The Problems of Human Resource Management in Public Sector in Mimika Regency, Papua

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Abstract
Civil servants are the souls of a country where the concept of good corporate governance is reflected in the performance of civil servants itself. Optimal performance can only be realized if there are no disruptions in the form of human resource issues such as competence, job placement, organizational culture and leadership and payroll mechanisms that generally occur in public sector organizations. A case study approach has been selected to accommodate in depth and holistic study. Research data has been collected from Mimika Regency Development Planning Agency, between January-March 2017. Realizing a good civil servant can be done with efforts to develop human resources both quality and in a behavior manner, and also address the emerging human resource issues.
Keywords: Civil Servant Management, Civil Servant Issue, Civil Servant Development, Public Sector

Introduction
    People as human assets are the "glue" that holds all the other assets, such as financial and physical ones, together and guides their use to better achieve results (Mathis & Jackson, 2010). In public and nonprofit agencies, the greatest expenses and the greatest assets are employees (Pynes, 2009). The application of human resource management principles within the public sector displaced the traditional model of personnel administration; Also, the adoption of HRM paralleled the extensive public sector managerial restructuring and reform program (Brown, 2004). In the term of organization, human assets quality, can determine the quality of the organization itself. Papua Province HDI is raising 0.80 point to 57.25 at 2016. Even more, Indonesia's HDI is raising 0.63 point to 70.18, indicates Indonesia HDI category is shifting from average to high (Badan Pusat Statistik Kabupaten Papua, 2017). Human Development Index (HDI) of Papua Province, Indonesia is the lowest among other provinces. This fact brings a certain problems to public service organization in Papua, especially for Badan Perencanaan Pembangunan Daerah (Development Planning Agency at Sub-National Level) in Mimika Regency, Papua.
    Scholarship policy is implemented by Mimika Regency government to improve under qualified civil servant and community. It has been reasonable if there is question about how

under qualified people can be a public servant at Mimika Regency government. Preliminary research found that over than 50% of civil servant at Mimika Development Planning Agency never went to university. Secondary education is the highest education of most civil servant in Mimika Regency Government, with notes that education standard of Papua assumed to be lowest.

Moreover, despite the fact of human quality problem, civil servant at Mimika Development Planning Agency has another systemic human resource management problem. While the local government concerned to develop human resource quality—with the scholarship policy for civil servant and community, corruption problem is stand still and affects other human resource aspects. Transparency International Commission placed Indonesia at rank 90 over 176 nations with corruption perception index (CPI) 37/100, indicates Indonesia at mostly corrupt category (Transparency International Commission, 2017). This corruption problem may reflect to civil servant behavior such as work delay, poor public service provision, ineffective performance up to political patronage (Zafarullah & Siddique, 2001).

This study then focusing on human resource issues in Mimika Regency Development Planning Agency in as well as human resource development policy that has been done. This paper aims to examine human resource existing condition and problems and assessing human resource development policy in order to provide possible options in the future.

Literature Review

Human resource (HR) management is designing management systems to ensure that human talent is used effectively and efficiently to accomplish organizational goals (Mathis & Jackson, 2010). Furthermore, human resources management (HRM) is the design of formal systems in an organization to ensure the effective use of employees' knowledge, skills, abilities, and other characteristics (KSAOCs) to accomplish organizational goals (Pynes, 2009).

Thoha (2005) noted, "Personnel management in Indonesia is not much different process with the process of personnel management in general, which starts from the process of employee recruitment activities, development, promotion, remuneration, discipline, and dismissal or retirement. The process of this activity is carried out under the provisions stipulated in the laws and regulations of the government. Thus, personnel management in Indonesia has undergone many changes and advancements from a centralized system to a combination of centralized and decentralized".

Pynes (2009) noted, "The public sector is composed of a variety of government organizations. Government agencies are owned and controlled by the people. Government is used to maintain a system of law, justice, and social organization. It protects individual rights and freedoms, provides security and stability, and provides direction for the nation. Government provides public goods, regulates certain industries and activities, and corrects problems that the markets create or are unable to address (Rainey, 2003)".

The term 'competency' refers to an underlying characteristic of a person that results in effective or superior performance (Armstrong & Taylor, 2014). From the language side, competence standards are formed on the word standard and competence. Standards are defined as agreed "measures", whereas competence is defined as a person's observable ability encompassing knowledge, skills, and attitudes in completing a job or task in accordance with established performance standards (Rivai & Sagala, 2009).

