**Performance of the State Civil Apparatus (ASN) at the Population and Civil Registry Office of Supiori Regency**

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**ABSTRACT**

This study aims to describe and analyze the performance of the State Civil Apparatus at the Population and Civil Registration Service of Supiori Regency. This research is descriptive with a qualitative approach. With data analysis techniques through observation (observation), in-depth interviews (in-depth interviews), documentation (documentation), and literature studies which include the Performance of the State Civil Apparatus in improving public services at the Population and Civil Registration Office of Supiori Regency. Analysis of the Performance of the State Civil Apparatus (ASN) at the Population and Civil Registry Office of Supiori Regency shows that the performance of employees at the Population and Civil Registration Service has not been good and optimal and really needs to be improved, especially on indicators of timeliness, quality and quantity of services. On the indicator of timeliness which is the focus of the problem in the performance of the employees of the Population and Civil Registration Office in Supiori Regency, the level of discipline of employees is still low in completing their duties. In terms of service quality, it needs to be improved because there is still a lack of supporting facilities and infrastructure, especially existing device technology and there are still public complaints in terms of inadequate service places, in terms of service quantity measured by the level of community satisfaction receiving services is still low and needs to be improved, In addition, the leadership of the Population and Civil Registration Service employees needs to be improved in order to improve the performance of the existing ASN. Factors that affect the performance of ASN in the Population and Civil Registration Service in the Supiori Regency in public services are the productivity of services carried out by employees is very influential on employee performance and it needs to be improved. significant in accordance with applicable regulations. From Responsibility, it still needs to be improved and improved, this greatly affects the performance assessment to measure the level of satisfaction of the community being served, while judging by Accountability, it can be seen that there are still differences in attitudes shown by employees in providing services, where these differences are a form of injustice in providing services to the community, both That's the difference in.

**Keywords** : Performance, State Civil Apparatus, Service.

**INTRODUCTION**

The success of an organization in achieving a goal is determined by quality professionalism determined by the discipline of its employees, for government officials the discipline is an element of obedience (Berkowitz et al., 2013; Maier et al., 2014; Naseem et al., 2011), loyalty, sincerity in carrying out duties and the ability to sacrifice in the sense of sacrificing personal and group interests for the benefit of society and countries. Performance measures can be seen in terms of certain quantity and quality in accordance with the standards set by the organization or employees (Kallio et al., 2017). Depending on the form and the process of implementation (Podshivalova & Gogol, 2021; Toninho & Yoshida, 2018; Zebari & Yaseen, 2011), the form can be tangible (i.e. can be determined by measuring or standard tools) or intangible (i.e. cannot be determined by measuring tools or standards). The performance produced by employees in an organization is determined by several factors and conditions, both from within the employee and from outside the individual employee. Employee performance cannot be separated from the background of the leader of the organization, both in terms of competence and in terms of the experience he has gone through. The higher the competence of a leader and the wider the experience, the better the performance of employees in an organization.

Performance is the result of work that has a strong relationship with strategic goals, customer satisfaction, and economic improvement, according to Armstrong and Baron (Khan & Afzal, 2011). According to (Schmid et al., 2021) Performance is an achievement achieved by a person in carrying out the tasks and work assigned to him.

According to (James et al., 2019; Pinger et al., 2018), explains that "performance is a description of the degree of achievement of the implementation of an activity, program, or policy in realizing the goals, objectives, vision, and mission of the organization as outlined through the strategic planning of an organization.

Followed by the opinion of which states that performance is a set of results achieved referring to the act of achieving and implementing a requested job. Performance is one of the total collections of work that exists in workers. Employee performance is a work achieved by the employee in his work criteria certain that apply to a particular job. According to (Beltrán-Martín & Bou-Llusar, 2018; Saeed & Asghar, 2012) that employee performance is a function of the interaction between ability and motivation. Performance is basically what employees do or don't do. Performance is a description of the level of achievement of the implementation of an activity (Egger et al., 2019), program and policy in realizing the goals, objectives, mission and vision of the organization contained in the strategic planning of the organization.

