



ISSN: 2230-9926

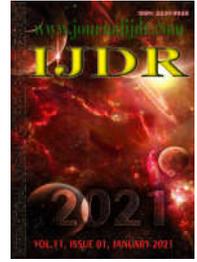
Available online at <http://www.journalijdr.com>

IJDR

International Journal of Development Research

Vol. 11, Issue, 01, pp. 43623-43630, January, 2021

<https://doi.org/10.37118/ijdr.20794.01.2021>



RESEARCH ARTICLE

OPEN ACCESS

LEADERSHIP MANAGEMENT AND MOTIVATING INFLUENCE ON SERVICE DELIVERY AT THE NATIONAL REHABILITATION CENTER (CNR) FOR PEOPLE WITH A PHYSICAL DISABILITY, SUCO BECORA, ADMINISTRATIVE POST CRISTO REI, DILI MUNICIPALITY, TIMOR-LESTE

***Rui Manuel Gago Exposto**

Graduate student Master of Public Administration, Universidade da Paz, Dili, Timor-Leste

ARTICLE INFO

Article History:

Received 20th October, 2020
Received in revised form
11th November, 2020
Accepted 26th December, 2020
Published online 30th January, 2021

Key Words:

Leadership, Motivation, Service Delivery.

*Corresponding author:

Rui Manuel Gago Exposto

ABSTRACT

Each leadership plays a leadership role, and with the gesture that the leader has can lead the institution, he is confident. What a leader must do to increase the provision of public servants is motivated to increase satisfaction and experience of working for the staff, so that the delivery can be achieved is intended. The objective of the research was to find out and analyze leadership management and motivation in providing staff services at CNR. The Theory used was Theory for Leadership, Theory Motivation, and Service Delivery. The approach used for this research is the qualitative approach. Information collection techniques for informants such as interviews, observations, and documentation. The research findings show that the leadership management applied at the National Center for Rehabilitation is a Democratic Leadership Manager, since it involves staff in decision-making, assigning delegation power, encouraging staff participation in determining service methods. The NRC leadership is motivating staff through monitoring, approaches, teaching staff, and scholarships to increase the knowledge of their staff, influence in the delivery of services by NRC. With the management of leadership and motivations, the CNR was a positive and significant influence in the delivery of services at the National Rehabilitation Centre.

Copyright © 2020, Raimundo Valmir de Oliveira et al. This is an open access article distributed under the Creative Commons Attribution License, which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.

Citation: Rui Manuel Gago Exposto. 2020. "Leadership management and motivating influence on service delivery at the national rehabilitation center (cnr) for people with a physical disability, suco becora, administrative post cristo rei, dili municipality, Timor-Leste", *International Journal of Development Research*, 11, (01), 43623-43630.

INTRODUCTION

Leadership is a process that someone leads others or groups to influence or control the idea, sentiment, or other person's behavior. For an institution to function well, clear leadership and vision need to be required, capable leadership to plan and have knowledge on the financial side. On the other hand, each leadership has its leadership management, and with the gesture that the leader has can lead the institution, he is confident. Therefore, the leadership function is very important. Just as leaders must have a policy that shows their subordinates to staff or workers the greatest satisfaction in the work, which can result in better service delivery. Thus, reinforcing the leadership theory (2010) as a leadership guide that affects attitudes or subordinates, can want to work together and work more productively to achieve the organizational objectives. Each leadership gesture and leadership management used by the leaders can influence service delivery in the institutions he leads.

As we all know, the size of leadership management in the past three are: The management of democratic leadership is the leader who always involves staff in decision-making, giving delegation power, encouraging staff participation in determining work methods and objectives to be achieved, and looking for feedback as an opportunity to train staff as professionalism. The self-leadership gesture means, leadership focused on power in itself, it is always up to the task of finalizing, decision-making as it wants, and that employee participation is prioritized. The leaders of Laissez-Faire are leaders who generally give their employees or groups a free group of decision-making and resolving problems based on good professional models. Leadership functions in an organization are critical to increasing the motivation for the work of the staff since the leadership can influence, control, leadership, leadership guidelines, staff behavior towards achieving the objectives set out. Such an act makes people think of doing their job so that they are willing to work effectively, with full efforts to achieve satisfaction. The

manipulation of the workers or workers' work can be said well when they meet some important things to value the time that is dignified and to the leadership and the proper use of the services provided to the respective employees, as well as the work done by the staff. A large or small Motion influences the delivery of civil service. The motivating of major staff is that the delivery of civil servants will also be better if the motivation for the provision of services is not limited. Service delivery is a result of quality and quantity achieved by a civil servant, in the exercise of his or her job or tasks under the responsibility given to him, Mangkunegara (2013:67). To increase the provision of civil servants or workers, the factor should be understood to be influenced by the performance of employees. To prevent this problem, with elevation or increase the provision of civil service, some alternatives need to be done by the institutions, such as motivation and training, are the substance of this factor, as a determining factor in the resolution of the conflict in the organization.

