



ISSN: 2230-9926

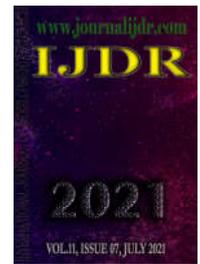
Available online at <http://www.journalijdr.com>

IJDR

International Journal of Development Research

Vol. 11, Issue, 07, pp. 48881-48890, July, 2021

<https://doi.org/10.37118/ijdr.22386.07.2021>



RESEARCH ARTICLE

OPEN ACCESS

CAPABILITY AND CHALLENGES OF EMPLOYEES IN RUNNING PUBLIC SERVICES IN ADMINISTRATIVE-POST BAGUIA, BAUCAU MUNICIPALITY

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ARTICLE INFO

Article History:

Received 20th April, 2021
Received in revised form
17th May, 2021
Accepted 09th June, 2021
Published online 28th July, 2021

Key Words:

Capacity, Challenge, and Service.

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ABSTRACT

Faustino Simões de Carvalho, 19.06.24.02.119, a master's program student who has conducted research entitled "Capabilities and Challenges of the State Civil Apparatus in providing services to the public at the Administrative-post Bagui, Baucau Municipality. The exposure in this study was motivated by field observations, identifying that there were problems related to employee abilities and challenges in implementing services at the administrative post, such as discipline in working hours, lack of resources, and lack of facilities so that the impact on service quality was minimal. According to Almond and Verba (1963) includes three components: cognitive, affective, and evaluative. Component Cognitive is used to measure a person's level of knowledge about the running of the political system, government figures, the wisdom they take, or regarding the symbols of the political system as a whole. administrative services are an important point undertaken by government officials in the Administrative Posts. All of these services have been achieved and development has been taking place because of the problems being addressed "How the capacity and challenges of civil servants to carry out public administration services at the Baguia Administrative Post, Baucau Municipality." The purpose of this research is to justify the theory and practice of public service delivery, which can be a contribution and further understanding of government administration services and especially in the post-administrative Baguia especially in improving public services, as information for civil servants, especially in post-administrative Baguia. This survey uses a qualitative method. The process of collecting data and techniques of observation, interviews, and documentation. Data analysis was written with qualitative analysis techniques and guidelines such as data collection, data reduction, and data presentation. Research findings are then explored in a variety of different ways. The results of the survey are presented as follows: The ability of staff in post-administration is very important to pay attention to the provision of training, formal and non-formal training, and comparative studies to increase staff knowledge, to better equip them. the task given to provide services to the community, based on the Civil Service Law, Law 5/2009 (with the first amendment to Law No. 8/2004, June 16) with the intention that the existing changes are not meant to hinder but to expect higher quality service provided for in Article 45 an effective way of providing public services.

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Citation: Faustino Simões De Carvalho. "Capability and challenges of employees in running public services in administrative-post baguia, baucau municipality", *International Journal of Development Research*, 11, (07), 48881-48890.

INTRODUCTION

Beloved nation, Timor-Leste began its independence in all aspects of its development process, to make changes to this young nation, which has had a lot of difficulties, especially in terms of administration. In this regard, the nation of Timor-Leste faces problems in administration because the administrative staff is taking care of many public administration services, not the ones that raise administrative expertise, the lack of enough public administration materials to work to provide services more efficiently and efficiently.

It is, therefore, necessary to create the activities that have the benefits, so that there may be a continuation of the activity. This effective administration means that administrative services operate smoothly and within a time that is terminated and that everyone needs. Prajudi Atmósudirjo (1985:23) says that "To direct our activities continuously towards the attainment of the objectives, and to control the resources, and the movements of their use under our regulations and plans." The activities aimed at avoiding an extraordinary assembly of activities benefiting from the performance of the plan's activities.

Implemented on an important life basis, the government has an essential responsibility and function to play an essential role in the administration that will be required by the people, whether by implementing and building fundamental rules or principles that are willing to meet the needs of the community in the areas of education, economy, health, and others. At the same time, it will be possible to dramatically monitor the implementation of the administration of the Baguia Administrative Post community. Efforts to increase the quality of implementation were implemented to achieve outside the decision-making period, how to increase the workforce to facilitate the work being prepared by the implementing contractor. This effort aims to create a distribution of raw materials, in connection with the implementation of the members who dedicate themselves to the community, because of the structures of the Baguia Administrative Post, and to establish a fair and balanced administration system in the process of implementing communities with effective and efficient services compared to the educational capacity used by the staff to train the administration system of the Baguia administrative post community.

In the context of the implementation of the administrative services, it is necessary to properly respond to the needs of the community who are taking part in the activity. The concept of public indicators is a progressive development of implementation that looks at how to develop thinking to guide the community in need of complete guidelines within the relevant office to function on the way. A serious problem for communities is also linked to increasing their implementation capacity. Implementing quality or essential administration depends on a variety of aspects, which can justify the outside of the support of human resources and the institutions and other existing facilities, such as cars, communications, and related items in the office.

