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Public Service Ethics At The Population And Civil Registration Office Of South Bolaang Mongondow Regency

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Abstract

Public Service Ethics at the Population and Civil Registration Office of South Bolaang Mongondow Regency. S2 Public Administration Study Program, Gorontalo State University, Supervisor I: Prof. Dr. Arifin Tahir, S.Pd., M.Si. Supervisor II: Dr. Yacob Noho Nani, S.Pd., M.Si. This study aims to describe and analyze the implementation of public service ethics at the Population and Civil Registration Office of South Bolaang Mongondow Regency. The analysis framework uses four dimensions of ethical values of public service according to Mertins Jr., namely equality, equity, loyalty, and responsibility. These four values are used to evaluate the extent to which the State Civil Apparatus (ASN) carries out their duties by upholding ethical principles in providing services to the community. The research method used is a descriptive qualitative approach, with data collection techniques through in-depth interviews, observations, and documentation. The research informants are ASN at the Population and Civil Registration Office of South Bolaang Mongondow Regency and the community using the service. The results of the study show that the equality

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dimension has become a strong foothold in building a fair, accountable, and citizen-oriented public service system. The public services that are implemented not only meet normative demands, but have become an inherent practice in the work culture of civil servants, as well as an example of the application of public service ethics based on social justice values. The equity dimension has taken place effectively and in accordance with the framework of justice theory in Public Service. The approach reflects a commitment to provide services that are equitable, needs-oriented, and responsive to the diversity of residents' conditions. The loyalty dimension is not just a formality, but the result of a work culture that places rules, responsibilities, and public interests as the main foundation. Although the reward system is not optimal, the value of loyalty has been built from the collective consciousness of employees and is supported by consistent leadership in enforcing discipline and encouraging open communication. Meanwhile, the responsibility dimension is not only limited to fulfilling administrative obligations, but has touched on aspects of moral accountability, service ethics, and commitment to the public interest. The strength of the supervisory system combined with active leadership and a collective work culture is the main foundation of the accountability practices that have been functionally running in the field.

Keywords: Public Service Ethics, Equality, Equity, Loyalty, Responsibility, ASN

INTRODUCTION

Quality Public Service is one of the main pillars in creating good and effective governance. (Denhardt & Denhardt 2009). One of the important factors in improving the quality of Public Services is the application of ethics by the State Civil Apparatus who are tasked with providing services to the community. Ethics in Public Service includes principles such as transparency, accountability, professionalism, and responsibility, all of which are the basis for providing services that are fair, honest, and in accordance with the expectations of the community.

Ethics is understood as a philosophical reflection on morality. Ethics is a branch of moral philosophy that tries to find answers to determine and rationally defend generally accepted theories about right and wrong and good and right. In terms of ethics, public ethics based on the dimension of public service quality cited by Kumorotomo, Wirapradja, and Imbaruddin (2015) emphasizes the aspects of values and morals so that public ethics shape the integrity of public services. Public ethics as a reflection on standards or norms that determine good or bad, right or wrong behavior, actions and decisions to direct public policy in order to carry out the responsibilities of Public Service.

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The application of moral and ethical values by ASN is an important factor in creating quality public services. A strong work ethic and high integrity are the main pillars in carrying out their duties. Civil servants who work with professionalism and uphold the code of ethics will be more disciplined, oriented to the interests of the community, and avoid corrupt practices. Thus, operational efficiency can increase, so that it has a direct impact on improving the quality of Public Services (Riwukore et al., 2022).

The results of the researcher's initial observation of Public Service Ethics at the Population and Civil Registration Office of South Bolaang Mongondow Regency, which is the locus of the research, show that there are still various problems that can be described as follows:

1. Aspects of equality, people who have 'special access' or relationships with officials tend to be prioritized, while the general public often has to wait longer. This creates a gap in services and is contrary to the principles of Public Service that guarantees equal rights for all citizens without discrimination.
2. Aspects of equity, there is still unfair treatment, especially for people who are far away or less educated. They often do not get adequate help or explanation when taking care of documents.
3. Aspect of loyalty, the lack of commitment from some ASN in upholding public interests above personal or group interests. This can be seen from the practice of keeping documents and the attitude of officers who only work optimally when there is an 'unofficial reward'. Disloyalty to the mandate of the position and the spirit of Public Service has led to a decline in public trust.
4. Aspects of responsibility, lack of discipline and punctuality of service, such as delays in issuing documents, absence of officers at the service desk, and the absence of a responsive complaint mechanism. When data errors occur, the community often has to bear the burden of making corrections on their own, without the help of the officers concerned. This shows a low sense of responsibility for work.