Service delivery is measured always by service delivery, production, efficiency, and capacity to perform or finalize services related to its daily work. Thus, the delivery of services is always based on the results of work during the period, according to Mathis (2006:65) The phenomenon that occurs at the National Rehabilitation Centre is never forthcoming; Leadership and Early Motion of Service Provision at the National Centre for Rehabilitation of People with disabilities is never increased, although the civil servant has the opportunity to continue school and finalize his studies; The Internal Regulations that have not yet been implemented, and therefore some staff will start to work late, either at a time or at a particular time working when the institution has decided to follow the rules for the development of the institution; The process has not yet been adequately implemented, but due to meet the needs of the professional training, thus contributing to the professional performance of the profession; and thereby imply the performance of the professional activity of the profession. Based on the phenomenon above, the writer identified and formulation of problems that occurred at the National Rehabilitation Centre is Leadership with more type of repressive and implies the provision of services by staff, Salaries, and Wages can never increase, the staff may have the opportunity from the National Center for Rehabilitation to continue their studies and finalize, the staff workshop did not follow his/her professional skills and profession, thereby imply service delivery.

Literature Review

Grand Theory: Leadership Theory as a theory that tried to explain the fundamentals of leadership and the group that he leads to behavior in front of his structure in leadership, culture, and environment. According to the researcher, the general theory (grand theory) is founded on the leadership theory, namely: Theory of Personality, Theory Attitude (theory), Environmental Theory (environmental law), From this Theory was a statement said "leader is made not Born", stated that the leader was born from not trained life. One leadership exists because of the social evolution of his ability to develop and act to address some of the problems that arise in situations and conditions that we do not know. The leadership and leadership of Hasibu stated that a leader is a leader who has the power to direct his subordinate to the task of achieving this goal. But Robert said he was the leader who used his formal power to organize, direct, control his subordinate responsible, and

therefore all work in line with the coordinating line to achieve the organization's objective. La'o Hamutuk said, a good leader is the one who helps develop others, and finally they don't need their leaders again. But Robbins (2005) said Leaders are the ones that can influence others and have management powers. In light of the above knowledge, it can be concluded that leaders are capable of guiding their subordinates to achieve the organizational objectives. The definition of Cardono Leadership (2003) is a dominant form based on the individual skills that can be pushed/called or invited to do something that is based on mutual access and has specific skills that are fair to a special situation. Taking into account that leadership is likely to affect a part because leadership seems to have the right quality to be made directly between himself and his or her members. Speakers from the introduction of watches such as the exercise of influence with indirect and as a means of group leadership purposes Moejiono, (2002). In George R. Terry (1998:17) said, Leadership is a relationship with someone else or leader, influencing others to work with a conscience in working relationships to achieve their goals. From the definitions above, it can be concluded that such leaders are capable of influencing others, subordinates or groups, the ability to direct attitudes towards subordinate or group, have the skills or expertise in the area they want to, to achieve the goals or organization.

Grand Theory of Leadership Style: One leadership leader uses his leadership gesture depends on who leads, the problem he is facing and the situation he is feeling. The situation and circumstances require leadership to be used in a manner that is supposed to lead correctly. Effective leadership can use the approach in situations and seasons, such as Strategic Framework, Human Resources Framework, a Political Framework, a Symbolic Leadership Framework and approach that takes into account the vision and the important approach. People need what they see and believe, people who will be loyal to organizations, those with unquestionable identity, and make them feel that what they do is very important. Symbolic ceremonies are very important, as well as rituals designed to adopt a meaning for the organization. The model is true when the objectives and information are unclear and confused when the causes are not well understood. Each leadership model has a role in leading the group or organization he or she is responsible for. The leadership models are democratic leadership, Automated leadership, Laissez-Faire leaders. In this research, leadership management is the method used by someone to influence the group to achieve trajectory. With this dimension as self-, democratic, and Laissez-Faire (Robbins and Coulter, 2011).

Grand Theory of Motivation: The general figure underlying the categories of motivation for both parties is the Satisfaction and Theory of Process, according to Tampubolon (2008:87), Theory, concentrating on factors in a safe, directed, supported, and ending behavioral. The purpose of the process is to describe and distinguish how behavior was, happily, directed, as well as support and to stop. One of the most important features of satisfaction is the Needs of Abraham Maslow, and the Two from Frederick Herzberg, and Theory Provision from McClelland. These concerns have been forced to do in-depth research and encourage managers to make more effort to apply in practice, Tampubolon (2008:88) Needs of ours under Abraham Maslow Theory Maslow said that the need to refer to the structure in these models. The lower level of need is the

systemic and high levels of need for self-determination (actualization needs). Are the following:

Other privileged needs: the need for food, drink, and find a place to stay. Security and punitive needs, such as internal threats, as free from threats (superior, disturbs Environment) The need for sentiment belongs to friends, affiliation, interaction, and love. The need to value, the need for himself and others. The need for self-determination is to fulfill the needs of himself with the maximum use of the resources, which have the potential and potential.