Based on field observation, the owner has problems with the capacity of the staff and the challenge of implementing the service at the administration office. Work hours, resources, equipment, and service quality at the very least. Implement administration as an effective way of conducting act in the administration starting in an agreement between two peoples to work together to achieve the objective. Because administration activities are an important point of activity carried out by the government in the local government office. In this regard, we can see that, for the first time, the development of a new state takes the objective of independence as a State of the Democratic Republic of Timor-Leste, it should start with good and fair administration activities. For the first time to implement an effective and efficient administration to support the work of leaders and this will depend solely on the management of the implementation and technical resources to achieve the objectives of a long-term effective administration.

Implement the administration based on measures that lack the support of quality factors, therefore, the results to achieve at least a minimum in implementation. Field research findings show a lack of capacity for staff and public service challenges to be implemented for communities in the Baguia Administrative Post. The administration of state institutions, particularly in the Baguia Administrative Post, is among the following signs: the execution of offices is always busy and piles up, the consistency of service implementation at the office, the lack of respect for the regulations of services provided by leaders, the level of education of only a second majority and the lack of adequate capacity building. Discipline/respecting the hours is the primary principle of operating activities and implementing the administration that balances the communities at the Baguia Administrative Post, the discipline hours may also increase service delivery.

The writer described as 'external discipline' of his essential role in the quality of service delivery in the implementation of the administrative services' duties in the Baguia Administrative Post. Efforts to increase service delivery through discipline at the Baguia Administrative Post have not been implemented effectively and efficiently. Taking into account the effectiveness of the staff, there are some people whose work is in the institutions of government, called by an official or

member, that they all need to regulate the administration that functions in the administrative post of Baguia as an order to regulate staff during working hours and to stay in the office with others. The issue that needs to be addressed in the process of implementing the administration is that civil servants working at the office are looking at and organizing proper activities so that the staff respects the hours to work outside the task of implementing a fair implementation for the community to serve the community to make the regulations that exist in the administrative post of Baguia. In the public service provider service, it may be criticized that poor service is due to a system that is deficient for the population to deal with certain documents because the bureaucracy is too long, and therefore a civil servant functions as an agent of the administration, it is very important to be unethical. Civil service ethic is a broad set of rules or rules that make a distinction between what is right and right to coexistence in society, moral science that can be done without adhering to the norms and norms or rules to control the conduct of all people in an organization that is spoken in an organization. *O Estatuto da função pública*, a Lei n.º5/2009, de 15 de junho (Primeira Alteração à Lei n.º8/2004, de 16 de junho), que acrescentou no artigo 45.º.

The potential of the staff to discover the problems in the implementation process is enthusiastic to organize a program or role to serve the community publicly and balances to respond to the needs of the community who are most necessary for each household. The potential is a deep thought in the minds of each person collaboratively and constructively to contribute to others because he has good energy for the government. The implementation requires the success of the activities that hamper those who undertake such activities, and only the capacity that exists to resolve outside activities is strong to develop the organization, outside of the existing resources, to analyze, coordinate, in the implementation of work and decision-making processes. In regards to this work, it is necessary to use the knowledge and force that the organization needs to use to achieve its main objectives, which also uses planned plans at the forum. Considering the future that the system for implementing leadership activities is now the periphery to maintain plans to set away for public activities since the implementation of public administration also needs to be outside of the development of the administration system to prepare and explain to the public. The quality of administration needs to be installed in the institutions of government; the Municipal Government, Baguia Administrative Post, although the concept of implementation has not yet been fully installed, it is necessary to conditions on which the government institution is available during the implementation of public administration activities.

The capacity of public administration staff in public institutions is part of an important activity to pay attention to and develop the administration as a precursor. But in the implementation of the administration, at the office, we need to consider the objectives to be achieved and the time necessary to determine and sanction responsibility. The administration of the offices is work with the regulations performed by elements or staff working in the administrative post of Baguia. Work needs to be completed or finalized on a planned basis. Thus, the activities that play an important role in getting effective, since the staff now play an important role in human life, also in the form of activities centered on the organization of behavioral control or behavior to achieve a previously defined vocation.

Kurniawan (Sinambela, 2010:5) public services are services that provide services to other citizens or the population that have their own needs in the organization or institutions of fundamental rules and rules. To achieve the common goal.

Based on the aforementioned questions, it is necessary to find out the capacity, challenges, civil servants, and public administration services in the Baguia Administrative Post.

Problem Formulation: Based on the above introduction, write the formula of the problem: "What are the capacity and challenges of civil servants to carry out public administration services in the Baguia Administrative Post?"