The initial idea of an organization may be born from one individual who faces a problem and then looks for another individual to help himself out of the problem (Doeze Jager et al., 2022; Pettersen & Tobiassen, 2012). Collaboration between individuals with diverse abilities gives birth to an organized force that exceeds the magnitude of the problem at hand. Organizational performance can be seen as the result of the successful efforts of individuals or groups to achieve the goals in question. As a result, the level of organizational success can be determined and used as a benchmark to increase productivity or performance in the future. This means that the results that have been achieved in connection with the implementation and work performance can be measured through the performance of employees in an organization.

Representative apparatus in this case, which cannot be held by just anyone because it requires preparation through adequate education and training, is very dependent on human resources for such success, and good and correct organizational management in a government agency cannot be denied is very dependent on it. ASN is expected to be able to provide quality services if they have a work ethic, culture, and work spirit that is always carried out for the benefit of the wider community. Performance evaluation is very important in terms of human resource development. This is due to the fact that everyone in an organization wants to get recognition and fair treatment from the company's leadership.

In accordance with the understanding described in Government Regulation (PP) Number 30 of 2019, Civil Servants (PNS) are Indonesian citizens who meet certain requirements, are appointed as permanent state civil servants by personnel building officials to occupy government positions.

Whereas in order to implement the provisions of Article 86 paragraph (4) in view of Law Number 5 Year 2Ol4 concerning the State Civil Apparatus, it is necessary to stipulate a Government Regulation concerning the Discipline of Civil Servants; Article 5 paragraph (2) of the 1945 Constitution of the Republic of Indonesia; Law Number 5 Year 2Ol4 concerning State Civil Apparatus (State Gazette of the Republic of Indonesia Year 2Ol4 Number 6, Supplement to State Gazette of the Republic of Indonesia Number 5494. Government Regulation of the Republic of Indonesia Number 94 of 2021 concerning Discipline of Civil Servants Article 1 in this Government Regulation referred toCivil Service Development Officer to occupy government positions.

(Sjödin et al., 2018) Saying that using the equipment to the best of its ability is essential for carrying out program tasks. Performance shows the achievement of time, quantity, and quality-related work goals. In other words, one of the performance milestones is time and skill. The organization's ability to select staff members with the right motivation and enthusiasm, job-specific talents, and a work environment that supports their best performance will result in optimal performance.

The classic problems that become interesting indicators to be explored related to the research locus are: (1) The Supiori Regency Population and Civil Registry Office is faced with various problems internally that affect employee performance. (2) The Population and Civil Registry Office of Supiori Regency has the potential to be developed, (3) It is supported by cultural values that can strengthen organizational culture so that the performance of organizational apparatus becomes good. The Population and Civil Registry Office of Supiori Regency as a territorial area has the authority to develop and improve the organization, through the competence and experience of its human resources. Thus, it is clear that there is a significant relationship between the performance of the apparatus and the performance shown by Human Resources at the Population and Civil Registry Office of Supiori Regency.

Even though the reality on the ground shows that the performance of the existing apparatus is not yet optimal. This condition is motivated by several reasons, including: (1) The role of the Head of the Population and Civil Registry Office of Supiori Regency is not yet optimal so that it affects the optimization of the performance of the state civil apparatus, (2) Lack of good coordination internally (coordination between sections) and externally (coordination with relevant agencies) so that it affects the performance of the state civil apparatus, (3) the lack of harmonization between the state civil apparatus in carrying out its work, thereby affecting the performance of the state civil apparatus, and (4) the absence of rewards and sanctions for state civil servants who commit irregularities in carry out their duties, thereby affecting performance.

**METHOD**

With the aim of revealing the significance of empirical data in relation to the performance of the apparatus in the Population and Civil Registry Office of Supiori Regency, this research is qualitative in nature. This research is located in the Supiori Regency area with the consideration that there is no effective solution in improving the performance of the apparatus, as well as cooperation and coordination that have not run optimally within the Supiori Regency Population and Civil Registry Office, with a research period from July to August 2022. The focus of this research, the researcher can explain each element as below:

a) Identify and describe the performance of the apparatus at the Population and Civil Registry Office of Supiori Regency in increasing the quantity of performance of the existing apparatus.

b) Identify and describe the quality of apparatus performance in developing service quality in order to create adequate services to the community.

c) Identify and describe the working time of the apparatus on the factors that influence it in improving the quality of existing services.

d) Identify and describe the factors that affect the performance of the apparatus in terms of Personal, Leadership, and existing systems at the Population and Civil Registry Office of Supiori Regency to further increase the quantity, quality and working time in order to improve more adequate services.