Competencies are used in many organizations as a basis for person specifications set out under competency headings developed through role analysis. The competencies defined

for a role are used as the framework for recruitment and selection, and competency-based interviews are structured around the competencies listed in the specification (Armstrong & Taylor, 2014). Moreover, the development and implementation of specific organizational strategies must be based on the areas of strength in an organization. Referred to as core competencies, those strengths are the foundation for creating a competitive advantage for an organization. A core competency is a unique capability that creates high value and differentiates an organization from its competition (Mathis & Jackson, 2010).

Job design refers to organizing tasks, duties, responsibilities, and other elements into a productive unit of work. Identifying the components of a given job is an integral part of job design. Job design receives attention for three major reasons: 1) Job design can influence performance in certain jobs, especially those where employee motivation can make a substantial difference; Job design can affect job satisfaction. Because people are more satisfied with certain job elements than others, identifying what makes a "good" job becomes critical. Reduced turnover and absenteeism also can be linked to effective job design; Job design can impact both physical and mental health. Problems that may require assistance such as hearing loss, backache, leg pain, stress, high blood pressure, and even heart disease sometimes can be traced directly to job design (Mathis & Jackson, 2010). Armstrong & Taylor (2014) noted, "A distinction can be made between jobs and roles. A job is an organizational unit consisting of a group of defined tasks or activities to be carried out or duties to be performed. A role is the part played by individuals and the patterns of behavior expected of them in fulfilling their work requirements. Jobs are about tasks, roles are about people. This distinction means that while jobs may be designed to fit work requirements, roles are developed as people work flexibly, demonstrate that they can do more and take on different responsibilities".

The development of human resources (HR) includes activities directed towards organizational learning, both in managerial and individual levels. Human resource development is manifested in activities aimed at changing organizational behavior. Human Resource Development demonstrates a deliberate effort with the aim of changing the behavior of organizational members or at least improving the organization's ability to change (Priansa, 2016).

Some of the most striking aspects of strategic resource management in Indonesia are recruitment, job placement, leadership, organizational behavior, wage systems and also performance management. Recruitment is an ongoing process in most organizations; however, often it is not planned and therefore is less successful than it could be. For recruitment to be successful, planning is essential. Recruitment efforts must be consistent with the agency's mission. Employers must understand how to determine the job requirements and where to seek and how to screen applicants so that qualified and competent individuals are selected (Pynes, 2009).

Tohardi (2002) states that job placement is placing an employee on the job in accordance with his skills or knowledge or in other words the process of knowing the character or requirements necessary to do a job (task) further become an employee that matches the job In the person's sense of the word in accordance with the requirements of the work in the specification of the position. While leadership can be defined as the process of influencing others to do in order to realize the goals that have been determined. Leadership always involves an individual's (leader's) efforts to influence a follower's behavior or followers in a situation. Supervision is a function of leadership, coordinating and directing the work of

others. The provider seeks to get the group to realize the required work and also strives to increase the satisfaction and morale that high among the employees (Manullang, 2001)

Armstrong & Taylor (2014) noted, "Organizational behavior theory describes how people within their organizations act individually or in groups and how organizations function in terms of their structure, processes and culture. It therefore influences HRM approaches to organization design and development and enhancing organizational capability (the capacity of an organization to function effectively in order to achieve desired results. This organization behavior often affected by political behavior". Political behavior is an inevitable feature of organizational life. The aim of organizational politicians is to get their own way by influencing people to accept their point of view without going through the usual channels or relying on their authority (Armstrong & Taylor, 2014).

The design, implementation, and maintenance of compensation systems are important parts of strategic human resources management (SHRM). Decisions about salaries, incentives, benefits, and quality of life issues are important in attracting, retaining, and motivating employees. Strategic decisions about pay levels, pay structures, job evaluation, and incentive pay systems influence the ability of an organization to compete in the marketplace to attract the most qualified and competent applicants and retain its most talented and productive employees. Compensation is a topic that most employees are concerned with, yet most of us do not understand the underlying premises that drive compensation systems (Pynes, 2009).

The increasing demands for accountability made by the stakeholders of public and nonprofit organizations have focused greater attention on performance management. As a result, agencies have begun to reevaluate their performance management systems. Because employees are essential to the delivery of quality services, performance evaluation is a critical component of strategic human resources management (SHRM) in public Human Resources Management for Public and Nonprofit Organizations and nonprofit agencies. The information gleaned from an effective evaluation system can be used to assist agencies in accomplishing their missions. The performance evaluation process also provides feedback to the agency about whether the other human resources management (HRM) functions are working in concert to execute the agency's mission (Pynes, 2009).