Definition of Motivation

Motivation comes out of the language of Motivation, which means fruit or within it, while to motivate it to behave with humility or effort. The Motion in management focuses on how to lead the potential of power and subordinates, looking to work productively to achieve the success and achievement of the set objectives. Siagian (2003:138), said Motivation as a life force (*pendorong*) that results from an organizational member's will and volunteers only in a special model or skill, force, and time to carry out a variety of activities that are responsible and fulfilling his or her duty, to achieve the objective of the organization outlined. In Winardi (2002:99), the same motivation was to be done to achieve the organizational objectives and efforts to meet the existing individual needs. However, there was Nitisemito (2005:98), however, that motivation was an effort or activity by the manager to increase the experience and enthusiasm of the staff or workers. Based on the discretion of the intellectuals above, it is possible to conclude that the motivation such as the stimulation of the driver's desire to carry out a person's degree to achieve the institutional or organization's objective.

Definition of Service Delivery

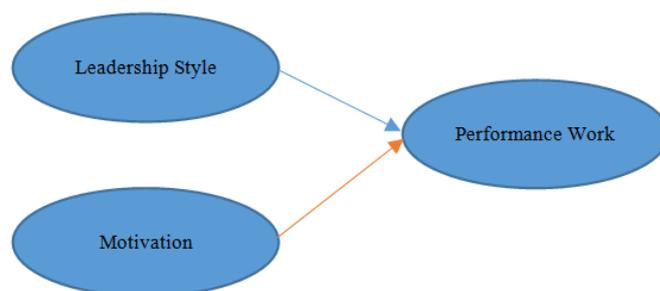
Service delivery comes from the word job performance or actual performance. The provision of a person is a country's understanding of skills, effort, and opportunities that can be evaluated on results (*Sulistiyani* 2003;223). Service pressures result in qualitative performance obtained by staff in the performance of their work. The material resources management (2004:55) said that the benefit of evaluation for all parties is to know what they want, general people who have human resources management believed that the assessment was an important part of the entire process of the civil servant. Performance of the provision is achieved when the activity, duties, and responsibilities are carried out. Robbins (2001:45) said that performance was the result of the interaction between motivation, skills, and opportunities. Winardi (2001), performance is one of the motivation increases with discipline and other factors that may be attained by a special situation (Subroto, 2011:7). It can be concluded that service delivery is the result of a connection between effort, skills, and perceptions of tasks. Efforts are the result of the motivation that shows a lot of energy (physical and mental) being used by individuals in a task. While skills are characteristics of an individual in the exercise of a job. Ability is usually not directly influenced in the short term. Perception of the task is a measure that individuals believe can accomplish their efforts in the workplace. Based on the aforementioned characteristics, researchers concluded that the delivery of services was the first phase of human resource development efforts. Improving

service delivery as an individual as well as group attention was received in organizational efforts.

Frame Work Theory

of the Technical Framework was used by researchers on Leadership Management and Influence of Influence for Service Delivery at the National Center for rehabilitation. Ghauri (in **Supramono & Haryanto**, 2003), provides limitations on the model for the percentage of relations between the variables Theory built in the design;

Conceptual Framework Theory



Explanation:

From the design, researchers can explain that

1. Leadership management can influence service delivery
2. Motivation can influence service delivery.

RESEARCH METHODOLOGY

Types of Research

According to Robert and Taylor, research is a procedure that results in descriptive data, speaking, or writing that can be assessed by the person itself. The approach used for this research is the qualitative approach, which means doing this research to understand the phenomena of what happened in subjection of research, for example, attitudes, ways of rice, motivations, and others. This means that in this research there is no use of numbers. The qualitative research objective is to collect current information in detail and design reality. For this reason, the research aimed at making discretion or raising data about Leadership and Influence of Service Delivery at the National Rehabilitation Centre. In this research, researchers used informants working at the National Rehabilitation Centre. There are 15 informants, including a General Director, two national directors, a level of chief of department, and three staff. A total of fifteen (15) informants were encouraged as they would be a source of information and would facilitate accurate information and data for researchers on issues raised by researchers as a leadership gesture and motivation to influence service delivery at the National Rehabilitation Center.

Sources of Data

Primary Data: Data collected directly from the research subject to using tools to measure or tools to collect direct data from subject to information sources. It is in this sense that the data is obtained live on information from the questions raised in the information. Algifari (2010:65), the first data was

obtained directly from sources (not by others). The first data in this research was the data obtained through interviews.

Secondary Data: The data we find on the other hand and is not directly subject to research or data obtained from the second hand. This data includes documentation, reports, and literature related to research problems, as well as annexes. The data collection unit is a key step since the main purpose of the research is to obtain data. In this regard, to facilitate the collection of data for this research, researchers used the following data collection techniques: literature Studies undertaken to collect benchmark variables, such as books, literature, and other facilities in keeping with the objectives of the research to be analyzed. Baseline research was conducted using the method of collecting data directly, to respondents in the following methods:

Interview (Interview) In this study, direct interviews were used for directors, department heads, and staff of the CNR as informants to understand the performance of the work in the CNR. **Observation** In this study, observations were used to observe the working conditions of staff, department heads, and directors, particularly how they conduct meetings and decision making. **Documenting documents** In this study, researchers need to have some documents such as personal maps, meeting acts, organizational structure, and organizational vision and mission.