Sources of information for this study include two categories of information needed to understand how the tools at the Population and Civil Registry Office of Supiori Regency are carried out, namely; Specific Data (Primary) is information about the operation of equipment at the Population and Civil Registry Office of Supiori Regency which is collected through observation, in-depth interviews, and documentation. In addition, general (secondary) data refers to information collected by researchers from sources that were previously available in the form of documents, reports, and other written materials related to the subject of the investigation. I use this secondary information to support conclusions and provide a complete picture of the operational apparatus in the Population and Civil Registry Office of Supiori Regency.

To collect data relevant to the research problem. Informants are first identified by the researcher, who then selects the informants who are most likely to provide information relevant to the research problem. Among the research informants are: a. Head of Population and Civil Registry Office of Supiori Regency, b. Secretary of the Population and Civil Registry Office of Supiori Regency, c. Head of Civil Service Department of Population and Civil Registry Supiori Regency. d) State Civil Apparatus, e) Society. Data analysis uses the analytical model developed by Miles et.al. (2014) the process consists of a series of activities that are carried out simultaneously at the time of data collection as well as analyzing data through the stages of condensation, data presentation, and drawing conclusions. Furthermore, the validation of research data was carried out through triangulation of sources, techniques, and time. The results of the next study were descriptive analytic which was presented in a narrative manner.

**RESULTS AND DISCUSSION**

**Performance of the State Civil Apparatus (ASN) at the Population and Civil Registry Office of Supiori Regency**

An institution conducts a performance assessment to assess the level of performance of employees or organizations. The success of a company in achieving its goals, vision and mission can be measured through performance appraisals, making it a very important activity. Performance evaluation allows efforts to improve performance in a directed and systematic manner, thus enabling the organization to function effectively, efficiently, and quickly in providing services to the community. provided by the organization in satisfying society and meeting expectations.

Public organizations such as the Office of State-Owned Enterprises, one of which is the Department of Population and Civil Registration, are required to operate professionally in order to provide maximum performance both in terms of quality and quantity so as to produce quality goods. and service. The performance of each employee must be measured by the office, because this is one of the elements that determine whether the office is achieved or not. Information from informant 1 explained that:

that for that I see the performance is good, although it needs a little improvement in services because it is still limited to facilities and infrastructure in serving the needs of the community who take care of e-KTP, KK and Birth Certificates (Informant 1 Interview Results, 8 July 2022)

The explanation above informs that in improving the performance of ASN employees in terms of performance, it is still necessary to provide good services to the community who take care of population administration, in addition to supporting service improvement, the existing infrastructure and facilities must be adequate.

The results of the author's observations in the field found that public dissatisfaction continued with the actuality of public services from previous years to the present. The community considers government services to be inadequate. Actually, the main goal of the government is the satisfaction of the people. Workforce effectiveness has a significant impact on the viability and success of the office. An employee's performance is not always up to standard because it may be influenced by several factors.

The achievement of organizational goals cannot be separated from organizational resources, which are managed or operated by personnel who actively participate as actors in pursuing organizational goals. Therefore, based on the initial description of the problem above in accordance with the formulation of the problem that the author examines, it can be seen in the results of the study based on existing theoretical references in order to find an overview of the problems and solutions to improve the performance of ASN at the population and civil registry offices in the district supiori.

**Punctuality**

In government organizations, especially the Population and Civil Registration Office of Supori Regency, By creating the best service to the community, the government must find the best solution to the problems that are often faced, both internal constraints, especially those from within the agency, as well as external constraints, especially those from the community. . Service to the community is the main goal that cannot be avoided because it is an obligation to provide services. Employees are obliged to always provide the best for the community. The quality of service provided by the apparatus is best when the benefits to the public are greater; otherwise, a low level of satisfaction indicates a poor public service system.

