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Analysis of the Performance of Civil Servants (PNS) in the Administration of Population Affairs at the Population and Civil Registration Office of Yalimo Regency

Roida Hutabalian*, Kajagi Kalman, Amsal Nahabial
Universitas Doktor Husni Ingratubun Papua, Indonesia
Email: hutabalianroida55@gmail.com*, jacky.kajagi08@gmail.com, laweamsalnahabialwalime@gmail.com

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ABSTRACT

Population administration is essential for ensuring citizens' legal identity, access to public services, and accurate demographic data; however, service delivery in geographically isolated regions remains challenging. This study aimed to examine the performance of Civil Servants (PNS) in implementing population administration and civil registration services at the Population and Civil Registration Office of Yalimo Regency and to identify the main obstacles affecting their performance. The study employed normative and empirical juridical approaches using statutory analysis, literature review, observation, and interviews with government officials and community members. The findings revealed that civil servants had attempted to provide population administration services, including Family Cards, Identity Cards, birth certificates, marriage certificates, death certificates, and other civil registration documents. However, service performance remained suboptimal, particularly in remote districts and villages. Major constraints included challenging mountainous geography, long travel distances, limited transportation, inadequate electricity and internet access, insufficient office facilities, limited proficiency in administrative information systems, employee attendance and coordination issues, and low community participation. The study concluded that improving population administration services in Yalimo Regency requires strengthening employee competence and discipline, improving infrastructure and technology, enhancing coordination, and implementing proactive service strategies adapted to local geographical and social conditions to ensure more equitable access to services throughout the regency.

INTRODUCTION

The role of Civil Servants (PNS), now referred to as State Civil Apparatus (ASN), in maintaining national unity through their service and dedication to Indonesia is considered highly strategic (Dwiyanto, 2018). To achieve the national objectives mandated by the 1945 Constitution of the Republic of Indonesia (Hiariej, 2020), civil servants play a crucial role. They are expected to perform their duties with a strong work ethic, professionalism, integrity (Sinambela et al., 2019), independence from corrupt practices and political intervention (Mardiasmo & Arisanty, 2021), and a commitment to delivering high-quality public services (Dwiyanto, 2020). Furthermore, civil servants are expected to serve as a unifying force for the nation based on Pancasila and the 1945 Constitution (Mansyur & Supriyanto, 2022). National awareness and state defense values are essential to ensure that civil servants not only perform their responsibilities effectively (Kristiyanto, 2021) but also uphold the integrity and unity of the Unitary State of the Republic of Indonesia (NKRI) (Prasetyo & Wijaya, 2023).

Civil servants are individuals employed by government institutions who meet certain requirements to occupy public positions and provide public services.1 As a profession, civil service positions are obtained through a career-based system rather than through general elections involving direct public participation. The definition and scope of civil servants vary among countries and may differ in terms of whether military personnel are included within the category of public employees (Bezes & Lodge, 2015; Chapman, 2024; Kopecký et al., 2016; Rogger, 2017; Thijs et al., 2017).

Based on Indonesian history, particularly during the New Order era, various challenges emerged in the implementation of the national governance system. One of the main issues was the dominance of government bureaucracy, in which decision-making power was concentrated within the state apparatus, limiting public participation as a key element of democracy in controlling government institutions. This condition was reinforced by the concept of monoloyalty, which was used by the New Order government to control bureaucratic structures and maintain political stability (Basyariah & Rizki, 2023; Park, 2023; Rosser et al., 2021; Rosser & Fahmi, 2018; Wilson, 2015).

This historical context influenced the development of government personnel management and the regulation of state apparatus resources. The reform of the civil service system was subsequently strengthened through Law Number 5 of 2014 concerning State Civil Apparatus, which was later amended by Law Number 20 of 2023 concerning State Civil Apparatus.