Data Analysis: According to Siswanto (2013), data analysis is the process of seeking and designing systemic data for data obtained from data collection, which can be qualitative and quantitative form. Contributing activities in all research are the process of processing data. Given that data processing can be known the meaning of the data collected. Data analysis aims to respond to the formulation of the problems we want to analyze. Valuating the Valuation of data in qualitative research is an effort to increase the level of confidence in the data. In qualitative research, analyzing the validity of data other than how the research was used as indicates of qualitative research that were inconsistent, as well as a part of the qualitative research structure, according to (Moleong, 2005:320). The qualitative research value used is the triangle of data used outside of the data to be a comparison of the data (Moleong, 2005:330). The validity of the test was made due to the test of the validity of data and missing information and statistical materials. In addition to questions that are not tested based on sound corrections, so that truth or actual depending on interrelated truth. Therefore, it is only when truth means truth or truth is true that many people or stakeholders (Burham, 2012:205). In this research, a triangular survey used by researchers has conducted inspections through sources. Comparing and verifying the degree of trust in the information obtained from different sources. Denkin defines a triangle as bottlenecks or a combination of various methods used to look for a phenomenon that is linked by different means of rice and perspective. Triangulating involves four parts, triangular approach, triangular screening between researchers, data source, and theory screening.

- The incidence of methods is carried out differently by comparing information or data. In qualitative research, researchers used interview methods, observations, and survey
- Triangular between researchers, by way of being used by one person in data collection and analysis

- Triangulating data sources, as informally seeking to find the truth in front of the method and source of data
- Researchers, the final results of qualitative research such as information formulation. The information then makes comparisons with relevant perspectives to prevent the failure of individual researchers to result in conclusions.

The Data Analysis Stage At this stage or phase is the first phase of analyzing data collected by researchers. This phase was done before writing or conducting research reports. Miles and Huberman (1984) stated that data analysis activities in qualitative research were a continued effort and that data was not repeated. Data processing activities are the reduction of data, data unless it is concluded or verified.

RESULT AND DISCUSSION

Description of the research area The survey area is based on data or profile of the National Rehabilitation Center obtained from the CNR human resources. CNR is located in Dili Municipality, Cristo Rei Administrative Post. The NRC Station building is in the Ambient that is suitable for Favorable and safe Spaces for the treatment of people with the Fiscal Deficit.

Demographic Data

Staff distribution data at the National Rehabilitation Center

No	Education Level	Frequency	(%)
1	S2	2	2 %
2	S1	37	44 %
3	D3	17	20 %
4	D1	12	14 %
5	Secondary School	16	19 %
6	Primary School	1	1 %
Total		85	100 %

Sources; of secondary data at the National Rehabilitation Centre 2020

Staff distribution by Age in National Rehabilitation Center

No	Age	Total	(%)
1	20 – 25	1	1 %
2	26 – 30	12	14 %
3	31 – 35	35	41 %
4	36 – 40	22	26 %
5	41 – 45	7	8 %
6	46 – 50	4	5 %
7	51 – 55	3	4 %
8	56 – 60	1	1 %
Total		85	100 %

Sources; of secondary data at the National Rehabilitation Centre 2020

DISCUSSION

In this section, researchers carried out information and responses from key informants, researchers were used to approaching identified problems. Answers were sought from informants through the interview process and were part of the focus on data analysis. Through this research, researchers can identify problems raised at the National Rehabilitation Centre, if there is any failure to find a way to resolve through the identification process presented by researchers, regarding the following issues:

- Manager of Influence Leadership for Service Delivery at CNR.

- The motion of Influence for Service Delivery at CNR.
- Manager of leadership and Influence of Service Delivery at CNR.

Manager of Influence Leadership for Service Delivery at CNR: On the issue of leadership management influence the work of the NRC staff, the researchers interviewed information, namely: "**Verónica das Dores**, as DG CNR said, "I have been informed that before this decision is made, I have used to consult with directors. Because the directors and their subordinates implement and execute programs and budgets based on the annual plan approved by the Minister". (Source: Interview on October 2, 2020: 09:00 at CNR).

"Veronica" information is confirmed as: "Mr. **Alexandre Morais**, Director of Administration, Finance and Procurement, Logistic and Procurement said "We use the principle of having a strong principle of teamwork, always in consultation and coordination before any decision is made". (Source: interview on October 1, 2020: 11:30 at CNR).