Another crucial problem is the limited facilities that support inclusive services, especially for people with disabilities. The Population and Civil Registration Office of South Bolaang Mongondow Regency has not provided friendly facilities for disabled groups. For example, the lack of dedicated lanes for wheelchair users, the lack of braille-based information for the visually impaired, and the lack of attendants who can help them access services. This condition shows that the Public Service at the Population and Civil Registration Office of South Bolaang Mongondow Regency still does not fully meet the principles of inclusivity and equality for the entire community.

This situation reflects that there are still challenges in instilling ethical awareness among the State Civil Apparatus, especially in providing equal services for all levels of society. The

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discrepancy between the expected service standards and the reality in the field results in people facing obstacles in obtaining services that should be accessible quickly and easily.

Public services at the Population and Civil Registration Office of South Bolaang Mongondow Regency are highly dependent on the ethics and morality of the State Civil Apparatus. By understanding the challenges that exist and implementing relevant solutions, it is hoped that public service ethics can improve significantly. This research is important to delve deeper into the ethics of ASN in public service and to provide strategic recommendations for the improvement of public services in the future. Thus, the State Civil Apparatus can play a role as an agent of change that brings justice and welfare to the entire community.

THEORETICAL STUDIES

Concept of Administration

Alemina Henuk-Kacaribu (2020) in her book "Introduction to Administrative Science", Henuk-Kacaribu explained that etymologically, administration comes from the Greek word 'administrare' which means to serve and help. In general, administration encompasses all activities, from the arrangement to the management of various things to realize a common goal.

According to Siagian (2012: 13), administration can be defined as the entire process of cooperation between two or more people that is based on a certain rationality to achieve a predetermined goal. In this context, administration is not just a routine activity, but involves careful planning, effective organization, and efficient use of resources. Every action in administration is based on systematic logic and consideration to ensure that the common goal can be achieved in the most optimal way. Thus, administration includes the coordination of various activities and tasks, appropriate decision-making, and the management of harmonious interpersonal relationships to create a productive work environment and support the achievement of organizational goals.

According to Mariati Rahman (2017) in her book "The Science of Administration", Rahman quotes The Liang Gie's definition that administration is a series of structuring activities for the main work carried out by a group of people in cooperation to achieve a certain goal.

According to Dewi (2011: 3) in her book entitled *Introduction to Administration*, administration has a meaning that includes writing-writing or administrative work, which is also known as secretarial which includes various important activities such as receiving, sending, and storing documents and information. Administration is not only limited to mechanical activities, but also includes efficient data management and communication to support organizational

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functions. Effective administration ensures that all information and documents are well managed, stored systematically, and can be accessed easily when needed.

From the above statement, the researcher defines that administration is a process of organized cooperation to achieve goals. It includes technical aspects such as administration and secretarialism, which involves the management of documents and information, as well as strategic aspects that ensure optimal coordination and contribution of each individual in the organization. Administration plays an important role in creating a productive work environment and supporting the achievement of common goals through efficient and structured collaboration.

The Concept of Public Administration

According to Tahir (2011:12), in his book "Public Policy and Transparency in the Implementation of Regional Government", Tahir stated that Public Administration is a variety of management activities carried out by the government (executive) starting from the formulation, implementation and supervision of development programs involving the legislative, and judiciary as well as the participation of the community in order to give birth to public policies.

According to Keban (2022), in his book "The Six Strategic Dimensions of Public Administration: Concepts, Theories, and Issues", Keban states that public administration is an art and science aimed at regulating public affairs and carrying out various tasks that have been set, with the aim of solving public problems through improvements in the fields of organization, human resources, and finance.

According to Pasolong (2010: 8), public administration is a collaboration carried out by a group of individuals or institutions in carrying out government tasks to meet the needs of the community efficiently and effectively. According to Nicholas (in Pasolong, 2010: 8), public administration is a complex combination of theory and practice with the aim of improving understanding of government in relation to the society it is governed, as well as encouraging public policies to be more responsive to social needs.

According to Meutia (2017), in his book "Introduction to Public Administration", Meutia quotes George J. Gordon's definition which states that public administration is the entire process carried out by an organization or individual related to the implementation or application of laws and rules issued by executive, legislative, and judicial bodies.

Thus, it can be concluded that public administration involves the process of organizing and managing public resources to achieve public policy objectives, with an emphasis on efficiency, effectiveness, and service to the community

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There are different views on public administration and an understanding of some of its main characteristics. It is important to consider this by taking into account the situation that occurs in the government environment and people's lives. The discussion of public administration actually discusses policy issues related to the interests of the general public, especially those related to policies that have been agreed upon by stakeholders and have become the trust of the public. This confirms that in this era, the demands of the times demand the adoption of a good governance system for the benefit of the community, known as good governance.