As previously explained, the role of Civil Servants or State Civil Apparatus, particularly within the Population and Civil Registration Office (Dinas Kependudukan dan Pencatatan Sipil / Disdukcapil) of Yalimo Regency, Highland Papua Province, is highly significant in implementing government affairs related to population administration and civil registration. These responsibilities include planning, policy implementation, guidance, coordination, supervision, service innovation, issuance of population documents such as identity cards, family cards, birth certificates, death certificates, and marriage certificates, as well as accurate population data management to support public services and development programs.

The role and function of the Yalimo Regency Disdukcapil, when implemented effectively, can contribute to public security, comfort, and community welfare. This contribution would be further strengthened through adequate operational support, including transportation facilities capable of reaching remote areas with challenging geographical conditions, such as long-distance routes, mountainous terrain, and steep roads connecting one district to another. Such support would improve access to population administration services for residents throughout Yalimo Regency (Sari & Rahman, 2021; Wandik et al., 2023; Yare et al., 2025).

However, the Yalimo Regency Disdukcapil has not yet been able to fully implement its responsibilities as mandated by the state and the Yalimo Regency Government. This condition is not solely caused by low employee performance or lack of commitment among Disdukcapil personnel but is also influenced by various internal and external constraints that are difficult to overcome. These challenges include significant geographical distances between government offices and communities, limited accessibility, and dependence on residents' visits to administrative offices, resulting in delays in service delivery. Consequently, the issuance of birth certificates, identity cards, family cards, death certificates, marriage certificates, and other

population administration documents has not reached all residents in Yalimo Regency. This situation indicates that collaboration between the government and the community remains below expectations and requires strategic solutions that accommodate local conditions and community needs.

These challenges motivated the author to conduct further research in the form of a thesis entitled: "Analysis of the Performance of Civil Servants (PNS) in the Implementation of Population Administration at the Population and Civil Registration Office of Yalimo Regency."

Theoretical Framework

A theoretical framework or conceptual framework is the author's theoretical thinking about the problem being studied, which describes the relationship between concepts or variables to be studied. In this theoretical framework, the author will describe the performance of Civil Servants (PNS) in the implementation of population administration at the population and civil registration office of Yalimo Regency, and what obstacles are faced by Civil Servants (PNS) in the implementation of population administration at the population and civil registration office of Yalimo Regency.

Problem Formulation

1. How is the performance of Civil Servants (PNS) in the implementation of population administration at the Population and Civil Registration Office of Yalimo Regency?
2. What obstacles do Civil Servants (PNS) face in the implementation of population administration at the Yalimo Regency Population and Civil Registration Office?

METHOD

This study employed normative juridical and empirical juridical research approaches. The normative juridical approach examined legal provisions derived from library-based sources or secondary legal materials, particularly laws and regulations relevant to the research topic and problem formulation. This approach applied a statutory approach by analyzing applicable legal regulations and related legal literature.

The empirical juridical approach was conducted by examining facts and practices directly related to population administration and civil registration services at the Population and Civil Registration Office. Data were obtained through observations and interviews with respondents directly involved in the research subject.

The approaches used in this study included:

1. Statutory approach (statute approach), which involved examining various legal regulations that served as the focus and primary basis of the research (Jhony Ibrahim, 2007).
2. Library research (literature research), which involved reviewing books, legislation, academic literature, and other relevant materials related to the research topic.
3. Case approach (case approach), which involved analyzing relevant cases related to the issues examined in this study (Peter Mahmud Marzuki, 2015).

RESULTS AND DISCUSSION

Analysis of the Performance of Civil Servants (PNS) in the Implementation of Population Administration at the Population and Civil Registration Office of Yalimo Regency

Brief Profile of Yalimo Regency

Yalimo Regency is an autonomous region in the Mountainous Papua Province, Indonesia, with its capital in Elelim. Yalimo Regency was inaugurated in 2008, and has an area of about 4,330.29 km² with a population of 106,740 people. This area is home to the Yali Tribe, the Native Tribe in Yalimo Regency.