The arguments above reinforce the following:

"Mr. **Nazário S. da Silva**, as Director of the Program, stated that "depending on the issue. Several issues need to consult with the heads of the department but some issues do not need to be consulted and coordinated with the heads of the department". (Source: interview on October 1, 2020: 11:00 at CNR).

The information above when the researchers confirm with other information, namely: Mr. **Mateus Lukas**, who is a staff member of the CNR, said that "according to my observation, the DG always consult with directors and departments, before making a decision" (interview source 1 October 2020): 14:00 at CNR)

The information provided above shows that almost all decisions are taken by the CNR leaders always inform and inform leaders of the depositions. However, there are also some decisions that the leaders do not need to consult and coordinate with the heads of department and after the decision is recently informed by the head of the cabinets. This is set out in the Internship Regulations at the National Rehabilitation Centre.

As research researchers focused on how the CNR encourages staff participation, informants such as Mr. **Alexandre Morais**, Director of Administration, Finance, Logistic and Procurement, said that "we always have a meeting of department and staff and plan together before implementing the program and activities". (Source: interview on October 1, 2020: 11:30 at CNR).

The arguments above reinforce information from Ladies **Alda A. Amaral Monteiro**, as the head of Logistics, informed that "according to the current leadership, it is true that it will always provide monitoring and approaches to its subordinates". (interview source 1 October 2020 at 09:30 at CNR)

Information provided by informants was confirmed: Ms. **Isabel Soares**, as long as he said: "We always work together or work with the team, so our work is always done well and in

a certain time" (interview source 1 October 2020, 13: 00 at CNR).

And this information is reinforced by some informants: Mr. **Mateus Lukas**, a CBR technical team said that "we always do it. (interview source 1 October 2020: 14 hours from the CNR) From the information provided by the above information collectors, it is encouraging the participation of staff directly involved in the staff and heads of department in planning, defining the program, and always creating the principles for the institution's achievement. Researchers deepened interviews with informants for information on leadership of the CNR closely following attitudes, behavior, and activities carried out by subordinates, informants such as:

Mr. **Alexander Morais**, Director of Administration, Finance, Logistics, and Procurement, said "We have always accompanied and advised subordinates to improve, undertake a direct approach to them. But they still don't comply, there will be a blank and written attention". (Source: interview on October 1, 2020: 11:30 at CNR).

And Alexander's seniors were confirmed by Mr. **Nazário S. da Silva**, Program Director said "Human resources are dynamic, and therefore, they are very important to increase their knowledge through training, scholarships for their respective specialized area". (Source: interview on October 1, 2020: 11:00 at CNR).

The information provided by the above informants' shows that the leadership of the NRC always oversees advice and direct approaches to subordinates' attitudes and behavior. The NRC leadership also created a policy of increasing capacity building through the training and scholarships of employees in their area of expertise. When it comes to the services that superior managers guide staff to implement promptly, informants such as: Mr. **Jose Amancio Reis**, as Head of the Department of Finance, said that "the services we have done on time". (Source: Interview on October 1, 2020: 15:30 at CNR)

And this information is confirmed by Mr. **Tomas Oki**, as head of the depiction also stated that "the majority is carried out at times but sometimes there is extra work that must be done but not routine work, we cannot follow the calendar due to limited human resources". (Source: interview on October 1, 2020: 15:00 at CNR).

The arguments presented above were reinforced as Mr. **Arlindo Monteiro**, head of Wheel Chair, said that "always within a certain time". (Source: interview on October 1, 2020: 17:00 at CNR)

This information means that the majority of the services provided by staff are carried out promptly. But if there are extra jobs, it is usually not in time because they have limited human resources.

The motion of Influence for Service Delivery at CNR: Researchers interviewed informants at the National Rehabilitation Center, which focused on the component of the Motivation influence on service delivery and get the following information: Mr. **Nazário S. da Silva**, Director of the Program, said that "we continue to monitor them, and the staff that they perform well, the CNR sent them to remove their expertise and with the support of the HCDF". (Source: interview on October 1, 2020: 11:00 at CNR).

The information was also confirmed by key informants: Mr. **Alexandre Morais**, Director of Administration, Finance, and Logistics said "Provide scholarships to staff, sanction them when they are doing wrong, and give them the confidence to work with the clear job description". (interview source 1 October 2020, 11:30 hours at CNR).

Information from twenty directors is also reinforced by other information, such as: Mr. **Jaime Gomes**, Head of Department of State Administration, said that "during this period, the supervisors will always be motivated by the CNR, instantly by teachings and supervision of staff" (sources: interview on October 1, 2020: 09:00 at CNR).

And the staff at the National Rehabilitation Centre have also been strengthened: Mr. **Mateus Lukas**, a CBR technical doctor at CNR said "always inspired us through training and training" (interview source on October 1, 2020: 14:00 on CNR).