Public Administration Dimension

Dimensions are measures or parameters used to describe the physical properties of an object or space. While the public refers to a group of people or the general public. The word is often used in the context of communication, media, politics, and other social fields to describe a group of individuals who have an interest, interest, or interest in a particular issue, event, or entity.

The strategic aspects or dimensions discussed in public administration or the ones that most determine the dynamics of public administration are (1) management of internal and external factors, (2) the regulation of organizational structures so that authority and responsibility structures, including their behavior according to environmental conditions and demands, (3) correct response to the needs, interests and aspirations of the community in making decisions or public policies, (4) moral and ethical regulation through a code of ethics so that all uses of abilities, competencies and professions are not misused for interests outside the public interest, (5) the recognition of the characteristics of the environment in which the public administration operates, both in the context of relations between state institutions, private institutions, society and other environments such as the political, economic, social and cultural environment, and (6) performance accountability, which is a promise to the public that must be fulfilled or fulfilled and can be accounted for through various service activities or the provision of public goods.

In other words, the scope of a public administration includes the following strategic dimensions:

1) Policy Dimensions

The policy dimension concerns decisions about what to do. To process an effective decision, it takes a series of principles such as rationality and politics. The output of the process can be a decision on the best alternative that is ready to be implemented.

Because this policy is a public policy, what is emphasized here is the problem, the needs and aspirations of the public, namely the aspirations of the community that should be served.

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The policy dimension plays a very important role in suppressing forms of errors or errors. To avoid mistakes, special training or education, and good morals are needed for key bureaucrats and policy analysts.

2) Organizational Dimensions

The organizational dimension concerns who or which group should implement or work on what has been decided. The first aspect that is emphasized is the division of duties, functions and responsibilities in working both vertically and horizontally. The second aspect that is no less important is whether the party who does the task is able or has adequate competence in doing a task, with the ability to do the task.

Another aspect that often arises is whether there is a continuous effort to assess the effectiveness of existing public organizations, including the work units that exist within them, the structure and hierarchy that are created. An organization is often called a "social system" where the people in it adhere to various agreed norms so that the values pursued together (goals) can be achieved. So important is organizational structure that organizational theory is often seen as a discipline that studies organizational structure and design, both in terms of description and prescription.

3) Management Dimension

The management dimension concerns how to apply management principles to implement public policies. This dimension focuses on how to implement what has been decided through certain principles, namely management principles. This dimension emphasizes implementation in the form of the application of methods, techniques, models and how to achieve goals efficiently and effectively.

Management is interpreted very variously by experts, which is based on educational background, experience, or perspective adhered to. Management is defined as not only the process of achieving goals but also a group of people who are responsible for carrying out the process. In addition, management is also often referred to as an activity carried out at a specific organizational level, as a set of skills, and a series of tasks.

4) Moral and Ethical Dimensions

The ethical dimension is analogous to the censorship system in public administration. This dimension can affect other dimensions, and greatly affects whether or not the goals of public administration in general, and the goals of public organizations in particular, are achieved. Therefore, this dimension is considered a strategic dimension in public administration.

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Efforts to improve morality in policies, organizations and management have great potential in helping to save costs in both public services and development. Various forms of immoral actions among administrators and public officials that only benefit them and their cronies, have harmed the country for decades, and left the country's economy in a slump with a growing debt burden.

5) Environmental Dimensions

Environment is defined as all factors that are outside the organization, or everything that is outside the boundaries of the organization. This environment includes general environments that affect the organization indirectly (economic, political, etc.). A special environment that has a direct impact (customers, suppliers, etc.).

The importance of the influence of the environment began to be realized since the emergence of concepts and theories about administrative ecology or organizational ecology, or since the identification of the concept of "open system" that recognizes the interaction between an organization and the environment.

In the development of public administration, there are two general paradigms about the relationship between the organization and the environment. The first paradigm is known as the "closed system" and the second is the "open system". A closed system describes the limited interaction of an organization with its environment, and what the organization does is almost independent of its environment. Therefore, the development of the organization does not depend on its environment.

On the other hand, an open system describes the interaction that is so intensive between an organization and its environment, that what the organization does is strongly dictated by its environment. The open system also always looks at the existence and development of an organization in relation to the surrounding environmental system.

An organization can only survive as long as it is able to adapt to its environment in various forms, namely changes in strategy, structure and work culture. The relationship between the environment and structural change also illustrates that in the face of a highly volatile environment, the organization will organize its structure more complexly, i.e. create more specialized units in greater numbers and apply more specializations.

6) Performance Accountability Dimension

Accountability comes from a foreign language, namely "accountability" which means accountability. Accountability here means a situation to be accounted for or a situation to be held accountable. In general, accountability means the obligation to provide accountability or

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answer and explain the performance and actions of a legal entity or the leadership of an organization, to the authority to receive the information or accountability (Shella Gilby, 2023:25).