LITERATURE REVIEW

FUNDAMENTAL THEORY

In this chapter, the owner wrote to explain or clarify the "Capacity and Challenges of the Public Service towards the performance of Public Administration Services" is as follows:

Capability: Capacity is the knowledge or ability of each person to implement in his or her activities or work towards achieving its goals. To increase the capacity of staff or staff to assess the quality of human resources for defined service delivery issues, with the execution of capacity building and training that functions to increase the capacity of staff personally to work more productively. In this way, the owner must clarify more about a political culture connected to individual attitudes in the services and therefore needs to be aware of the political culture itself. The political culture refers to a joint attitude of trust, a set of feelings that gave the order and order to give a political process after showing evidence of the rules of conduct.

Political culture is also a model of work in general life, public administration, governance policy, laws, culture, norms that are on the hospitalization of members of the community. The political culture can also state that a system of decisions is made in the common interest of the population to participate in the collective decision making and decide on the public decision to the entire population. Based on the above knowledge, the owner added that the political culture is a situation where everyone needs to have and participate, using their feelings to those who provide services to the public as well as those who receive services means that they need to be used to provide services more efficiently and efficiently, with these processes being followed by legal procedures in force.

The Concept of Capability: There was some knowledge that gave him the following skills such as area. Moenir (2003:28) said, "*Organizational goals efficiently and effectively if supported by adequate personnel capabilities both in education and in skills or work skills*". (organizational objectives and effectiveness based on sufficient staffing capacity and service creativity).

According to Yoder (2004:19): "*Employee's workability can show from the physical and spiritual skills of an employee such as developing and coordinating various activities as well as visual acuity, stamina or endurance.*"

Strengthened by knowledge Gibson (1978:45) Ability is: "Innate or learned traits that enable a person to do something mental or physical" Moenir (2003:27) said Ability in a relationship with work is: "An effort to condition someone who is fully serious, efficient and successful in carrying out work to produce something optimal." According to Richard (1980:157) "*Education and training can develop the ability to work not only to handle their current job but also for jobs that require their workforce in the future. That is, education is an investment in workers which can later be obtained when needed*".

Based on the above-mentioned theories, the owner concludes that within the organization it is necessary to carry out work skills and creativity for staff to carry out administrative services. To increase the ability of people not only comes from the education sector but training and capacity building also important to increase the ability to provide personal capacity. Personal skills and knowledge need creative skills of the person themselves to implement in his or her job. The skills or skills that the staff needs to promote are improved so that there is a balance between activities and skills in service implementation. Even though staff have the skills and continuing to do so, they need to create good coordination lines between staff members, so that work activities can be successfully addressed to serve communities. On the one hand, capacity is originality arising from a person's thinking about guiding a day-to-day life as a mentality or physical life that has a person, are modalities of investment that each person can work well. The capacity of each individual has the skills and awareness to not only be implemented in

the administration services but in the future, these skills will be used for other activities that have the capacity of others. In addition, the skills of staff are not only focused on administration services but can be used to train other people outside the non-formal course in the area of knowledge. Thus, it is not possible to discourage state institutions from displaying skills in the work as well as the implementation of the work needs to be optimized to achieve positive outcomes by satisfying those who deliver services and who receive services.

The type of capability: To better equip the staff about the capacity, it is necessary to understand the types of capacity, so that their staff can go well with the rules established to result in positive results in the community. To understand these types of knowledge, Moenir (2008:45) makes the following types of capacity:

Technical skill: You need and dominate the activities that are in the process and procedures based on services and services. The concept of technical capacity of the services is that civil servants in their workplace do their services must dominate the method of service being carried out. This means that a civil servant with a technical capacity based on service procedures, service methods, and goods is used to improve service delivery to achieve a maximum outcome.

Human Skill: Is the capacity to work for groups in situations where organizations feel calm and free to solve problems. Human capacity is the capacity of staff in service delivery, in groups of workers, and working together between all members of the group. This is very important because the capacity of communication can result in good ideas, ideas, ideas, and ideas with suggestions from others can be a factor of outcomes for good work. Therefore, the capacity that civil servants have to do services to the public in the group can achieve positive work outcomes to achieve the maximum goal.

Conceptual skill: Is the capacity to see the design and knowledge of the situations in which they are working. Therefore, conceptual capacity is the capacity of the staff to act as a person who makes decisions to analyze and design the work it assumes. With this capacity, work can be carried out smoothly because it can select the period of work that should be done first.