Research Methodology
This study conducted in qualitative method, with case study approach. Researcher will act as observer-participant while taking primary data. The primary data has been collected with the help of interview guidelines and observation record sheet. Empirical data has taken directly from Mimika Development Planning Agency Head Office in Papua Province. In-depth interview had been held to three Mimika Development Planning Agency officers as main informants. All of main informants were selected by considering their role as division manager, which assumed takes major role in human resource management. Observation recorded by observation sheet as primary data alongside in depth interview result and primary documentation. Secondary data had been used to support primary data, most of them are statistic data of Mimika Regency.

Triangulation conducted to verify data objectivity. Methods and sources triangulation has used such as matching between depth interview result and observation result, also matching primary data and secondary data. Furthermore, researcher reduced the objectivity, by taking several expert and colleague opinion. Collected data had been classified, reduced and displayed, to make it fit and proper to analyze further.

Limitation of This Study

This research is a case study that is difficult to generalize to other public sector organizations. The discussion in this research has not been able to explain the complexity of the problems of civil servant management. This is due to the limitation of the researcher is the inability to obtain more comprehensive information because there are restrictions on information. Another problem emerges in this study because researchers are unable to determine the reference or indicators of assessment on every aspect discussed. So the objectivity of this study is only generated from triangulation between sources and between methods.

Research Findings

Research data, both primary and secondary has been processed and produced two major findings which discussed later.

A.   Existing Human Resource Condition and Problems in Mimika
1.   Under Qualified Civil Servant Competencies

In human resource management theories, human resource quality is a rare term to be mention. Common term usually used in human resource field such as qualification or competencies. Civil servant competency in this research meant to be grades valued by educational grade of organization's member. In special case especially in Indonesia, public perception of employment qualification pointed to education grade. That means, higher someone's education grade, higher the competencies. While Abdullah (2009) found similarity case in Malaysia, "Unfortunately, the lack of intellectual HRD professionals, who are the main human capital in the HRD function, is regarded as impeding the effectiveness of the HRD function in manufacturing firms in Malaysia".

Civil Servant Competencies in Mimika Development Planning Agency found to be very low. As mentioned before, under qualified competencies is valued by counting civil servants which never went to University. Furthermore in this case, civil servant which never went to University can be mentioned as under qualified employee. More than 40% of overall civil servants at Mimika Development Planning Agency just have secondary education as their last education grade. Furthermore, Abdullah (2009) noted, "the pressure for knowledge workers is not only associated with individual skills and capabilities but also with the education levels of employees".

Table 1.
Civil Servant sort by Last Education Grade and Gender at Mimika Regency, 2015

Last Education Grade	Male	Female	Total
Primary Education			
Up to Elementary School	62	37	99
Secondary Education			
Junior High School	139	54	193
Senior High School	656	534	1190
Past Secondary Education			
Diploma I,II	125	327	452
Diploma III	108	324	432
Degree			

Bachelor, Master, Doctor/Ph.D.	771	792	1563
Total	**1861**	**2068**	**3929**

This problem seems rarely happened in the profit organizations which have high qualification on recruitment. Recruitment system that had been used in Mimika Development Planning Agency and other developing country's public sector organization may cause this problem. Nepotism approach has been used to recruit this under qualified civil servant. It excludes patronage, the recruitment of civil servants based on political or personal loyalty, as well as nepotism, recruitment based on kinship (Sundell, 2014). There are several excuses given for this inappropriate recruitment. First excuse is young age of Mimika Regency Government, which known had been governed for 21 years. This young age of Mimika Regency government forced them to recruit with nepotism approach, abandoning competencies as primary recruitment qualification.

Second excuse is regulation of civil servant in Indonesia. Indonesia Act No. 5, 2014 about National Civil Servant, 65th article 1st clause, said "Prospective civil servants who are appointed to civil servants must meet the requirements: a. Graduate education and training; And b. physically and mentally healthy". Furthermore this act does not arrange specific education grade for prospective civil servant. Moreover, with the current education quality of local region, quality of local candidates should be questioned.

The last excuse comes from classic population distribution problem in Indonesia. This population distribution had been affected distribution of quality prospective employer among Indonesia Province and Island. Based on the Central Bureau of Statistics data of August 2011 on the labor force situation in Indonesia, there is 341,291 open unemployed which have degree education. This qualified employee candidates are centered in Java with a total 167,669 or 49.13% of the total in Indonesia.