The information from the above informants shows that leadership at the CNR motivated their subordinates by direct monitoring them and giving them confidence in doing their job at a clear job description. For the Rule of Law, the CNR is not yet fully implemented, such as the increase of salaries for employees because of budgetary constraints and the political situation is unclear. Nevertheless, the researcher has deepened questions about the CNR gave incentives, prizes, or affection to the staff when they deliver good services, informants at CNR as :

Mr. Alexandre Morais and Mr. **Nazário S. da Silva** responded that "there is no room. But we think that in the future we will give incentives, prizes or praise to the exemplary staff. We are planning for 2021" (interview source 1 October 2020 at CNR) The NRC leadership has not yet given incentives, prizes for good service delivery, but is considered in 2021 and for the future to be implemented. Information from informants when asked what they wanted, namely: Mr. **Mateus Lukas**, a technical agency CBR said "We want the leaders to continue to present our work". (Source: interview on October 1, 2020: 14: 00 at CNR).

When the researcher confirmed and confirmed it as: Mr. **Jose Amancio**, Head of the Finance Department, stated that "it is always due to appreciation for the work of the staff in the reporting of progress". (interview source 1 October 2020 at 15: 30 at CNR) From the information above, researchers may say that the staff will be willing when their work is achieved, the leaders continue to present their findings to them.

Leadership and Influence Management for Service Delivery CNR: Research conducted by researchers at the National Rehabilitation Centre has attempted to focus on leadership management and motivation in service delivery at CNR. In this regard: Mrs. **Verónica das Dores**, the DGCNR said that "so far before I make a decision, I always consult with directors. Because the directors and their subordinates implement and execute programs and budgets based on the annual plan approved by the Minister". (Source: interview on October 2, 2020: 09:00 at CNR).

Information provided by the DG-CNR was also confirmed as: Mr. **Angelino de Sá Benevides**, head of the Procurement Department, said that "according to my leadership, the CNR's

Director, was in the bureaucracy but flexibility". (source: interview on October 1, 2020: 09:30 at CNR).

Information provided by informants is reinforced by: Mr. **Alexandre Morais**, Director of Administration, Finance, Logistics, and Procurement said that "we use the principle of having to be strong and teamwork, always in consultation and coordination before making a decision" (interview source 1 October 2020: 11 hours at CNR).

Concerning the information provided above, the leadership of the CNR before making a decision always consult and coordinate, in the bureaucracy, but also flexible and always working as a team. On the motivation side, when interviews with informants include: Mr. **Nazário S. da Silva**, Director of the Program, said that "we have always been following them and the staff that has played a good performance by the CNR sent them to remove their expertise and with the support of the HCDF". (Source: interview on October 1, 2020:11: 00 at CNR).

This information is clarified by the following informants: Mr. **Alexandre Morais**, Director of Administration, Finance, and Logistics said "Provide scholarships to staff, sanction them when they are doing wrong, and give them the confidence to work with the clear job description". (interview source 1 October 2020, 11:30 hours at CNR).

From the information provided by Alexandre seniors, the following were reinforced: Mr. **Jaime Gomes**, Head of Department of State Administration, said that "during this period, the supervisors will always be motivated by the CNR, directly by teachings and supervision of staff" (sources: interview on October 1, 2020: 09:00 at CNR).

The information provided by the above informants was also confirmed by the researchers: Mr. **Mateus Lukas**, a CBR technical doctor at CNR said "always inspired us through training and training" (interview source on October 1, 2020: 14:00 on CNR).

After hearing the information from the above informants, it appears that the leadership of the CNR motivated their staff by direct monitoring them and giving them confidence in the staff to do their job with a clear job description. The information conveyed above, the researchers concluded that the leadership of the NRC always oversees subordinates as well as supervisors, as well as the superior CNR, is elevated and motivated by scholarships and training of staff based on their expertise.

Analysis and Interpretation this Research

Manager of Influence Leadership for Service Delivery at CNR: Leadership management applied at the National Rehabilitation Centre is always involved in decision making, giving delegation power, encouraging staff participation in determining service methods, and guiding staff to work. The leadership of the National Center for Rehabilitation of an approach, mentoring and encouraging staff, to motivate staff to increase service delivery at the National Rehabilitation Centre. As research researchers relate to the task "other development needs such as groups or society, are effective and successful leaders" (Surjadi, 2019:24). Also, Teoria Robbins & Coulter, 2011:54 states that "The situation and

circumstances force a leadership to fully lead the organization responsible for". Theory Robbins & Coulter also define the nature of leadership management as The management of democratic leaders that always involve staff, the delegation of powers, and encourages staff participation. Leading up by intervene or work shoots, center decision making, and limit staff participation. Laissez-Faire leaders, who gave freedom to groups to resolve problems and make decisions. There is also Theory Mathis (2001:82) that says "the provision of public services is usually influenced by the performance of the individual staff, namely their skills, motivation, the support they receive, the workforce they perform and the relationship between the organization". Based on the aforementioned concerns and links, the researchers used Theory Robbins & Coulter as the leader, CNR, in turn, to manage democratic leadership. In addition to the provision of staff, researchers used Theory of Mathis (2001:82) to conclude that leadership management has a positive bearing on the delivery of services by the CNR. This finding is similar to a previous study from Wahyuni Kushumaningh (2010), compensation and working environment which has a positive impact on service delivery. The researcher then conducted an understanding that leadership management has a positive and significant impact on the delivery of services to the CNR.