Performance Accountability is a concept that refers to the responsibility of a person or organization to achieve certain results in accordance with predetermined targets or standards. The manifestation of commitment to public accountability is shown in the form of performance, both institutional performance and public administrator performance. Performance assessment is carried out by comparing achievements with existing standards so that it can provide motivation to increase productivity. One of the performance assessment parameters consists of: (1) relevance, which measures the relevance or relevance between needs and formulated goals; (2) efficiency, which is the comparison between input and output; (3) effectiveness, i.e. the level of conformity between objectives and intermediate outcomes (results) and final outcomes (impacts); (4) Utility and Sustainability, which measures the usefulness and sustainability between needs and final outcomes (impacts).

Public Service Ethics

According to Kumorotomo (2007), ethics in public service is a way of serving the community by applying habits that contain life values and norms that govern human behavior that are considered good. This emphasizes the importance of noble values in the interaction between ASN and the community.

According to Bisri, H. B. & Asmoro, B. T. (2019), Public Service ethics is a way of serving the public by using habits that contain life values and laws or norms that govern human behavior that are considered good.

According to Haeli (2019), public ethics is a reflection on standards or norms that determine good or bad, right or wrong behavior, actions, and decisions in public policy and public services.

According to Holilah (2013), public ethics is a rule or standard that directs the morals of public officials in carrying out their duties to serve the community professionally and responsibly. Public ethics has several main characteristics, which are as follows:

a) Based on Moral Values: Prioritizes honesty, justice, and the public interest.
b) Regulating the Behavior of ASN and Public Officials: Determining the standards that must be complied with in carrying out their duties.
c) Maintaining Public Trust: Preventing corruption, nepotism, and abuse of authority.

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d) Adapting to Social and Legal Norms: Developing in accordance with the demands of society and laws and regulations.
e) Universal yet Contextual: applicable in different countries, but still adaptable to the local culture.

Morals and ethics have a fundamental role in public service, serving as guidelines for state civil servants (ASN) in carrying out their duties professionally, fairly, and transparently. Denhardt (in Keban, 2008:168), defines public service ethics as a philosophy and professional standards or code of ethics that must be adhered to by public service providers or public administrators. This ethics serves as a guideline for correct behavior in serving the community.

Dimensions of Public Service Ethics

Mertins Jr. (in Bisri & Asmoro, 2019) explained that there are 4 (four) dimensions of public service ethics as follows:

1) Equality
   Equal treatment for the services provided. This is based on the type of rational bureaucratic behavior that consistently provides quality services to all parties regardless of political affiliation, social status, ethnicity, religion and so on. Giving the same treatment is synonymous with being honest, a behavior that should be appreciated.
2) Equity
   Fair treatment. The condition of a pluralistic society sometimes requires fair treatment and equal treatment, sometimes it also requires fair but not equal treatment to certain people.
3) Loyalty
   Loyalty given to the constitution, the law, leaders, subordinates and colleagues. Certain types of loyalty that ignore others.
4) Responsibility
   Every government official must be ready to accept responsibility with the tasks given and the results achieved

Public Services in South Bolaang Mongondow Regency

The South Bolaang Mongondow Regency Government through a number of regional apparatus has organized various types of Public Services as part of efforts to improve the quality of services to the community. The Population and Civil Registration Office (Disdukcapil) plays an important role in providing population administration services that are very important for the

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community. The services provided by the Disdukcapil not only include the issuance of important documents, but also reflect the government's commitment to improving the quality of life of its citizens.

The Population and Civil Registration Office provides population administration services which include the issuance of Family Cards (KK), electronic KTP (KTP-el), Child Identity Cards (KIA), as well as birth, death, marriage, and divorce registration services. Each of these services has different functions and objectives, but they are interrelated in building an efficient and transparent population administration system.

All of these services are provided free of charge and can be accessed directly by the public by coming to the office or through the Public Service Mall. This ease of access shows the government's commitment to providing transparent and accountable services. The Disdukcapil is also actively socializing the importance of population administration to the community, so that the community is more aware of their rights and obligations.

In order to support the national program, Disdukcapil not only focuses on services in the office, but also conducts pick-up services to villages. This is a strategic step to accelerate the recording of e-ID cards and update population data, especially in hard-to-reach areas. By visiting villages, Disdukcapil can provide services directly to the community, so that it can reduce obstacles that residents may face in accessing services.

Good Public Service is a reflection of the quality of clean and responsible government. In this context, Disdukcapil strives to meet the expectations of the community by providing fast, precise, and accurate services. Every service provided has an impact not only on the individual, but also on society as a whole. By having accurate population data, the government can plan and implement more effective programs to improve people's welfare.