Improvements in the competence of civil servants are still endeavored by the policy of moratorium on acceptance of prospective civil servants 2015-2019. This policy is done by the president of the republic of Indonesia period 2015-2019, Joko Widodo as an effort to optimize the performance of government which have fat structure, although, no output has been generated from this policy yet.

2.   Inappropriate Job Placement

However, despite the fact that most of civil servant in Mimika Development Planning Agency is under qualified; there is qualified civil servant too. The problem is that these qualified civil servants are not stationed in the field of work in accordance with their competence. Still related to the problem of nepotism, functionary and political tendencies has been used in job placement mechanism. In Mimika regency, job placement is based more on political interests. The major (Bupati) will elect certain individuals (with the same political side, have the same political party, or coalition parties) to lead the particular agency which is considered profitable for political interests underneath. Likewise, heads of agencies do the same thing to the lowest level.

This may be due to the assumption that there are some profitable departments (in terms of corruption) and some others are not. These lucrative departments are usually called 'wet places'. Ashari (2010) states, "The impact of civil servants trying to find and approach to political officials. This will certainly bring conditions that are not conducive to create professionalism of employees. Whereas the personnel system should be based merit system, but in reality has turned into a spoiled system".

Furthermore, civil servant promotion mechanism seems to have problems, not only in Mimika regency but in most regency in Indonesia. Rodiyah (2012) asserts, "Not all regions implement civil servant promotion on the basis of assessment results in cooperation with third parties in order to maintain the objectivity of the results, so the promotion system has not been able to function as a booster performance of employees. Mutation of inter-provincial / provincial personnel cannot be done easily because there must be local government's approval causing an inequality of employee competence because it implies the "grouping" of provincial officials, or regency / city officials".

3.   Untrustworthy Organization Culture and Leadership
In the case of Mimika Development Planning Agency, civil servant motivation can be observed and assessed very low. This is indicated by delay in entering work, job delays and low work hour's duration. Even worse, there were times when the office was not operating while nationally, other government agencies were operating normally. In the second week of December to the second week of January, the office is closed.
Abdullah (2009) stated, "It has been clearly stated that HR T&D activities are designed to change an individual's behavior and attitudes towards their job and organization (Yan & McLean, 1998), but HRD practitioners are confronted with problems relating to employees' behavior and attitudes". Appeals about the employment entry schedule seem to be ignored by all civil servants in Mimika Regency. There is no reinforcement of this appeal in the form of strict sanctions if there are work delays to disciplinary action.
On the other hand, there are aspects of leadership that may contribute greatly to this organizational culture issue. Based on the research findings, there is an opinion that the previous leadership is better than the current leadership in terms of organizational culture. This poor organizational culture can be fatal, because civil servants may underestimate their work.
Irianto (2011) observed, "The problem of bureaucratic human resource quality in Indonesia seems to be also exacerbated by deviant behavior of the apparatus. Various mass media, both written and electronic, presents a very unsightly account of the negative behavior of officials in the duty of corruption cases ... All these reports send a similar message that the behavior of civil servants and civil servant performance is at an alarming rate". Furthermore, Ehrich et. al. (2004) noticed, "Corruption, fraud, illegal conduct and other types of criminal activity have characterized both public and private sectors around the world. Controversies surrounding the behavior of ministers, senior public-sector managers and other high-profile leaders seem to be commonplace in public life and never far from the headlines". From the statement can be conclude that corruption behavior is often done by the civil servant. In the context of performance, the most basic corruption is the corruption of work time and productivity.

4.   Inadequate Compensation Scheme
The monthly wage system is one of the supporting factors of the civil servant problem at Mimika Development Planning Agency. With a monthly wage system, employees will receive salaries and wages of a determined amount based on rank and functionary on a monthly basis. While the number of jobs and performance of employees in each month is definitely different. This monthly wage system directly ignores the employee's work output. Clement et. al. (2010) noted one of issues in assessing government expenditures on employee compensation is payment of wages to fictitious workers. In some cases, average

wages may be higher than what is implied by wage and employment data due to the payment of wages to fictitious workers and/or absenteeism.