Government representatives run and provide public services to the community as state employees. In order to provide important and important government public services for the community in the context of achieving national development, it is necessary to develop human resources first. This means that development focuses more on the human factor because the success of the program is highly dependent on the quality of the implementers. It was decided together. The biggest determinant of achieving organizational goals is human resources. Therefore, the main objective of this program is to provide the best service to members so that those who are served feel happy with the service received.

Therefore, in this study to test the performance of ASN at the Population and Civil Registry Office of Supiori Regency, one of the important aspects in assessing its performance is working time according to the theoretical reference that the author tries to test to find solutions to problems that occur in the Supiori Regency Population and Civil Registry Office. . based on information from the second informant said that;

In my opinion, the completion time of the service is in accordance with the time, usually it is constrained when the lights / electricity go out because the population document uses the application. (Informant 2 from the interview, July 15, 2022)

In contrast to what was informed by the third informant, it was stated that the working hours of the State Civil Apparatus are;

The distance is quite far, The problem of public transportation is very minimal, Work time or services are still delayed, There are still people who do not understand the importance of population administration documents and civil registration. (Informant 3 Interview results, July 11, 2022)

Based on the responses above, it can be concluded that facilities and infrastructure do not receive adequate support, ASN personnel do not function optimally and efficiently. In addition, how seriously workers take their responsibilities to do their jobs has an impact on how well the organization performs. Which will produce satisfactory results if every employee feels obliged to complete the work that has been assigned to him. This authority and accountability cannot be separated in an organization. Given that it can result in arbitrary behavior, it is impossible for a person to hold authority without also assuming responsibility. Regarding the reason someone wants to give full authority, that authority must be properly exercised and efficiently exercised to achieve extraordinary performance improvements with obligations that are currently the obligations of every employee of the business concerned.

**Quality of Service**

In assessing the quality of service and operations of an agency or government agency, attitudes and services are very decisive in determining superior/prime services. Superior and great attitude is the way employees serve customers or the community in a way that makes people happy. Because of the interdependence between the community and the employees themselves, every employee must have a number of qualities in order to provide excellent or superior service, including having a pleasant appearance and maintaining it, being friendly at all times, calm at work, and not being arrogant. Ability to communicate effectively, understand customer sign language, and handle customer or client complaints in a professional manner. It is a technical way of meeting, responding to community needs and complaints. master the work, both tasks related to the department or other departments and sections. The way someone behaves when serving will determine the success of the services offered. A group or entity is responsible for its implementation and each of its employees, individually or collectively, can represent the behavior. Informant 4 provides information that shows;

I'm here to take care of an ID card with my sister's family, but it's not finished yet and there are many requirements, especially such as processing via cellphone, I don't understand it. If the employee's job is not good because there is usually something wrong, for example, the name is not as expected (Informant 4, interview results, July 18, 2022)

The results of the information above indicate that the quality of ASN work in providing services to the community is not good, this can be seen in terms of the quality given to the community with results that are not as expected, besides that there are still errors that still need to be corrected so that the community is satisfied. In fact, government officials often tend to provide services to the community that are complex, such as: a) the provision of services that are still complex, delayed in handling, expensive, and careless in handling when people are under pressure to seek. a solution. b) There are still some dishonest people who are caught illegally burdening society. So that the service does not run in accordance with the wishes of the community.

Based on information from the public through interviews. Informant service users 5 who proposed making E-KTP, Saying that:

I think online-based services have difficulties in making e-KTP. According to him, the procedural process is difficult to understand for those who don't really understand gadgets and technology. (interview, 18 July 2022)

Based on the description above and based on the author's field observations, it is known that the use of the WhatsApp conversation application from this online service system is not always simple, especially if there is application data collection for population and civil registration documents. People who are confused by online service methods complain. Then, if the network is functioning normally, the process of making population administration and civil registration documents takes a day or 1x24 hours. For example, making an electronic ID card will take 1x24 hours on weekdays as long as there are enough blanks or forms and there is no accumulation of main data, you can complete the document. However, if there is an application backlog, it may take longer than the standard time of 3-4 business days. Regarding some community complaints that cannot be handled, for example, there are data problems and the main problem with people who are married but incorrectly claim to be single. The community's vulnerability follows if it cannot meet the requirements to produce the necessary documentation. He also underlined that although the preparation of documents is free of charge, some people still want to wait and often use a fast approach, namely by paying officers to complete the required documents quickly (free of charge).