The Indicator of Capability Service

In the research of Raharjo, Paramita no Wars (2016:69) said that indicator of the capability to service like as follow;

- **Knowledge;** Knowledge is a pond that will create creativity and capacity. The extent of information, facts, principles, or procedures carried out will result in better service delivery.
- **Training;** The short-term education process uses systemic and structural procedures therefore non-management workers can acquire technical knowledge and creativity.
- **Experience;** A personal awareness and creativity line at work can be measured from work times and the promotion of a person as well as creativity that person has.
- **Skill;** An personal capacity dominates employment, dominating service materials and using work materials such as computers,
- Working efforts; A situation where the workers can use their capacity to do a job.

Of the concept of capacity, the types of capacity and the interlocutors mentioned above writes that the capacity of the workers in the services must have the skills or skills that are adequate, to have a better connection to all parties means that public service is to be better communication with the public so that the services must be done can be done in their production and that the objectives are defined.

The Concept of Challenge: The word of the challenge in the Indonesian language was translated into situations or areas that were hindered (impediment, restraint, and restraint). Because of this, the concept of challenges is that hampers development or impeding action. This study, which has impeded the situation in which civil

servants are attending services to the public. To deliver the results of effective services it is necessary to understand the ways of communication and government responsibility as well as the horizontal of the accomplishment (Soeharto, 2012:25). The idea added above is that as a human being born in the world, there is no need to overcome the challenges that exist in people's daily lives, but it is not a way to extinguish the will of others so that they can perform their duties as workers. Thus, in all its functions, it is necessary to highlight the responsibility to seek ways to overcome the challenges faced in the performance of the civil servant as a civil servant.

Human Resource Concept: The concept of human resources is a productive individual or person that works to drive an organization, within an institution as well as the companies that have the same function as the wealth that must continue to be trained and improve the quality of their work. (Hasibuan 2000:3). The type of human resources in 2 is: the major human resources of the population that currently lives in one place and the micro (small) human resources, in the narrow concept, states that individuals or staff working in an institution or campaign. Human resources are something that is important and must be linked to the person and that person has the potential to achieve the objectives of an institution and organization. Human resources are one of the important elements of an organization compared to other human resources, such as a trend, technology, because people themselves control other factors. (Nawawi 2003:37). This idea is also according to Hasibuan (2003:244), human resources have their creative creativity from their thinking and the physical appearance of people. It can be noted that human resources are a capacity that has people who can decide by force and physical force. Human resources are an important factor in all the activities to be taken. Although the advanced technological era without quality human resources all of them will be useless.

According to (Sumarsono 2003:4) Human resources or human resources have a concept 2: the first is the work effort provided with the production process. On the other hand, human resources provide the quality of services provided in a timely fashion to increase the production of goods. The second concept: linked to those who can work to provide services to those who ask for help. The service can carry out activities that can also result in the needs of the population. From the above knowledge, the owner said that human resources are the most capable and effort to provide services to the public on certain services to provide effective and efficient outcomes to many people's needs. Hyhhais one part of the human resources that staff is prepared by mental and spirit of rituals in the performance of their duties and responsibilities in the delivery of services to the public to achieve the defined goals. It should also be noted that human resources are all persons involved in work to achieve the objectives of an institution or company.

According to Hasibuan (2008:10) management of human resources is seniors and culture to manage relations and services to be effective and efficient in helping to achieve corporate, institutions, which work and the entire population. Mangkunegara, (2007:2), said Human resource management is a plan, organization, coordinating, coordinating, and monitoring of the work done by the workers to the public to reach an organizational and institutional objective. The statement of Jusuf (2003:3) that human resource management is acceptable is that service workers are an important resource that contributes to the goals of the organization or institution and uses it effectively and fairly for personal, organizational, and population needs. The research of Hasibuan (2000:9) said that human resources management is a culture that focuses on building relationships and the role of workers in achieving the effectiveness and efficiency of helping to achieve the objectives and institutions. Strengthened with the researches Bambang (2010:31) human resource management is a decision and practice to conduct human resource aspects in a management process. Based on the above thinking the experts would like to clarify that human resource management is a situation where people have or groups can manage services to the public based on the needs of the population to serve the rules established so that they can be satisfied with those who are being given service. In addition, in the

service delivery process, there are challenges faced by the workers in their workplace, as well as the challenges of those who will receive such services. Therefore, good management is required to increase the effectiveness of human resources in an organization or institution. The objective of the organization or institution is to provide an effective organization or institution to achieve this objective. All service delivery processes can also be addressed to avoid achieving the objectives, and therefore, there is a need for human resources management to ensure that the administration of public services is well managed.

The Concept of Employee

According to Widjaja (2006:115) employees who are physically and spiritually (mindset and thinness) need to remain, and therefore are specific modalities in working together to achieve some of the goals (organization). It should also be recalled that the civil servants who are confident to work in certain areas, in state institutions, The point of view by Musanef (2007:5) officials working towards profit (salaries) and social security by the government and Musanef, explained that the workers or workers, led by the head, can deliver the results until the objective of the organization has been determined. Concerning the above consciousness, the writer said that an employee of the administration who is appointed and the opportunity of the outside government to be tested for merit to obtain staff with the mentality and good faith in public service to meet the needs of the community. It is also intended that state employees who have been nailed to government services should pay more attention to their salaries or salaries as employees have daily needs. Salaries or wages that have a stronger connection with the quality of the services to be achieved. Our goal is to work, even though good and bad, when the wage or wage goes well, will have a direct impact on the outcome of the work.