The motion of Influence for Service Delivery at CNR: The leaders of the CNR always motivate their staff by appreciating their work and encouraging them to continue to work well. Leaders have also planned 2021 for the future to motivate staff through incentives, prizes, or honors those who are exemplary. The CNR continues to motivate the employees through scholarships to study staff according to their area. As a result, while research researchers were linked to Theory (2003), he explained that the motivation of the staff to influence the tax needs, the need for security and protection, social needs, the need for self-esteem, and the need for an update. There is also Theory of Timpe (1993:23) who said "The result of the work that worked with a certain period and emphasized the work that has been completed by the staff at the end of the working period". Also, Mr. Theory from Sulistiyani (2003:223) said "A person's provision is a combination of skills, efforts, and opportunities that can be assessed as a result of their work". so based on the results of interviews with informants at CNR and associated with the works described above, the researchers used two Theory of Timpe (1993:23) and Theory from Sulistiyani (2003:223), making conclusions that motivation, positive influence in service delivery at the National Rehabilitation Center. The result was similar to the previous study by Dewa Putu Meles Arta & Ni Ketut Lisi Deni (2015) which indicated that motivation and working environment have a significant impact on the delivery of civil servants.

Leadership and Influence Management for Service Delivery CNR: Leadership management under the leadership of the National Rehabilitation Centre is always involved in decision making, giving delegation power, encouraging staff participation in determining service methods, and guiding staff to work. The NRC leadership also motivated their staff as an approach, accompanying and encouraging staff to motivate staff to increase service delivery at the National Rehabilitation Centre. Also, the CNR continues to motivate the staff through scholarships for the staff to become specialized in their area. As research researchers relate to the task "other development needs such as groups or society, are effective and successful leaders" (Surjadi, 2019:24). Also Theory Robbins & Coulter,

2011:54 said that "The situation and circumstances force a leadership to fully lead the organization responsible for". This figure also defines the nature of leadership management: The management of democratic leaders is always involving staff, power delegation, and encourages staff participation. Leading up by intervene or work shoots, center decision making, and limit staff participation. Laissez-Faire leaders, who gave freedom to groups to resolve problems and make decisions. There is also Theory Mathis (2001:82) that says "the provision of public services is usually influenced by the performance of the individual's staff, namely their skills, motivation, the support they receive, the existence of the services they operate and the relationship between the organization". Also, Mr. Theory Hasibuan (2003) explained that the motivation of staff to influence the physical needs, the security and protection needs, the need for self-determination, and the need for updates. Also, Theory of Timpe (1993:23) said "The results of the staff working with a certain time and emphasized in the results of the work that has been completed by staff", the researchers use Theory of Robbins & Coulter that the leadership carried out at CNR is a democratic leadership manager, since they always involve staff when decisions are made, power delegation encourages staff participation in the method and guides their staff to work with the team. The researchers also used the Theory of Timpe (1993:23) to conclude that motivation is a positive and significant influence in the delivery of staff at the National Rehabilitation Centre. The result was similar to the previous study by Dewa Putu Meles Arta & Ni Ketut Lisi Deni (2015) which indicated that the motivation and the working environment have a significant impact on the delivery of civil servants. From the leadership and motivation management applied at the CNR, the researchers concluded in general that management and motivation, a positive and significant influence in the delivery of staff services to the CNR.

Implications Theoretical: Research results related to the leadership management carried out in the CNR are Democratic Leadership Manager, who always involves staff in decision making, power delegation, encourages staff participation in determining work methods. One leadership leader uses his leadership gesture depends on who leads, the problem he is facing and the situation he is feeling. The researchers' argument was reinforced by Theory Robbins & Coulter, 2011:54 that "The situation and circumstances force a leader to fully lead in the organization that the leaders are responsible for". With democratic leadership management, motivating staff to increase service delivery at the National Rehabilitation Centre. Therefore, when motivating staff at the CNR is good, they also influence the provision of staff services at the National Rehabilitation Centre. Research researchers' arguments are reinforced by the Theory which says "A person's representation is a combination of skills, efforts, and opportunities that can be assessed from its work outcomes (Sulistiyani 2003:223). Service pressures result in qualitative performance obtained by staff in the performance of their work. The factors that can influence the delivery of civil service are skills, motivations, the support she finds, the workplace in which she works, and the workers' relationship with the organization he or she works.

Policy Implications: Research findings relating to the leadership management of the CNR are applied at the National Center for Rehabilitation, which involves staff who always involve in decision making, power delegation, encourage staff

participation in determining work methods. With leadership management as applied at the National Rehabilitation Centre, motivate staff to increase service delivery at the National Rehabilitation Centre. And when motivating staff at the CNR is good, it will also influence the delivery of staff services at the National Rehabilitation Centre. These results are expected to help and contribute information to the government of Timor-Leste, to decide policy to place staff following their professional skills and knowledge, to carry out their respective work. Also, in the recruitment process, the recruitment process should consider recruitment through the selection of merit and placing people under their skills and expertise.