**Quantity**

An agency conducts performance appraisals to assess the level of performance of employees or organizations. The success of a company in achieving its goals, vision and mission can be measured through performance appraisals, making it a very important activity. Performance evaluation allows efforts to improve performance in a directed and systematic manner, thus enabling the organization to function effectively, efficiently, and quickly in providing services to the community. provided by the organization in satisfying society and meeting expectations.

The purpose of the administration of population administration services is to implement Law Number 24 of 2013 concerning Population Administration, which establishes a national population database and guarantees the validity and accuracy of population documents issued in the context of realizing orderly population administration. Through the active participation of the government, population administration as a system should fulfill the rights of population administration in public services and provide protection related to the issuance of Population Documents without any discriminatory treatment.

Public organizations such as the Office of State-Owned Enterprises, one of which is the Department of Population and Civil Registration, are required to operate professionally in order to provide maximum performance both in terms of quality and quantity so as to produce quality goods. and service. The performance of each employee must be measured by the office, because this is one of the elements that determine whether the office is achieved or not.

One of the government agencies that provides population and civil registration services is the Supiori Regency Population and Civil Registration Service. This organization is in charge of serving the environment. satisfy all their wants and preferences. Therefore, the agency expects all workers to put in their best efforts and performance to provide quality services. Everyone who controls the service industry has an obligation to give back to society as much as they can.

Public dissatisfaction continues over the actuality of public services from previous years to the present. The community considers government services to be inadequate. Actually, the main goal of the government is the satisfaction of the people. Workforce effectiveness has a significant impact on the viability and success of the office. An employee's performance is not always up to standard because it may be influenced by several factors. Supiori Regency Population and Civil Registry Office is one example.Based on the initial observations made by the author, seen from the quantity of service, it appears that there are still employees who are not able to carry out their work properly. The community that was met by informant 5 from the Samofa district said that:

That there are still unprofessional employees in carrying out their duties such as employees who are less responsible in completing their work on time according to the time set, especially in the Administration of Population. He said, one of the service officers said that: “if there is a delay it is because there is a disturbance in the network. (Informant 5 Interview results, July 19, 2022)

As said by informant 6 as the community who takes care of ID cards, family cards and birth certificates said:

We, mama, think they are perfect because they prioritize visitors from outside Papua, come to look after them, and have files. We have determined that their identity card is on file. Asked if there were any supporting documents for us to attach, and when we asked the officer, he didn't help because he thought he was busy with his work. Try to give us, the locals here, priority. The files we put at the counter are usually stacked by their staff, and most of the time we call, we have this file, so we also have a long wait. There is an employee who is kind, he sees that he prioritizes us so that it can be finished quickly but that is only a few officers (informant 6, interview result, 19 July 2022)

The results of the information above show that the quantity of services provided by employees is not optimal, this is still discrimination in carrying out services to the public who have not significantly understood the path of good management at the Population and Civil Registry office of Supiori Regency, besides that it is also seen that there are still employees who have not fully carried out their responsibilities properly in completing their work so that it can affect the quantity of service for civil servants less effective state. Therefore, it can be concluded that the quantity of services is very important to support the performance of employees in solving any problems in order to achieve government-based, transparent and open services regardless of the people who carry out administrative management, and this can also be a performance assessment which in its aspect can support the improvement of the quality of qualified human resources if in service they are able to complete their duties.