Geographically and administratively, itis bordered by Jayapura and Sarmi Regencies (North), Yahukimo Regency (East), Jayawijaya Regency (South), and Central Mamberamo Regency (West). The division of the area is independent of 5 districts (sub-districts), namely: Elelim with an area of 660.76 KM2, Abenaho with an area of 1,131.81 KM2, Apalapsili with an area of 383.32 KM2, Benawa with an area of 871.90 KM2, and Welarek with an area of 1,282.5 KM2, with the center of government located in Elelim District.

The Regional Head isled by a Regent for a maximum term of office for two periods. The name "Yali" comes from the phrase meaning "Land between high mountains", so the topography of this region is completely located in a dense expanse of forested mountains. The Yali tribe is the majority group and the indigenous inhabitants of this area. They traditionally settled in the Honai traditional house and have a long history related to the entry of evangelism dating back to the 1960s.

Yalimo Regency is famous for its good customs and helping each other in daily life. Since ancient times, all work has been carried out in mutual cooperation, because they are bound to thick tribal customs and religious rituals. However, the custom of tribal warfare is inevitable if there are external disturbances that can harm their tribe. In principle, they keep their lives from being disturbed by external and internal security disturbances. The people are used to being taught to live in harmony and peace among fellow tribes and communities.

Quality of Population Service at the Population and Civil Registration Office of Yalimo Regency

A government is a collection of people who administer the authorities of the institutions to which they are placed as the personification of power. So, if the rules of the game and institutions are two abstract and static components of a system of government, then the bureaucratic apparatus and political officials who sit in the three branches of government are concrete, active, and dynamic components (Badjido & Samad, 2014). State management is certainly inseparable from the role of the government apparatus as the main driver of the running of the wheels of government. The State Civil Apparatus (ASN) as government apparatus and public servants as the most important asset that is the spearhead in carrying out the duties of government agencies is to carry out service functions, and empowerment to the community as its beneficiaries, therefore every government agency must realize excellent service where these goals will not be achieved if they are not supported by performance in a maximal manner.

Bureaucracy in Indonesia has certain characteristics so that people are often allergic when dealing with bureaucracy (Siagian, 2004). Coordination is defined as activities carried out by various equal parties to provide information and arrange together (agree) on certain things, so that on the one hand the process of carrying out tasks and the success of one party

does not interfere with the process of carrying out tasks and the success of the other, while on the other hand one directly or indirectly supports the other party (Aksa, 2012). The government's efforts in providing optimal public services are important to do. Public services must receive serious attention because it is the main task and function inherent in government apparatus. The quality level of public service performance has wide implications in various aspects of life, especially to achieve the level of community welfare. Therefore, efforts to improve public services must be carried out in a continuous, sustainable manner and carried out by all levels of local government apparatus.

The performance of employees at the Yalimo Regency Population and Civil Registration Office as a government agency that is bound by its main duties and functions in service to the community is certainly inseparable from the process and results of achievement at the end of work, in this case employee performance is the result of employee work both in terms of quality and quantity based on predetermined performance standards that have been achieved by the Yalimo Regency Population and Civil Registration Office in carry out their duties in accordance with their responsibilities. Performance is the achievement of outcomes at the level or organizational unit. Performance at the organizational level is related to organizational goals, organizational design, and organizational management legally, does not violate the law and a long process by trying to improve the quality of performance in a better direction, in order to gain the trust of the people who are residents of Yalimo Regency in managing resident identities such as Family Cards (KK), Identity Cards (KTP), Birth Certificates, Marriage Certificates, Death Certificates, Divorce Certificates, and other population identities that are urgently needed.

The organizational structure of the Yalimo Regency Population and Civil Registration Office for the 2022-2026 Fiscal Year is as follows:

Table 1. Organizational Structure of the Population and Civil Registration Office of Yalimo Regency T.A. 2022-2026