Public Servant: The words of a civil servant reached a conflict of the plural definition of the words of public service in the Portuguese Language bonds (2004:28) say that (*função público e conjunto de funcionários que trabalham para o Estado*, Of the plural meaning that there or what we call out is "A civil servant, that" whoever is recruited and appointed to a permanent position in the Public Administration, taking into account the different duties and rights, as well as the rules that are currently in progress (*LFP, artigo 3 (pontu 1)*). Based on the aforementioned definitions, only states that the civil service exists to perform its duties by recruiting staff to work, to make services to the public in a dignified manner, and to ensure that the norms and regulations that exist within government and the state must be put in place as a code of ethics in the civil service. The ethics of the civil service is as follows: harmony, order, transparency, and transparency in the Public Administration.

Public Servant Responsibility

There are responsibilities in the civil service on both sides:

The general responsibility of Public Servant

Implement the general policy of the country from exercising the duties that are part of each of its employees, fulfilling the general duties and specific duties, including the making of major leaders instructions set out in the Civil Service Law. It is already a state official who has no other way to assume the responsibility of a civil servant because these duties must be placed as well as those that are enshrined in the civil service law, which defines the general duties and the specific duties.

- The general duty of civil servants as set out in article 40 of the Civil Service Law
- Specific duties of civil servants as set out in article 41 of the Civil Service Law
- The specific responsibility of Public Servant
- To perform the tasks assigned to each of the staff in the institution (direction and department) to achieve public policies

defined outside the collective decisions of the government and the National Parliament.

- To be able to perform the roles and responsibilities described above, the ethics, norms, values, and integrity of each of the employees properly guide the norms applied in the Civil Service.
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Definition of Public Service

The Concept of Service: The word service comes from the word in response to its meaning that it helps to prepare all things that others need. The reality is that everyone needs services and we can say that the situation of care does not prevent human life. Several experts give their insights into service delivery, such as Kurniawan (2005:6), services that serve the needs of others or the population in their organization with fundamental rules and decree-laws established by the Council of Ministers., as well as Ratminto (2005:2) the definition of services that "everything is the responsibility of national institutions as well as the municipalities to all posts and villages to meet the needs of the population following the laws established by law". Of all these, those who will do the services are state institutions and those who will receive the services are people or the population, as well as Sianipar (1999:50) care is "The way people or some groups do services, help prepare and make every effort to meet the needs of a person or group".

The word service with its words is to be dealt with by its meaning. Services are activities managed outside of an organization or person to have consumers who are illiterate and unable to privatize. Attendance is the activity that gives results to the target group, although the result is not tied to physical production (Poltak, 2007:4), but according to Boediono (2003:60) that "service is a process of grants to others in a specific way that needs to be felt and interpersonal relations to achieve satisfaction and outcomes". The conclusion that services are a way to achieve goodwill, public services are important needs for the country, especially for the administration of State assets, prepared for public service delivery, This means taking into account that activities such as the decision of the government for the implementation of public services as a facility for government officials to carry out services to the community, the installation of collective service, in a government institution and government organizations. It can be said that services are a situation that already exists in the lives of people, from the womb to the one who has returned to God. Public services within the local government context (Administrative Posts) may conclude that public services are service delivery and serve the needs of a person, group, and the population, as well as other organizations related to government institutions that, if they are established to satisfy those who receive services.

Public Service: Public services are not alienated from common needs, which are the legal basis for giving the word of public services. Before continuing to explain the public service, the owner wrote the first round of the service delivery. A lot of public services are defined by law. Another view Dwiyanto (2006:136) definition of public services in all activities undertaken by the public bureaucracy to meet the needs of the population to receive services. The population needs to be able to provide public spatial cards, RDTL certification, registration certificates, land certificates, among others. Moenir (2002:7)"public services are an effort by groups of people can also say that the bureaucracy can help the population reach their goals."so that, Sinambela, dkk (2011:5) that public services provide services (serve people or the needs of the population in certain organizations as well as legal procedures. " Based on the above opinion, the owner can conclude that public services are all linked to the public service model as a public material that is entitled to the principle that services are the responsibility of the State and are carried out by the government institutions to comply with the law and the norms established in the service.