Public services organized by the South Bolaang Mongondow Regency Government through the Population and Civil Registration Office are a very important step in improving the quality of life of the community. Through the various population administration services provided, the government strives to ensure that every citizen has a valid identity and can access public services easily. Commitment to providing quality, transparent and accountable services is the key to building public trust in the government. By continuing to improve the quality of services and involving the community in the population administration process, it is hoped that a more prosperous and competitive society can be created.

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RESEARCH METHODOLOGY

This research was conducted at the Population and Civil Registration Office of South Bolaang Mongondow Regency from January to April 2025. The research approach used is a qualitative method with qualitative descriptive research methods and research procedures carried out with in-depth interviews, field observations and analysis of documents. The data analysis technique used was the interactive analysis of the Miles and Huberman models.

RESEARCH RESULTS

This study reveals that the Application of Public Service Ethics at the Population and Civil Registration Office of South Bolaang Mongondow Regency has referred to the four main principles put forward by Mertins Jr (in Bisri & Asmoro, 2019), namely equality, equity, loyalty, and responsibility. The discussion of the four dimensions is as follows:

Equality

The dimension of equality in public service emphasizes the importance of fair and equal treatment of every citizen without discrimination on any basis. This principle demands that all individuals have equal access to state services, and that they be served based on rights, not proximity, power, or personal background. In the context of population administration services, the application of the principle of equality is crucial because it concerns the identity and basic civil rights of citizens.

The results of the study show that this principle has been systemically internalized and consistently implemented by the Population and Civil Registration Office of South Bolaang Mongondow Regency. Equal and discrimination-free public services are reflected in internal policies, work systems, and attitudes and behaviors of civil servants in providing services to the community. This commitment is expressly stated by GO, and confirmed by service officers and the service user community.

Field findings show that the value of equality has become part of the organizational culture at the Population and Civil Registration Office of South Bolaang Mongondow Regency. This is in line with Frederickson's (1990) thinking about social equity, which states that public services should not be socially neutral, but must actively ensure social justice. GO explicitly rejects any form of special treatment based on political affiliation, ethnic background, religion, or social status. All citizens are positioned as the rightful owners of the right to receive equal services.

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The implementation of the principle of equality in the Population and Civil Registration Office of South Bolaang Mongondow Regency is also formalized in a work system that refers to national regulations, such as Law No. 24 of 2013 and Presidential Regulation No. 96 of 2018. Standard Operating Procedures (SOPs) are an important instrument used to maintain procedural equality in public services. Each stage of service is handled by a different officer according to their responsibilities, making it easier to supervise and prevent discriminatory practices. This pattern is in line with the concept of New Public Service by Denhardt & Denhardt (2003), which emphasizes that public services should position citizens as partners, not as privileged customers.

Furthermore, the development of service ethics values is strengthened through online training which is routinely held by the Directorate General of Dukcapil of the Ministry of Home Affairs. This training not only increases technical capacity, but also strengthens the integrity and ethical awareness of civil servants. This supports Bruce's (2001) view of the importance of institutional ethics, where organizational ethical values are formed through continuous education and the internalization of shared values.

During the interview, the service officers revealed that there was external pressure in the form of "entrustment" or requests for special services from certain figures. However, they showed firmness in adhering to SOPs and the principles of justice. This attitude reflects ethical responsibility, as explained by Terry Cooper (2006), which is the moral responsibility of civil servants to maintain the integrity of the service, even in stressful situations.

From the side of the service recipients, the community expressed satisfaction with the treatment received. They feel treated fairly, not discriminated against, and feel the professional attitude of responsive and humane officers. This shows that the principle of equality is not only normative in policy, but has also been felt concretely by society. This is in line with the concept of public value from Moore (1995), who states that quality public services are services that are able to create social value and strengthen the relationship between the state and citizens.

Various achievements were achieved by the Population and Civil Registration Office of South Bolaang Mongondow Regency such as an increase in the assessment from the Ombudsman of the Republic of Indonesia from the yellow to green category, as well as the evaluation of the Ministry of Tourism from the C- to B+ predicate, Best 1 Ownership of Birth Certificates Aged 0-18 Years in Regencies/Cities in North Sulawesi Province with a value of 98.59%, Best 2 Registration of KTP-El Regencies/Cities in North Sulawesi Province with a value of 99.89%, and Best 3 Achievements of Digital Population Identity Activation in Regencies/Cities in North Sulawesi

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Province with a score of 3.36%, further emphasizing that the implementation of the principle of equality has a positive impact on organizational performance.

However, the potential for disruption to the principle of equality can still occur, especially from external factors that try to influence the service process. Although no open violations have been found, this condition indicates the need to strengthen the internal supervision system and enforce public service ethics so that the principle of equality is maintained in a sustainable manner.