No.	NAME	NIP	DEPARTMENT
(1)	(2)	(3)	(4)
1	Mes Kepno	198106252010041002	Head of Service
2	Copyright © 2019 S.E. All Rights Reserved.	198108052011041002	Secretary
	Fredrik Hakonias Marandof	198409032011041004	General and Personnel Subdivision
	Timon Kosay, S.P.D.	197712302007011011	Staff
	Michael Pahabol	198711172011041001	Staff
	Juliana Siep, SE	198007242015012001	Finance Subdivision
	Efraim Arthur Lambe, ST	198812042015011001	Treasurer
	Fredrik Busso Pabilang, S.Kom	198007152015011001	Staff
	Nopege Nekwek, S.Sos	198111172011042001	Planning Subdivision
	John Willy Iryanto, A.Md.Kom	198503052021031001	Staff
3	Yunias Dabi, S.Sos	198006162010041001	Head of Department. Resident Registration Services
	Eranawati Lolok Malino, A.Md	198808072010042002	Case. Resident Registration

	Herman Alitnoe, S.Sos	197405102008011032	Staff
	Marsiana Butu, A.Md	199007262021032002	Staff
	Copyright © 2019 S.Sos. All Rights Reserved.	198703062010042002	Case. Migration and Population Data Collection
	Paulina Nekwek	192903182011042001	Staff
4	Pope Wilil, S.Pd	197810172005021002	Head of Department. Civil Registration Services
	Yuli Tokko, SE	197107252006051001	Birth and Death Certificate
	Luther, S.Kom	198508092011041001	Staff
	Isakar Alitnoe	197601282010041001	Marriage, Divorce, Change of Child Status and Citizenship
	Azis Roni Pamurung, S.Sos	198407082015011001	Staff
5	Yosina Endama, S.Sos	198411272010042001	Head of Department. Population Administration Information Management
	Rumanus Dabi, S.Sos	197904212011041001	Head of Occupation Administration Information
	S.S. S.S.	198804162010042001	Staff
	Eli Dabi, OR	197705012011041001	Head of Population Data Processing and Presentation
	Lanais Yangalib, SH	198508242010041002	Staff
6	Sepanus Sambom, A.Md.Pd	197808232010041001	Head of Data Utilization and Service Innovation
	Yarid Loho, A.Md.Sos	197908222010042002	Head of Service Innovation Cooperation
	Dicky Ronald Ardiansyah, A.Md. Keu	197703272011041002	Staff
	Ruth Miryam Amsamsium	197809172011042001	Head of Utilization of Population Data and Documents
	Lisa Palentek, SE	197709132010041002	Staff

In the process of service at the Population and Civil Registration Office of Yalimo Regency, it is regulated by the regulation of population document services, namely Law Number 24 of 2013 concerning Population Administration, which is continued by the Regional Regulation of Yalimo Regency Number 9 of 2014 concerning Amendments to Regional Regulation Number 10 of 2011 concerning the Organization of Regional Technical Institutions of Yalimo Regency, the implementation of the main duties and functions of the Population and Civil Registration Office, Specifically, it only includes 2 (two) main elements, namely;

1. Policy formulation in the field of population and civil registration; and
2. Population and civil registration services

In addition, as one of the regional implementing units (regional apparatus), the Population and Civil Registration Office of Yalimo Regency also has duties and obligations to carry out general government duties and other duties ordered by leaders within the Yalimo Regency Government. On the other hand, in order to keep pace with the development of issues about public services that are increasingly emerging, it is necessary to make efforts to improve service performance and the quality of human resources, especially those responsible for the implementation of excellent service for the general public.

The Head of the Population and Civil Registration Office of Yalimo Regency, Mr. Mes Kepno, when interviewed by the author regarding the performance of his apparatus, said (M. Kepno, personal communication, May 20, 2026). :

"So far we have tried our best to carry out the duties and work assigned to the Population and Civil Registration Office of Yalimo Regency, other than for the population sector by making Family Cards (KK), Identity Cards (KTP), and Resident Migration Services, both between Citizens and Foreign Citizens (WNA), while for the field of civil registration by making a Birth Certificate, Death Certificate, Marriage Certificate, and Divorce Certificate as well as registration of name changes, child recognition, and child legalization. In addition, we also make updates and accurate database management that is commonly used for elections and other public services."