Principles of realization of public services: The performance of public services is carried out by serving as a nation and government,

the sovereign bodies in which each of the functions of his or her office is performed. From the sovereign organs that exist. From this point, a few important points have been the following:

- Organizations providing services are local government
- Those who receive are people or the population as well as the organization with the necessary
- The satisfaction for those who received the services

Local government is a regulatory instrument that sets the rules (government decree-law) that should change the mentality and work towards the population. To achieve good governance, local government must also provide opportunities for its population to have access to public services, based on principles of equality: delivery, transparency, accountability, and justice.

Standards of Public Service: All service activities should be conducted with the same standards as a basis for ensuring the proper performance of the services they receive and for those who meet the requirements. Service standards are a measure defined in the service activities and are also the basis to be done and out of those who are doing the service. It is, therefore, necessary to correct the standards of service to meet its own goals and characteristics, taking into account the situation and the conditions available. It is mainly intended to say that the objective of public services is how to satisfy the population. To reach this satisfaction, it is necessary to ensure that the quality of skilled services Sinambela (2008:6) included in the public services following: Transparency, Accountability, Dismissal, Dismissal, participative, equal rights, equal rights, responsibility, responsibility, and responsibility.

Public Service Indicator: Five indicators suggest the quality of public services provided by the Ministry of Parasaruman, Zeithami no Berry, (1988:35) the following: reliability, responsiveness, *confidence, empathy, tangible*). With the above theory, it can be used to measure the work of public services provided by an administration officer in the government instance. Since the one who provides public services, there is not a little reason to fully satisfy the one who is taking care, the increase of the time for which this service is to be served is a barometer, as a measure of results in public services. To achieve all of this, the government, outside of the administrative agents, cannot avoid the principle of complete services (sinambela, 2011:8).

Public Administration: *Com base na Constituição da República Democrática de Timor-Leste (RDTL) o Artigo 137 .º da Administração Pública das alíneas 1 e 2 do presente artigo: 1) Alínea*

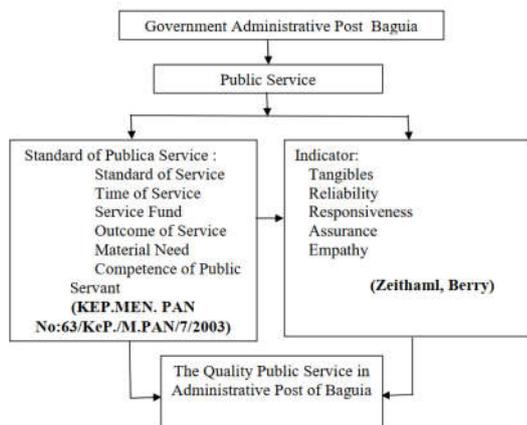
AA administração Pública visa destacar as preocupações do interesse público, o respeito pelo interesse legítimo dos cidadãos e das instituições constitucionais.

A Administração Pública está estruturada de modo a evitar a burocratização, procurando atrair cerca de perto os serviços da população e assegurar o interesse da participação onas uagestã o efectiva.

The owner analyzed Article 137 of the public administration to provide services to the public interest to respect the legitimate interests of the citizens and manage the administration to maintain the interests of effective management. However, based on field observation, the researchers found problems with the provision of administrative staff to the community, which is not very limited. Although our Constitution enshrines the administration of public interest, the reality of the administrative staff in our country, especially in the area of Baguia Administrative Post, is already in some parts but not yet effective, because it is important to Waldo (1992:10), Public Administration is: "Species of administrative writing and administration itself is in the family, cooperative activities between humans. Furthermore, he analyzes that what distinguishes cooperation between other humans is the degree of rationality, and this degree of rationality can be measured by the goals

achieved and the way in achieving these goals.” Refer to Siagian (1990:12) Administration is "As whole cooperation between two or more human beings based on certain rationality to achieve predetermined goals. From this explanation, the owner concluded that, in the administration, there is a need to work together between human resources in state institutions or non-governmental organizations, to achieve the objectives of the group. There is a need for three factors that accumulate the group of activities: done outside of two or a group, work directly to achieve the objectives. With these factors, it is symbolic of the knowledge of the nature or model of the administrative staff to perform their work professionally, to provide the community with good service. These three factors are also important for administrative staff to perform their duties as state servants, According to White (1986:2) Administration is a process that is generally found in all group businesses, private, civil or military states, large or small businesses, and so on.” (“the efforts of all groups, the state, private, civil and military, a large and small effort, among others).” From these theoretical explanations, the owner concluded that the process carried out does not only focus on personal or individual staff but also considers the efforts of all groups in public water activities.