This is also the basis for strengthening based on the data that the authors found related to reports on the achievement of recording KTP, Birth Certificates and MCH as of 2021, it can be described that the recording of KTP-EL is based on the population of Supiori Regency of 28,739 people, the number of mandatory ID cards is 20,286 people, the total number of recordings 13,064 people, the total number of printers is 13,066, and the total number that has not been recorded is 7,222 people. As for birth certificates, by looking at the total number of birth certificates that have been issued 15,718 people, and the total number of people who do not have a birth certificate is 13,021 people. And for the management of KK in 2019 as many as 611 KK, in 2020 as many as 720 KK, while in 2021 there will be 780 KK.

The results of the report above can be explained that the performance assessment of ASN in terms of service quantity is not optimal, seen from the management of family cards that are still low and have not reached the desired target, so it can be concluded that in terms of quantity of services, it is still necessary to improve and evaluate by the leadership and staff of the population and civil service office. Supiori Regency civil registration.

Therefore, the quantity of services carried out by ASN by comparing what is felt by the community there is no synchronization, because most people who carry out the management are not satisfied in receiving services at the Population and Civil Registry Offices of Supiori Regency, inversely what ASN said in provide services that they are timely and satisfactory. So the authors conclude that the quantity of services carried out by ASN in the population and civil registry services in the Supiori Regency is not optimal because it is supported by the opinion of the community that they are still not satisfied with receiving services.

**Factors Affecting the Performance of the State Civil Apparatus (ASN) at the Population and Civil Registry Office of Supiori Regency**

To provide the best service, the government must use the bureaucracy as one of its tools. However, many bureaucratic problems can actually be observed everywhere. The issue of managing ID cards, correspondence, and obtaining permits is the most relevant illustration. It took us a lot of time and had to go through many doors to handle such a simple document. To the Department of Population and Civil Registry of RT, RW, Kelurahan. The process takes a very long time, and often we are just waiting to ask for signatures from the head of the RT, RW, and other departments. In addition, the State Civil Apparatus (ASN) needs to continue to be developed so that it becomes an authoritative, efficient, and effective tool that can carry out general government tasks and encourage smooth development based on the spirit and attitude of community service. Public.

Therefore, the Department of Population and Civil Registration serves as a link between the state's civil infrastructure and government services that are directly related to the community. To assist the process of accelerating regional development, a strong government is needed from all sides, including those related to human resources, technology, and facilities and infrastructure. Every State Civil Apparatus is expected to consistently improve individual performance and organizational performance because of the importance of performance as a prerequisite for increasing work productivity. Field observations show that the performance of the State Civil Apparatus is still below the expected standard, namely the performance that can support the implementation of the duties, functions, and obligations of each State Civil Apparatus. So that in accordance with the problems that the author examines, the results of the study can be expressed in variables that affect how well the performance of ASN in the Population and Civil Registry Office of Supiori Regency.

**Productivity**

In terms of productivity, it is known that employees have not been able to take advantage of working hours properly, this can be seen from the number of employees who just sit back and chat with other employees and do not do any work during working hours. While in the field of public service, there are busy queues to perform services, but these employees are reluctant to help because they consider it not part of their duties and functions, therefore the level of discipline of ASN employees in carrying out their duties is still lacking. Based on the results of interviews with people who provide services, informant 5 said:

if I see it is not good because it is usually the employee who comes late while we have a file, we take care of it and it is needed quickly, and sometimes the file is entered but it is not finished that day (Informant 5 Results interview, 20 July 2022)

The above information shows that certain employees often arrive late to work because they are far away from work. Services at the Population and Civil Registry Office of Supiori Regency will always be hampered and cause the service schedule to be late and late if it is not repaired and continues to occur. Therefore, in order to develop a rogue apparatus, sustainable, sustainable development efforts are needed, as well as firm leadership from the head of the service as the head of the population and civil registry office in Supiori Regency.

**Responsiveness (Responsiveness)**

There is still a low attitude shown by employees in providing services, there is no friendly greeting from employees in providing services to the community. There are still differences in attitudes shown by employees in providing services to the community. Excerpts from interviews with people who take care of KTP Informant 5 said:

Mama was never angry with them because they prioritized people from outside Papua, they came to take care of them, and they have archives. If this office worker sometimes makes it difficult for us too, that makes us angry. We have already determined that a question about whether there are any supporting documents is filed in the file to process their ID card so that we can attach it.