The salary system of civil servants in Indonesia is primarily determined by law. Then the amount in it is 'only' determined by the position and class of civil servants. However, civil servants in the government take a remuneration system different from the private sector where there is no credit score in the performance assessment. That is, local governments themselves have no control over the wage system if they find employees who are not performing well. This also leads to a bias difference between employees with good performance and employees who perform poorly. Civil servant salaries are determined by the high rank, class and position of the employee, not because of the performance of its civil servant.

Rodiyah (2012) stated, "The existence of the disbursement gap for intergovernmental echelon officials because it depends on the capability of each region is not limited to the government ceiling. The existence of the policy to divide the average remuneration to all apparatus in each department as an effort to reduce the inequality of the amount of allowance is not fully received by the region. Because the provision of benefits is not based on performance so that it may reduce employee morale".

5.   Poor Work Performance

The four problems above have a simultaneous impact on the poor performance of civil servants in the Mimika development planning agency. Generally, in the case of the Mimika Development Planning Agency, the performance of civil servants can be seen based on their quality and quantity. The quantity of civil service employment can be measured by the number of documents to be completed by civil servants, and the quality of civil service employment can be measured based on the timing of completion of the work and at least correction of the work, including the quality of public services provided to the public. One of the obligation of white collar is to create confidence in public. To achieve this, he should: Show values of a clean person, fair and uncompromised; Promote the realization of the common good of the community he serves, offering high professionalism and irrefutable (Musaraj & Gerxhi, 2010).

Based on the observations, researcher found many delays in the work given to civil servants. Adeyinka (2014) explains, "deliberate deception in the work place includes taking credit for work done by someone else, calling in sick in order to go to the beach, or go partying, sabotaging the work of another person and, commercial runs at office hours with their personal cars when they are supposed to be at their desk attending to work as they appear, helping each other to sign the attendance log". These kinds of behavior often happened in Indonesian public sector organization.

Especially for the performance part of this civil servant, researcher has been tried to connect performance with the main task and function of government officer of Mimika Regency. The guidelines of main duties and functions have described about tasks that must be done by the civil servants. However, the researcher considers that the guidelines are not specific and there is no detailed explanation of each job. Vermeeren et. al. (2009) noted, "employees who perceive a more performance oriented HRM system, especially focused on job content and the role of the supervisor, also show a more positive attitude and behavior towards their job". Uncompleted job descriptions can cause employees to miss their main task and what to do while working. In governmental institutions, this seems to have become

commonplace. Cumulatively long-term nature, no description of the job description can decrease employee work motivation. Civil servant performance issues then become fundamental as the basis of human resource development policy. Prior to entering the realm of human resource development, especially in this case, should look at the needs of its human resource management first. Is human resources management must solve the problems that occur in advance or do policy development of human resources as a solution to problem solving.

B.   Human Resource Development Policy Based on The Quality and Manner of Behavior

The local government of Mimika Regency in Papua Province is still looking for an ideal model of civil servant development, citing the level of independence. The government's efforts to coach the civil servant still require a hard work because the quality of human resources generally is still very low and far from expectations. If a developing country is to succeed in developing skills of its human resources, in a way that serves its real and correct development needs most effectively, its plan must respect the cultural values and norms which people are strongly attached to (Habib, 2012). Currently, there are remedial measures for civil servant competencies issues in Mimika Development Planning Agency, one of which is the improvement of the recruitment system. Currently, employee recruitment is conducted with a higher standard of minimum degree education.

The local government of Mimika Regency actively strives to develop the quality of its human resources to educate their people both active as civil servants and those who have not worked yet. On another occasion it is stated that the cost of education of the local men is funded by the government to motivate the local people to continue their education to a higher level. In addition, their establish cooperation with universities in Papua and Java to provide learning tasks to undergraduates. Unfortunately, this effort is not supported by the analysis of education needs first. Both the scholarship civil servant and student are not directed to undertake a particular course of study to meet the needs of field competencies in the Mimika Regency government. The scholarship civil servant and students may freely choose courses in college. The freedom of determining the study program and the absence of needs analysis has a devastating effect in the future, where in one field the work of personnel excess and in one field the other lacks of personnel. Furthermore, the behavioral aspect is judged to be far greater than the competence, which makes human resource development behaviorally more difficult than quality human development. Soft punishment and public sector penalties in Indonesia indirectly affect the behavior of state apparatus. Instrumentality theory states in effect that rewards and punishments are the best instruments with which to shape behavior (Armstrong & Taylor, 2014).