Enclosed

Conclusion

Based on the introduction until the results of the analysis, the researchers used the research methodology as a means to solve some problems. On the other hand, research methodology is a process of principles and procedures used to match possible problems and seek deeper responses. In this chapter, research researchers formulated and concluded.

Based on the results of the research analysis, conclude that:

- Leadership managers have a positive and significant influence on the delivery of staff services at the National Rehabilitation Centre.
- Motivation, positively influencing the delivery of staff services at the National Rehabilitation Centre
- Leadership management and motivation, significant influence in service delivery at the National Rehabilitation Centre.

Recommendation

Through the survey, researchers recommended that the Government Institutions:

- Implement leadership management as a National Rehabilitation Centre applies to staff
- The manipulation implemented by the NRC needs to be applied in other institutions to increase the provision of civil servants.
- The use of leadership and motivations implemented by NRC to government institutions, to increase the delivery of public servants' services.

REFERENCES

- 2009. Manajemen Personalial dan Sumber Daya Manusia. Edisi Kedua.BPFE. Yogyakarta
- , 2008, Manajemen Sumber Daya Manusia, Mandar Maju, Bandung
- , 2013, Metode Penelitian Manajemen. Bandung: Alfabeta
- , 2014, Metode Penelitian Kuantitatif, Kualitatif, dan R&D. Bandung. Penerbit Alfabeta
- 2007. Manajemen Sumber Daya Manusia. Edisi Kedua, Andi Offset.Yogyakarta
- Ahyari, Moh Agus, 2007, Manajemen Sumber Daya Manusia., Penerbit Gramedia Pustaka Utama.Jakarta
- Alex, Nitisemito. 2009. Manajemen personalial edisi revisi. Penerbit Ghalia Indonesia
- Anwar Prabu Mangkunegara, 2005. Evaluasi Kinerja SDM, Bandung, Penerbit Refikia Aditama.
- Augusty Ferdinand, 2014, Metode Penelitian Manajemen, Semarang: Penerbit Universitas Diponegoro
- Gomes, Faustino.C. 2003. Manajemen Sumber Daya Manusia. Andi Offset.Yogyakarta
- Handoko, T. Hani. 2001. Manajemen Personalial dan Sumber Daya Manusia. Edisi Kedua.BPFE. Yogyakarta
- Hasibuan, S.P, Malayu, 2010. Teori Motivasi dan Aplikasinya. Bumi Aksara. Jakarta
- Kusnadi. 2003. Masalah, Kerjasama, Konflik, dan Kinerja.Tanada. Malang.
- Mathis dan Jackson, 2002, Manajemen Sumber Daya Manusia, Edisi pertama, Cetakan Pertama, Yogyakarta Salemba Empat.
- Mathis, Robert L dan John H. Jackson. 2007. Human Resource Management. Salemba Empat. Jakarta
- Miles, M. B. & Huberman, M. (1992). Qualitative Data Analysis. Terjemahan Tjejep Rohendi Rohidi. Jakarta: UI-Press.
- Moleong, L. J. (2014). Metodologi Penelitian Kualitatif Edisi Revisi. Bandung:
- Nitisemito, Alex. S, 2001, Manajemen Personalial: Manajemen Sumber Daya Manusia, Edisi Kelima, Ghalia Indonesia, Jakarta.
- Nunnally, 1996. Statistik Induktif. Yogya: BPFE UGM PT. Remaja Rosdakarya Offset.
- Sayuti, Saydam. 2007. Motivasi dan Faktor-Faktor yang Mempengaruhi. Ghalia Indonesia.Jakarta
- Sedarmayanti, 2001. Sumber Daya Manusia dan Produktivitas Kerja, Bandung: CV. Mandar Maju.
- Siagian, Sondang, 1995, Teori Motivasi dan Aplikasinya, Penerbit PT. Rineka Cipta, Jakarta.
- Simamora, Henri, 2009. Manajemen Sumber Daya Manusia. Edisi Revisi. Penerbit Prenhallindo, Jakarta
- Sugiyono, 2007, Metode Penelitian Bisnis, CV Alfabeta, Bandung.
- Sugiyono. (2015). Metode Penelitian Pendidikan Pendekatan Kuantitatif, Kualitatif, dan R&D. Bandung: Alfabeta.
- Suharsimi Arikunto, 1992, Prosedur Penelitian Suatu Pendekatan Praktek. Jakarta: Rineka Cipta.
- Suharsimi Arikunto, 2006, Prosedur Penelitian Suatu Pendekatan Praktik, Rineka Cipta, Jakarta.
- Winardi, J., 2002, Motivasi dan Pemativasian dalam Manajemen, Jakarta: PT. Raja Grando Persada.