As stated by informant 6 who said that:

there was an officer we asked, he was lazy, he just knew he was busy with the work he was doing. Try to prioritize us, the natives here, the files that we enter into the counter, their employees usually pile up, most of the time that when we called, we had this file, so we also waited a long time. There is an employee who is kind, he sees that he prioritizes us so that it can be finished quickly, but that's only a few officers (informant 5, interview results July 20, 2022)

The information above shows that the employee's response to the community is not ideal. According to some parties, there are differences in attitudes shown by employees when providing services, and these differences are acts of injustice (discrimination) on the part of employees in providing services to the community, regardless of whether it involves the length of time. required to complete public services. The elements that influence the success of ASN in providing services are therefore seen from respondents, or responses that have not shown well in providing services to the community.

**Responsibility**

Responsibility or responsibility is an attitude which has been highly valued in society because these values have been associated with perfection, trust, kindness, solidarity, productive work, and empathy. Many employees procrastinate to do and complete the tasks given by the leadership in completing them when they are in a state of urgency for time, so the results obtained are less than optimal. Based on information from informant 3 as the Head of the Civil Service Department of Population and Civil Registry Supiori district said:

It has not been going well, the problem of employee discipline, lack of human resources, and work motivation that has not been built properly. (interview results, 11 July 2022)

The results of the information above show that the responsibility of employees in providing services to the community is not optimal, this is due to the indiscipline of employees in completing their duties so that it can affect the problem solving process in providing services to the community.

The results of information citations from informant 2 as the secretary of the Population and Civil Registry Office of the Supiori Regency said:

If I see the personal relationships of ASN are not good enough because there are still ASNs who know their employees too well in their fields, then their relationship with services to the community does not seem close in carrying out their duties. population services such as ID cards, family cards and birth certificates (Interview results, July 15, 2022)

The information above can be concluded that the responsibility of employees in improving their performance is not good, so that it affects public services to the community less than optimal, because responsibility is the most basic assessment which is seen by the community to measure the level of community satisfaction in receiving population administration services such as KTP, KK and birth certificates at the population and civil registry office of Supiori Regency.

**Accountability**

Accountability generally refers to the responsibility to provide information or accountability to those who are entitled to receive it, such as an explanation of the performance and actions of a legal entity or the head of an organization.

By distributing authority to various government agencies, accountability means accountability by encouraging oversight. This reduces the concentration of power while fostering mutual control.

The author will describe the results of interviews with informants so that readers can see the findings of this study. At the Population and Civil Registry Office of Supori Regency, the factors that affect employee performance are seen from the accountability of employees with current superiors working well, but sometimes the environment is not conducive or fluctuating, meaning that sometimes the work environment becomes calm and not enthusiastic if there is a relationship. There is less camaraderie between leaders and subordinates, and vice versa.

**CONCLUSION**

A conclusion that can be seen based on the results of the study is that the performance of employees at the Population and Civil Registration Service has not been good and optimal and really needs to be improved, especially on indicators of timeliness, quality and quantity of services. On the timeliness indicator, which is the focus, the problem in the performance of the Population and Civil Registration Office of Supiori Regency is the low level of employee discipline in completing their duties. In terms of the quality of services carried out, it needs to be improved because there is still a lack of supporting facilities and infrastructure, especially existing device technology and there are still public complaints in terms of inadequate service places, in terms of service quantity measured by the level of community satisfaction receiving services is still low and needs to be improved, In addition, the leadership of the Population and Civil Registration Service employees needs to be improved in order to improve the performance of the existing ASN. Factors that affect the performance of ASN in the Population and Civil Registration Service in the Supiori Regency in public services are the productivity of services carried out by employees is very influential on employee performance and it needs to be improved. significant in accordance with applicable regulations. From Responsibility still needs to be improved and improved it greatly affects performance appraisal to measure the level of satisfaction of the people served, while seen in Accountability, it can be seen that there are still differences in attitudes shown by employees in providing services, where these differences are a form of injustice in providing services to the community, both That's the difference in attitudes shown in performing services to the responsibilities used in completing a public service.

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