Conceptual Framework: There is also a concept of view of this research, which can be seen in design 1 as follows:



Research Methodology: In this research method, farmers were used as qualitative research methods. According to Tohirin (2013:2) said, qualitative research methods are researched to develop the writer's and researchers' views from words in the interviews process with a holistic. The research of Afifuddin (2009:57) said qualitative research methods are a method used to research nature conditions, writing owners as tools, techniques for data collection with triangles, database analysis, and qualitative research results outside general. The use of this research methodology can also help research researchers to help overcome problems with limited time, budget, strengths, and others. Based on the above knowledge, the opinion of the owner is that research methods are used as a way in which data is obtained, and that data is collected, and then produced can be obtained from the research.

The Type and research approaching

Mechanism of Approach: Technical approaches such as ideas or ideas are derived from writing owners to approach researchers in conducting research based on the research title. According to Syaifuddin (2005:68) said, the approach is a method used to achieve instructional goals. The other view of Nurma (2009:1) said the approach is a method used to achieve instructional goals. According to the definitions above, the techniques used by the owner of this research are based on an approach that focuses on how civil servants perform their functions to the available public services.

Type of Research: T research conducted by farmers is a qualitative form of description. According to *Setyosari (2012:39)* said, “descriptive qualitative approach, which aims to explain or describe a situation, event, object, whether people or everything related to research.”

Sample and population: In this section, the owner only said that the project and the object used in this research are the administrative post structure of Baguia as well as the village leaders and the community designated.

Population : The population means that overall (or fully) is included in all the subject and subject to environmental and quality survey determined by researchers to carry out studies and findings on the survey., (*Sugiyono, 2012:119*).In this research, it is noted that all entities included within the post structure as well as community leaders who were surveyed.

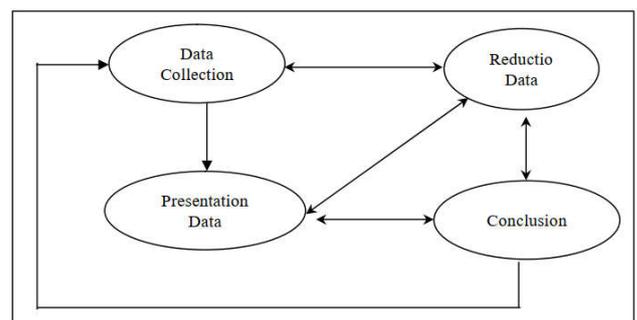
Sample: The research was the resources of the site where research information was obtained. Arikunto (1996:232) said the purpose of the research was that the individual responded or answers any questions from the writer, both verbal and written questions were also said to the respondents. The respondent has selected on a technical basis that the experts said that they took a sample data based on many ways.It is also likely that a sample of research had been thought about and the purpose of writing. then the sample in this study as many as 10 people as respondents.

Data Collection: The collection techniques or data collection are the main and important steps in this research since the purpose of the research is to obtain the data it has to the standard defined. Therefore, the wiser Sugiyono (2009:224) said, data collection techniques were a strategic way in the survey because the main objective of this research was to obtain data. Sugiyono (2009:225) also highlighted that in the qualitative method survey the data collection was based on nature (natural condition), the first source of data collection, and technical data collection techniques; Technical observations, interviews, and documentation techniques.

Data Analysis: Data analysis techniques in this qualitative study were carried out before data being conducted in the survey, during both study and outside the survey. Before providing an in-depth explanation of this type of technical analysis, data analysis knew Sugiyono (2014:224) said that the data analysis meant that the trial results were conducted in a systematic and structured manner, making it easier for the writer and others to understand it better. In this research, as the owner of the thesis, wanted to use technical analysis techniques based on data obtained and then developed and eventually concluded. “*Miles and Huberman (1994), argued that activities in quantitative data analysis were carried out interactively, and continued continuously until they were completed so that the data was saturated (Sugiyono, 2012:247-252).* The technical stage of accurate data analysis is the same as in the qualitative study diagram where is Miles & Huberman (1992:15), as follow:

RESULTS AND DISCUSSION

Description of the Theory: The purpose of this chapter is to talk about the results of the research carried out over a few weeks in the post of Baguia Administrative Post survey, entitled “The capacity and the challenge of the civil servant to provide Public Attendance at the Baguia Administrative Post, Municipality of Baucau 2019-2020. ” The following chapter details the public administration in the Baguia Administrative Post administrative administration that this is the



The Classification Population of Baguia Administrative post/Village

Nu.	Village	Aldeia Level	Total Family	Total Population
1.	Afaloicai	4	240	1.177 Soul
2.	AlauaKraik	5	408	1.845 Soul
3.	AlauaLeten	5	228	1.084 Soul
4.	Defawasi	4	234	1.145 Soul
5.	Hae-Coni	6	554	2.557 Soul
6.	Larisula	6	285	1.222 Soul
7.	Lavateri	6	444	1.809 Soul
8.	Oso-Huma	3	182	881 Soul
9.	Samalari	4	409	2.165 Soul
10.	Uacala	4	125	629 Soul
	Total	47	3.109	14.517 Soul