The same thing was also conveyed by the Head of Population Registration Services at the Population and Civil Registration Office of Yalimo Regency, Mr. Yunias Dabi, S.Sos, who basically said that (Y. Dabi, personal communication, May 20, 2026). :

"Even though Yalimo Regency has only been running for a few years, we have tried our best to run the wheels of government in the field of population as best as possible, especially in the field of making Family Cards (KK) for people who are newly married and have separated from their parents, Identity Cards (KTP) for people who are 18 (eighteen) years old, and also Population Moving Services. both between Citizens and Foreign Citizens (WNA). We try to do all of that well, even though we have to pick up the ball by going to the residents, because if we don't move, then few Yalimo residents will try on their own, because their place of residence is far from the office and they have to go up and down the mountain, so there must be good cooperation from the government and the community.'

When the writer visited the Head of the Civil Registration Service, Mr. Paus Wilil, S.Pd, also said the same thing about his field of work (P. Wilil, personal communication, May 20, 2026). :

"We are also here smoothly regarding our field, namely taking care of marriage and divorce, child custody, and citizenship, even though all of that is only in the district center, while in the sub-district or villages it is not so smooth. Hopefully over time, we can reach all the interests of the community regarding their civil rights. Now the target is not maximized because the natural conditions of Yalimo Regency are not yet possible."

What the three Disdukcapil officials said above, according to the author's observation, is indeed true, because the geographical location of the hilly Yalimo Regency area and the distance of each village is very far from the center of Yalimo Regency. This situation makes employees at the Population and Civil Registration Office have to move to the residents to record and ask about their respective administrative needs.

In addition, based on the author's observations, the ability to operate an administrative service system, including applications that support the printing of population documents, is quite good, but it is not yet fully mastered by employees, because this ability is not only obtained through work experience, but must also be through coaching trainings before placement at the Population and Civil Registration Office. Employees must also show a proactive attitude in finding solutions to technical obstacles, both through cooperation with internal technicians and by reading the application usage guidelines provided at the Yahukimo Regency Population and Civil Registration Office which urgently needs professional personnel in the work environment, so that like it or not, Disdukcapil employees must constantly learn about the development of science and technology.

As the Head of Population Administration Information Management, Mrs. Yosina Endama, S.Sos said in her office (Y. Endama, personal communication, May 21, 2026).

"Our electronic facilities are still limited, so our work is not optimal, but we still try to present the processing and population data as best we can, because after all we must not be too far behind in terms of information and technology that is developing day by day. We must not be too far different from those in the provinces, because even though it is just developing, we must continue to move forward to catch up with us."

When arriving in Benawa District by plane, the author had time to interview several residents regarding the ownership of Family Cards (KK) and Identity Cards (KTP). Mr. Obaja Nahabial (O. Nahabial, personal communication, May 25, 2026), one of the residents said that: "I haven't made an ID card for a long time, because to take care of my ID card requires a very high cost to travel to the district, and I can't afford it".

Likewise, Mr. Nius Nahabial, one of the elementary school teachers, said that (N. Nahabial, personal communication, May 25, 2026). :

"We here cannot do anything to complete the identity of our population and our children. The government does want all residents to have a clear identity, but because of the difficult geographical location, only people who work as employees or people who are looking for work are trying to take care of their ID cards and family cards. Apart from that, those who only work as farmers, beggars, or unemployed, do not feel that they need a family or ID card."

This information is also supported by Mrs. Lince Sahuniap, another resident of Benawa District whom the author managed to meet (L. Sahuniap, personal communication, May 25, 2026). :

"Our village is very far from the district, so the government also finds it difficult to equip the residents with families and ID cards. If there are residents who are trying to make an ID card, then it is certain that they want to apply for jobs in government offices or in other offices that provide requirements for residents who want to register themselves, or want to register themselves in high schools and universities in the city."

Other statements that are almost identical were successfully collected by the writer in Ellim District. Mr. Oknel Siep (O. Siep, personal communication, May 26, 2026), one of the residents interviewed by the author said that: "It is just a matter of distance and hilly conditions so that people from the government are lazy to go to the village, and people from the village are lazy to go to the district to take care of their identity and other important papers".