Thus, it can be concluded that the principle of equality has been implemented in a real and effective manner at the Population and Civil Registration Office of South Bolaang Mongondow Regency. Its implementation not only strengthens bureaucratic accountability, but also creates a fair and dignified service relationship for all citizens.

Equity

The principle of equity in Public Service refers to fair treatment for all citizens by taking into account the different needs, conditions, and limitations of each individual. Mertins Jr (in Bisri & Asmoro, 2019) emphasizes that in a pluralistic society, justice does not always mean equal treatment, but fair treatment that can differ according to the social context and individual needs.

The findings of the study show that the Population and Civil Registration Office of South Bolaang Mongondow Regency not only applies the principles of procedural justice, but also adopts a substantive equity approach, which is justice that takes into account the social context and factual needs of the community groups served. This can be seen from several service practices such as the implementation of pick-up programs for people with disabilities and the elderly, adjustments to service procedures for vulnerable groups, and the provision of online services for people in areas that are difficult to reach geographically.

This approach mirrors the difference principle thought put forward by John Rawls (1971) in A Theory of Justice, where inequality in treatment can be justified to the extent that it provides the greatest benefit to those in the most disadvantaged positions. In the context of Public Service, the difference in approach is not a form of discrimination, but a form of policy adaptation so that it can reach all levels of society fairly.

In line with this, Frederickson (1990) in the concept of Social Equity in Public Administration emphasizes that justice in Public Administration must be understood socially, not only from an administrative or legal-formal point of view. This means that justice is not just about uniform treatment of all citizens, but must take into account the diversity of social, economic, and

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geographical conditions of society. The application of this principle in the Population and Civil Registration Office of South Bolaang Mongondow Regency is reflected in three main strategies:

1) Prioritizing services to vulnerable groups, such as people with disabilities, the elderly, and people living in remote areas. These groups gain access to services with a special approach without having to follow all the standard procedures applicable to the general public.
2) The mobile service approach (pick up the ball), which actively provides services to the homes of residents who have physical limitations or geographical barriers. This strategy emphasizes the responsiveness of public services to groups that have been difficult to reach.
3) Provision of online services and special access routes for rural communities who have limited physical infrastructure, such as transportation and communication networks. This shows that public services seek to reach all citizens without location-based discrimination.

These three approaches intersect with the principle of targeted universalism developed by Powell et al. (2019), where policies are universal but in their implementation are adjusted to the specific needs of various groups. In this context, the Population and Civil Registration Office of South Bolaang Mongondow Regency continues to apply the same service standards for all, but provides flexibility in its implementation so that justice can be realized functionally and effectively.

ASN's understanding of principles is also reflected in their attitude in serving. ASN understands that equality is not equal treatment, but ensures equal access to basic service rights. This understanding is in line with the concept of The New Public Service from Denhardt & Denhardt (2015), which states that the role of the government is not solely as a bureaucrat who runs the rules, but as a servant of citizens who must uphold ethical values and respect for public rights.

Validation from the service user community reinforces these findings. Vulnerable groups state that they feel cared for and do not experience discrimination in the ministry. In fact, the general public also admits that the services at the Population and Civil Registration Office of South Bolaang Mongondow Regency are fair and open, without any special treatment for certain groups. This shows that the application of the principle of equity has included procedural and substantive aspects.

In the Public Service literature, a balance between procedural and substantive justice is essential to ensure the legitimacy of government services. Osborne (2006) in a study on Public Governance stated that the active participation of citizens in assessing and feeling services is an important indicator of value-based public services. This is reflected in the context of this research through direct recognition from residents that the services provided are considered fair and

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decent.

However, in terms of policy management, the study also reveals that although there are already equity-based service practices, the mechanism to measure their impact is still not standardized. There is no monitoring and evaluation instrument that quantitatively measures the extent to which this differential approach actually improves access and quality of services for vulnerable groups. Therefore, in the future, it is necessary to strengthen the evaluation system based on target groups, such as the development of substantive justice indicators and community involvement in the social audit of Public Services.

Thus, this discussion confirms that the Population and Civil Registration Office of South Bolaang Mongondow Regency has applied the principle of equity operationally and consistently. The approach used reflects a theoretical and ethical understanding of Public Services that is inclusive, fair, and responsive to the conditions of diverse citizens. However, to achieve sustainability, it is necessary to strengthen evaluative aspects and evidence-based evidence so that the principle of equality is not only a normative narrative, but can continue to be proven through real achievements.

Loyalty

Based on the results of interviews with key informants, the principle of loyalty has been reflected in the implementation of Public Services at the Population and Civil Registration Office of South Bolaang Mongondow Regency.

