:

> *"Available in the complaint there is a place provided for special consultation for complaints"*

The interview statement from the Head of Service Division and Innovation said that:

> *"We have opened something like that for community satisfaction surveys. We always provide a place when they have finished, finished leaving the office, finished processing their population documents, we will tell them whether they are satisfied with our service or not, which is stated in the community satisfaction survey."*

Furthermore, interviews with the community as informants, AJ's brother, said that:

> *"To handle complaints, the public is usually asked to submit them directly to officers or the complaints department. These complaints are then followed up in accordance with existing procedures so that problems can be resolved immediately"*

Then an interview statement from MK's brother community said that:

> *"Yes, assistance or consultation services are available. People can come directly to the information counter or ask the officers in the service room for further explanation."*

Based on the results of the interview, the e-KTP service at the Population and Civil Registration Service of Polewali Mandar Regency has shown a fairly good level of responsiveness. Officers are considered responsive in providing services, receiving

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complaints, and providing explanations to the public according to procedures. In addition, complaint services and community satisfaction surveys are available as a form of follow-up and improving service quality. This shows that service officials are trying to respond to community needs quickly and in accordance with applicable mechanisms. According to Dwiyanto (2017), responsiveness is one of the main indicators in assessing the accountability of public services, namely the ability of officials to recognize community needs, respond to complaints, and provide services that are fast, accurate and in line with service users' expectations. Responsiveness also reflects the extent to which public organizations can be adaptive to changes in community needs and are open to criticism and input as part of the service improvement process. Based on the results of research regarding responsiveness indicators in e-KTP making services at the Population and Civil Registration Service of Polewali Mandar Regency, it can be concluded that the level of responsiveness of the apparatus is relatively good and reflects real efforts in realizing accountable public services. Responsiveness in this context is not only seen from the speed of officers in serving, but also from their ability to understand community needs, respond to complaints, and provide appropriate solutions in accordance with applicable procedures.

Conceptually, responsiveness is an important indicator of process accountability because it is directly related to how service providers can adapt to the needs and expectations of the community. In this research, the results of interviews with the apparatus show that they are committed to continuing to respond to every input, criticism or complaint from the public. In fact, responding to internal deficiencies within the agency is also part of efforts to continuously improve services. This shows that there is institutional awareness that public services must be adaptive and open to evaluation. Having a clear division of tasks in responding to public complaints is also a positive indicator in improving service quality. The Department has provided a special field or officer to handle public responses and complaints. This mechanism shows that responsiveness is not carried out sporadically but has been organized in a clear work structure. In this way, every complaint or aspiration from the community can be handled in a more focused, directed manner and in accordance with the authority of each sector. Meanwhile, the community as service users, research results show that the apparatus is considered quite responsive in providing services.

The public feels that the officers are friendly, willing to listen to questions, and provide easy-to-understand explanations regarding procedures and requirements that must be met. This communicative attitude is very important because it can reduce public confusion, especially for those who do not fully understand the flow of services. With good interaction between officers and the public, the service process becomes smoother and there are minimal misunderstandings. Apart from that, responsiveness is also reflected in the availability of service support facilities, such as complaint services and community satisfaction surveys. The existence of a complaint service provides space for the public to convey complaints or problems encountered during the service process. This is a form of institutional openness to criticism and suggestions, as well as a control mechanism from the community over the performance of the apparatus. Meanwhile, community satisfaction surveys are an important evaluation instrument for measuring the level of satisfaction of service users and identifying aspects that still need improvement. To ensure that every complaint that comes in is followed up quickly and appropriately. Responsiveness is not only measured by the ability to receive complaints,

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but also by the speed and accuracy in providing solutions. In this way, the public not only feels heard, but also feels that there has been a real improvement in the services provided. In the principle of process accountability, the responsiveness demonstrated by the Population and Civil Registration Service of Polewali Mandar Regency has fulfilled an important element, namely the ability to respond to community needs quickly and precisely.

Conclusion

The e-KTP making service procedure has been prepared systematically and implemented in accordance with applicable Standard Operating Procedures (SOP). A clear and structured service flow makes it easier for people to understand the stages they must go through. Apart from that, officers also play an active role in providing information, so that procedures are not only administrative, but also communicative. This shows that the procedural aspects have fulfilled the principle of process accountability. The e-KTP making service is free of charge and has been carried out in accordance with applicable regulations. Cost transparency has also been carried out through various information media, so that the public knows that the service is free. The absence of illegal levies in service practices shows that the cost aspect meets the principles of transparency and accountability. Normatively, service time standards have been clearly established and are classified as fast, that is, they can be completed in a short time if there are no obstacles. However, delays in implementation are still found due to limited facilities and infrastructure and the high number of applicants. Thus, the period aspect has met the standard clarity indicators but is not yet fully optimal in terms of consistency of implementation. The level of responsiveness of the apparatus is classified as good, which is demonstrated by the ability of officers to respond quickly and appropriately to community needs and complaints.

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