Likewise, a statement from another resident in Ellim District, Mr. Apolos Teorabi (A. Teorabi, personal communication, May 26, 2026), said that: "Currently, the district is still new,

so it is not very orderly regarding population and civil registration in the villages. The important thing is that we can live and live in our own land, and everyone knows we were born and raised in Yahukimo. We stay here and go nowhere".

From all the opinions of the Yahukimo Regency government officials, in this case the Population and Civil Registration Office and its residents, the author draws the conclusion that the performance of the apparatus has not been optimal in handling the population and civil registration in Yahukimo Regency. The performance of this government apparatus must be continuously spurred and improved so that population data related to Family Cards (KK), Identity Cards (KTP), Birth Certificates, Death Certificates, Death Certificates, and Divorce Certificates can be accessed by all residents in Yahukimo which totals approximately 104,913 people, because these data are very important not only for the population concerned, but also very important for regional interests and national interests such as data the population of Indonesia as a whole, as well as population data in order to participate in the general election

Obstacles Faced by Civil Servants (PNS) in the Implementation of Population Administration and Civil Registration in Yalimo Regency

Data from the Directorate General of Dukcapil of the Ministry of Home Affairs shows that there is still a disparity in the ownership of Family Cards (KK) and Resident Identity Cards (KTP) between regions in Indonesia (Wetipo, 2026), and Yalimo Regency in Papua Mountainous Province is one of the regions with a very low number of KK and KTP ownership, far below the national average of 85.7% (Wetipo, 2026). This condition is of great concern, because Yalimo Regency has recorded a significant increase in the number of people today, namely 104,913 people ("Kabupaten Yalimo," n.d.). However, the increase in the number of KK and KTP issuances is not proportional to the growth of the population. This problem is exacerbated by geographical and infrastructure challenges. As much as almost 100% of the area of Yalimo Regency can only be accessed by air, with limited transportation, electricity, and internet networks. The penetration rate of digital access only reaches around 50%, hindering the implementation of electronic-based service systems. Population administration services become uneven, and cause a low level of community participation in the issuance of population documents.

In the results of the study carried out by Giotopoulos et al. (2025) it is revealed that the increasing complexity of public sector operations and the need for a fair allocation of tasks highlights the limitations of conventional evaluation methods, which often fail to take into account variations in employee performance and workload demands. The Population and Civil Registration Office of Yalimo Regency has made efforts through a pick-up program and strengthening the information system. However, the effectiveness of these efforts still needs to be further evaluated, especially in the context of empowering community participation that is adaptive to local conditions.

When asked whether his office facilities were adequate and met the standards needed to carry out daily duties, the Head of the Population and Civil Registration Office of Yalimo Regency stated that the facilities were not sufficient and so far his employees had experienced many difficulties in carrying out the tasks assigned to the agencies he led.

"Let alone adequate office facilities, while the official office is still in the Yalimo Regency Education and Culture Office, because some time ago our office experienced a fire disaster and has not been replaced until now. As a result, many of our facilities have not been

replaced until now. Currently, we are proposing to the Yalimo Regency Government for the construction of new offices and other office facilities that are urgently needed in service to the Yalimo community. Indeed, we are a very important public service center regarding population data, but we have to look at the financial capabilities of the district, so we cannot force it. We work according to our duties, but must be supported by adequate facilities. Although we are still new, we want to be the same as the parent district in Wamena or other districts outside Papua, which are complete with facilities and infrastructure, so that the completeness of the administration of the residents of Yalimo can be answered all, because we are very aware that these shortcomings make the employees unable to carry out their duties as much as possible, as a result of which many residents of Yalimo Regency are not detected by their identities" (M. Kepno, personal communication, May 20, 2026).

This was confirmed by the Head of Civil Registration Services, Paulus Wilil, S.Pd, who was interviewed separately. According to him, since the fire disaster hit the Yalimo Regency Population and Civil Registration Office, there have been no meaningful improvements for his agency.