The results of the study show that the principle of loyalty at the Population and Civil Registration Office of South Bolaang Mongondow Regency has been implemented consistently in Public Service practices. The ASN shows a strong form of loyalty to the applicable laws and regulations, which they use as the main guideline in carrying out their duties. This attitude is a representation of loyalty to the constitution and the legal system of the state, as emphasized by Rosenbloom (2008) that in the system of public administration, loyalty to the law and constitution is the main foundation of bureaucratic ethics. Cooper (2012) also emphasized that an ASN should not sacrifice legal and moral values just for the sake of obedience to the superiors. Field findings reinforce this principle, especially through the GO's statement that in situations where superiors' orders are contrary to the law, ASN is required to adhere to regulations and legislation. This reflects a fairly good level of institutional maturity, where professional loyalty has been formed on the basis of responsibility to the law, rather than simply structural subordination.

In addition, ASN's loyalty to the organization and leadership is also shown through a

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proactive attitude in completing tasks on time and according to standards. ASN is not only limited to carrying out their main duties, but also shows readiness to help across fields if needed. This is a manifestation of loyalty that is not passive or normative, but loyalty that grows from a sense of shared responsibility to ensure smooth service to the community. Frederickson (1997) emphasizes the importance of this form of loyalty in modern public administration, because true loyalty involves involvement in the process of achieving the organization's mission as a whole, not just bureaucratic compliance.

In the aspect of work relations, horizontal loyalty is also quite prominent. Employees within the Population and Civil Registration Office of South Bolaang Mongondow Regency work in an open space without partitions which indirectly forms a collaborative work pattern and strengthens the relationship between employees. This egalitarian and familiar work atmosphere creates a family spirit that has a positive impact on team cohesion and emotional support between employees. Vigoda-Gadot (2007) emphasizes that horizontal loyalty, built on trust and common goals, plays a major role in increasing morale, efficiency, and productivity in public sector organizations. In this case, loyalty is not only vertical to the leader, but also integrated with solidarity among employees who support the effectiveness of public services.

In terms of service recipients, the community responded positively to the performance of ASN at the Population and Civil Registration Office of South Bolaang Mongondow Regency. They consider the services provided to be fair, non-discriminatory, and in accordance with procedures. This shows that ASN loyalty also refers to the public interest, not just the internal orientation of the organization. Frederickson (1990) calls this form of public-centred loyalty, where the loyalty of ASN is directed to the interests of citizens and the quality of services received by the public. ASN shows moral courage to comply with procedures even under pressure, including when facing requests from superiors who are considered deviant. This action illustrates that the values of public ethics have been internalized in their mindset and acts of service.

However, the results of the study also show that there are limitations in the reward system for the loyalty and performance of ASN. There is no formal reward system that structurally recognizes outstanding performance or high dedication of employees. Sanctions have indeed been implemented through cuts in allowances for undisciplined civil servants, but positive incentives have not been institutionalized systemically. This is a weakness in the formation of healthy and sustainable long-term loyalty. Bass & Avolio (1994), through a transformational leadership approach, states that employee loyalty and motivation can be strengthened through continuous reward, recognition, and empowerment. Without an adequate merit system, the

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loyalty of civil servants will depend heavily on the moral commitment of individuals, who in the long run are prone to demotivation, especially in bureaucracies whose performance is heavily influenced by structural incentives.

Thus, this discussion shows that the principle of loyalty has been applied comprehensively by civil servants at the Population and Civil Registration Office of South Bolaang Mongondow Regency, both in the form of loyalty to the law, organizations, colleagues, and the community. This loyalty is not pseudo-or symbolic, but is already part of the work culture and professional ethical awareness. Nevertheless, institutional reform is still needed through strengthening the merit-based reward system, regular public ethics training, and strengthening an organizational culture that supports value-based loyalty, not just structural loyalty. Without such a system, loyalty that currently runs on moral grounds will lose its institutional foundation and will not be able to have a long-term impact on the stability and quality of public services.

Responsibility

In the framework of public service ethics, the principle of responsibility is not only a technical-administrative aspect related to the implementation of bureaucratic duties, but is a moral foundation that affirms the commitment of civil servants to integrity, transparency, and public trust. As explained by Lawton, Rayner, and Last (2013), public accountability is a form of moral recognition of civil servants to the service mandate that has been given by the people through a democratic system. Therefore, the implementation of responsibility cannot be limited to performance reporting alone, but must include the attitudes, values, and ethical behaviors inherent in each state apparatus.

Field findings in this study show that the responsibility dimension at the Population and Civil Registration Office of South Bolaang Mongondow Regency has been carried out through a combination of structural and cultural approaches. Structurally, GO plays a key role in building a culture of accountability. Daily monitoring of work carried out directly and the use of the e-Performance system show that the administrative accountability aspect has been built. As explained by Romzek and Dubnick (1994), this form of accountability emphasizes vertical responsibility that is formal and institutional, where civil servants are systemically responsible for the achievement of predetermined targets and performance standards.