By looking at existing human resource management issues, it is necessary to local government to be aware in solving them. Efficiency of administration is directly depending on human resources; therefore, we need to develop our public institutions through modernizing and improving human resource management by building up efficiency of individuals and improving their performance (Yahiaoui et. al, 2015). Moreover Habib (2012) noted "National HRD is not a one go effort. It is an ongoing process. Government organizations concerned with HRD should on an ongoing basis, review, discuss, and monitor the identification of changes in work force development and training needs". However, measuring the productivity of the public services is not a simple task. The governmental information required to the measurement rarely has the quality desired for carrying out a robust calculation, and usually, neither the appropriate framework nor the structure for doing so (Sanchez, 2009). One of the

disadvantages of the public organization is the absence of performance evaluation system of employees, both internal and external who work with reliable. When compared to private sector organization with performance evaluation systems, there is no special section in government organizations that administer performance evaluations.

Actually there is one committee that is tasked to realize the ideal civil servants. Taking the name of the State Civil Apparatus Committee (KASN), this committee is based in Jakarta, capital city of the Republic Indonesia. Presumably this is a big question whether KASN is able to realize its objectives in all parts of Indonesia including Mimika Regency. This placement is in contrast to the decentralization principles, in which regional autonomy provides flexibility for regions to manage their areas, including civil servant performance evaluation activities. Therefore, the existence of KASN is doubtful to solve the problems of human resources in the region.

Without a performance evaluation and serious problem identification, discussing each one of these complex human resource issues is futile. Governments of all levels are only in the "feel" stage of many issues related to the civil servants, but taking "passive" action on its policies and implementation. Furthermore, Mildiana (2014) states, "Evaluation of employee performance is very important for the realization of good governance, because without a performance evaluation system, it will be difficult to find the source of human resource problems. The absence of a performance evaluation system also results in improper personnel-related planning".

Development of human resources cannot be done without looking at the existing human resource issues. The non-completion of these human resource issues will eliminate the potential of human resources to be further developed. Human resource development in an organization is not limited only to develop the quality of personnel only. The development of quality human resources that is not balanced with the development of other aspects of human resources will lead to futile efforts. Aspects such as discipline, work motivation, job placement systems, performance evaluations, entirely priceless leadership of employee performance are ignored intentionally. Agent of change is needed as the organization need transformational change— a major change that has a dramatic effect on HR policy and practice across the whole organization (Armstrong & Taylor, 2014). Deliberate neglect is possible because of several factors not examined in this study.

Conclusion and Recommendation

Human resource management in Mimika Development Planning agency encounter severe problems. Notable problems which currently occur such as, low civil servant qualification which actually does not meet requirements to the organization, inappropriate job placement which based on political situational, untrustworthy organization culture and leadership which affected by socio-culture of local region, and also compensation scheme which disregard employee performance basis. The local government of Mimika Regency has made remedial measures in employee recruitment, especially in relation to qualification of candidates based on education level. The Mimika Regency Government also continues to develop its civil servant in a quality with the educational program that has been done. The development of civil servant is inadequate if not accompanied by the development in a manner of behavior.

The local government of Mimika Regency especially Mimika Development Planning Agency is expected to be able to identify the current human resource problem and conduct a comprehensive assessment related to their civil servant. Efforts to identify problems and

assessments can be made using third parties such as educational institutions, human resource audit institutions, certification bodies and the State Civil Servant Committee. The results of the identification of the problem and the assessment can provide an overview and options to solve human resource problems in Mimika Development Planning Agency.

The local government of Mimika Regency expected to be able to solve human resource problems based on studies and valuations that have been done. The formulation of regional policies on new civil servant management and the implementation must be guarded in such a way continuously in order to realize optimal performance civil servant.

The local government of Mimika Regency expected to be able to develop its human resources thoroughly, not only from the quality aspect but in a manner of behavior too, after being able to solve the personnel problems that happened. This can be done by developing a healthy organizational culture, development and leadership training, performing recruitment mechanisms with merit system, placing good work placement mechanisms to create a reliable control system and performance assessment.

The next researcher is expected to be able to peel one by one human resource problem in the public sector more specifically and deeply in order to provide solutions in the future. The problem that is considered to be the root cause of the complexity of the problem of State apparatus resources in Indonesia is related to the mindset and behavior. Also, to examine other factors that adversely affects human resource management in the public sector such as political interests, socio-cultural society and so forth. The next researcher is needed to be able to fix the weaknesses in this research, which cannot be done by researchers such as the limited time of research, less in the study due to information constraints and so on.

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