"We have proposed, but until now a permanent and refractory office has not been built to carry out tasks optimally. Meanwhile, we carry out tasks for residents who are easy to reach, both those who come alone and those we visit. Meanwhile, for sub-districts and villages, most of them are not reached, and cannot be recorded as they should. This situation is quite concerning, because in 2026, we have not succeeded in reaching the residents in the villages and recording them in accordance with the technical instructions and instructions for the implementation of our tasks. Not to mention that many employees have been drowned in their presence in the office, some have even been absent for weeks, making it difficult to coordinate in carrying out daily office duties" (P. Wilil, personal communication, May 20, 2026).

The same thing was also revealed by the Head of the Finance Sub-Division, Mrs. Juliana Siep, SE., who is in the office almost every day (J. Siep, personal communication, May 21, 2026).

"Working with inadequate facilities accompanied by the level of laziness of the population to report incidents related to the population sector makes the office atmosphere quiet from visitors or community members who want to take care of their families, ID cards, birth certificates, and other resident statuses. We have spent quite a lot of funds to hold counseling, but it is limited only to the Regency Capital City or sub-district. Meanwhile, in sub-districts or in villages it is difficult to carry out, so most marriages are carried out customarily, and divorces are simply separated, let alone to take care of birth certificates and death certificates. The increase in population is ultimately not calculated from the number, but seen from the number of people in one village or sub-district."

Seeing the state of this office, the author further visited several other sub-districts, including Abenaho District and Welarek District. One of the residents of Abenaho District, Mr. Imanuel Loho, said that (I. Loho, personal communication, May 25, 2026).

"Actually, there must be enough time from the Disdukcapil to visit each village and hold a briefing on the importance of population data, especially Family Cards for those who are officially married, ID cards for every adult resident, Birth Certificates, and Death Certificates, because these things are very important to see and know the development of the population in Yahukimo Regency. But I see from day to day that there seems to be no

movement from dukcapil employees to the villages. They are only waiting in the district. If someone comes to take care of something, they serve. After that, some go home or travel for days and then return. But I see that there are also those who are diligent in entering the office according to their duties in serving and giving instructions to the community if they ask something there."

CONCLUSION

This study concluded that the performance of Civil Servants (PNS) in implementing population administration and civil registration services at the Population and Civil Registration Office of Yalimo Regency had not yet reached an optimal level. Although employees had made various efforts to provide population services, including the issuance of Family Cards (KK), Identity Cards (KTP), birth certificates, marriage certificates, death certificates, and other civil registration documents, service coverage remained uneven, particularly among residents living in remote districts and villages. The findings indicated that the main constraints included challenging mountainous geographical conditions, long distances between settlements and the regency administrative center, limited transportation and digital connectivity, inadequate office facilities following the office fire, limited mastery of administrative information systems among some personnel, employee attendance and coordination issues, and relatively low community participation in managing population documents. Nevertheless, proactive approaches, such as pick-up services, and efforts to strengthen population information systems demonstrated institutional commitment to improving service accessibility. Overall, improving civil servant performance in Yalimo Regency requires not only strengthening employee competence and discipline but also ensuring adequate infrastructure, technological support, organizational coordination, and service strategies adapted to local geographical and social conditions.

Future research should expand the scope of investigation by involving a larger and more diverse group of informants from various districts and villages in Yalimo Regency to examine differences in accessibility and public service experiences more comprehensively. Subsequent studies may also employ quantitative or mixed-method approaches to measure civil servant performance using indicators such as service timeliness, document completion rates, employee productivity, community satisfaction, accessibility, and digital service utilization. Further research is recommended to evaluate the effectiveness of mobile or pick-up population administration services, digital population administration systems, employee competency development programs, and alternative transportation strategies for geographically isolated communities. Comparative studies involving other regencies in Highland Papua would also be valuable for identifying administrative practices that may be adapted to Yalimo Regency. Such research could provide stronger empirical evidence for developing population administration policies that are more accessible, efficient, technologically responsive, and aligned with the geographical characteristics and needs of local communities.

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