However, more than that, the responsibilities of ASN at the Population and Civil Registration Office of South Bolaang Mongondow Regency also appear in the form of moral and ethical responsibilities. Service officers not only carry out their duties based on standard

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procedures (SOPs), but also show sensitivity to the needs of the community, including when faced with limited conditions such as power outages or network disruptions. The attitude of civil servants reflects a form of moral responsibility as stated by Cooper (2012), where work motivation is based on personal integrity and commitment to Public Service, not solely due to pressure from superiors or the lure of incentives.

This condition is in line with the principle of New Public Service as formulated by Denhardt and Denhardt (2007), that the main task of the public bureaucracy is to serve citizens, not just carry out structural orders. This is reflected in the behavior of civil servants who remain actively working and looking for solutions to technical problems, even when the system experiences disruptions. This kind of attitude not only improves the quality of services, but also strengthens public trust in institutions.

On the other hand, the form of responsibility also appears in the horizontal dimension. Unfettered work practices and open communication between employees have encouraged the formation of collective accountability, namely a collective awareness among civil servants that organizational performance is the result of teamwork and joint contributions. In line with Vigoda-Gadot (2007), this form of accountability plays a role in increasing the efficiency and effectiveness of bureaucratic work through strengthening solidarity, mutual responsibility, and a collaborative work climate.

The community as service recipients also gave a positive assessment of the attitude of ASN responsibility. Officers are considered friendly, communicative, and continue to serve well regardless of the background of the people who come. This attitude strengthens citizen-based accountability, where the responsibility of ASN is not only to superiors or institutions, but also to the community served. As emphasized by Bovens (2007), accountability on the side of the public is the essence of a democratic bureaucracy.

However, challenges still exist in the aspects of infrastructure support and service systems. Technical obstacles such as power outages and internet networks have not been fully overcome, which has the potential to disrupt the sustainability of public services. Therefore, strengthening the responsibility of ASN must be accompanied by institutional strengthening and facility support so that the principle of responsibility can be applied consistently, measurably, and adaptively to field challenges.

Thus, it can be concluded that the dimension of responsibility in Public Service at the Population and Civil Registration Office of South Bolaang Mongondow Regency has been implemented comprehensively within the framework of vertical, moral, and horizontal

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responsibility. This implementation not only shows formal accountability for bureaucratic performance, but also strengthens the quality of services based on ethics, integrity, and public trust.

CONCLUSION

1) **Equality**

   The principle of equality has become a strong foothold in building a fair, accountable, and citizen-oriented public service system. Public services implemented by the Population and Civil Registration Office of South Bolaang Mongondow Regency not only meet normative demands, but have become an inherent practice in the work culture of civil servants in the regions, as well as an example of the application of public service ethics based on social justice values.

2) **Equity**

   The principle of equity in Public Service by the Population and Civil Registration Office of South Bolaang Mongondow Regency has taken place effectively and in accordance with the framework of justice theory in Public Service. The approach reflects a commitment to provide services that are equitable, needs-oriented, and responsive to the diversity of residents' conditions.

3) **Loyalty**

   Overall, the loyalty principle carried out by ASN at the Population and Civil Registration Office of South Bolaang Mongondow Regency is not just a formality, but is the result of a work culture that places rules, responsibilities, and public interests as the main foundation. Although the reward system is not optimal, the value of loyalty has been built from the collective consciousness of employees and is supported by consistent leadership in enforcing discipline and encouraging open communication.

4) **Responsibility**

   Overall, the application of the principle of responsibility at the Population and Civil Registration Office of South Bolaang Mongondow Regency is not only limited to fulfilling administrative obligations, but has touched on the aspects of moral accountability, service ethics, and commitment to the public interest. The strength of the supervisory system combined with active leadership and a collective work culture is the main foundation of the accountability practices that have been functionally running in the field.

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SUGGESTION

1) **Equality**

It is necessary to strengthen institutional capacity through the addition of human resources and service infrastructure so that the equality of services that have been running well can be maintained and improved in a sustainable manner.

2) **Equity**

It is necessary to develop a target group-based evaluation instrument to measure the real impact of differential services so that the principle of justice can be maintained in a sustainable and measurable manner.

3) **Loyalty**

There is a need to strengthen the performance-based merit system and formal awards to support the loyalty of ASN on a continuous basis and encourage the creation of a more professional and integrity work culture.

4) **Responsibility**

It is necessary to strengthen adequate infrastructure support systems such as electricity, internet, and proper office buildings as well as performance-based awards so that ASN's responsibilities can be implemented more optimally and sustainably.

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