Source: Baguia Administrative Post 2020

center of activities implemented by the public administration because this post is the responsibility of civil servants to carry out their duties in the service of the public administration. It is necessary to understand the space for the implementation of public administration activities in the administrative post of Baguia, as follows:

The Brief History of Baguia Administrative Post: Baguia, due to the history of Timor-Leste, is an administrative post with the Center for 10 sucos and seventy (74) in the administrative post of Baguia, Baucau Municipality. The administrative post is located in Baguia Administrative Post, the one who lies down in the post of administrative post called the chief of the post. But on April 4, 2001, until July 2002 the head of the post changed the name of Coordinator of Baguia sub-district. From 2002 to 2003, the name of the Local Government has been changed to 2012, but from 2012 until now it has been using the name of the Administrator of the Post, who represents the Administrator of the Municipality in the Administrative Posts, therefore the head of the current administrative post administrator. Mr. Antonio dos Ramos. Concerning the data collected from the table above on the population, it is written that the existing suco is found in the Baguia Administrative Post of 10 *sucos* and 47 villages, the population residing in the Baguia Administrative Posts is 14.517 persons. Based on the classifications of transport facilities that exist in the administrative post-administration office of Baguia. The table shows that transport is an important pot for staff but human resources are not enough to cover all villages and villages. Therefore, it is necessary to increase the staff to facilitate the villages and villages that are far away from the Administrative Posts to bring more governance closer to the community.

DISCUSSION

Presentation of the results of the research, or the formulation of interview guidelines with its analysis and introduction was described as the method of observation and interviews with outside the respondents by the session and answer session, the interviewer was directly asked by the Head of the Administrative Posts, the administrative post, the chief of the village and the population identified in the post-administrative Baguia. The participant described the respondents' identity and knowledge about the problem that occurred and identified information, reported by the respondent to analyze detailed qualitative data and tools used by the owner in conducting interviews based on the topic of Capacity and Challenges of the Public Servants in the Baguia Administrative Post. In interviews conducted by the writer Administrator of the Administrative Post, staff of the secretariat, chief of the village, and the community of the Baguia administrative post. Based on the aforementioned names, it is a source of written ownership to determine the real situation that occurred in the Administrative Posts and the names mentioned above were also the sample of the research and in this research using qualitative research methods.

Capability employees in service delivery processes: In regards to the capacity of the staff in the post-service process, the Administrator said that the process of care was done smoothly by the staff. However, the process of capacity building for administrative services

in the Administrative Posts is still low and it is also necessary to increase the capacity of staff to improve their services in the community. Human resources are scarce to cover the area of Baguia Administrative Posts. During the beginning of my reign I have used my existing capacity to connect with some international NGOs and partners to help in the Administrative Posts because of the problems facing the country's budget as a state budget, it is difficult to give to the people what is the basic needs of roads, water, electricity, the living conditions of the population. Therefore, while we worked not only on the government budget but we also worked with our existing capacity to link with partners (Interview: Baguia, 23 Outubro 2020, at 09.00-09.35).

Even though it is a staff member who is working within the office, we must also be given some training so that when community service can be carried out successfully. On the other hand, the staff capacity to deal with the community is good because everything is already following the existing guidelines or rules. Even though each staff capacity is sufficient, we feel that there are no problems to deal with in the community (Interview;funsonáriu: Baguia, 23 Outubro 2020, horas 10.00-10.30).

In the administrative post, staff can assist the community, but they need to provide capacity building and training to all staff so that they can better serve the community to follow the guidelines of the Administrative Posts and to perform the tasks mentioned in the decree-law (Interview; chefesuco Alaua Kraik: Baguia, 24 Outubro 2020, horas 9.00-09.30). The capacity of staff in the community is still low due to a lack of adequate training on administration, the facilities used by staff to assist with the provision of services, and the lack of human resources (Interview; chefesuco Hae-Coni: Baguia, 26 Outubro 2020, Horas 10.00-10.30). From the thoughts of the maximum leadership of the administrative post, staff and village chiefs are connected with capacity, the communities that feel and receive proper support from the administrative post staff are creating pro bono and against the writer who wrote this interview is the Luis Gonzaga community. (interview: Baguia, 27 Outubro 2020, at 08.15-08.25) and Fransisco de Carvalho (interview: Baguia, 28 Outubro 2020, at 08.45-08.55) leaders, that staff do better services to the community, and that staff use the capacity of their staff to perform their functions but important when they can do better services they need to increase their capacity in administration care. In some communities where civil servants are not able to perform their duties smoothly because they are part of the service, some staff are applying a familiarity system (Interview ;Tomas de Carvalho: Baguia 27 Outubro 2020, horas 09.00-09.10), outside of working hours or outside working hours or outside the working rules Francisco Noguera (Interview; Baguia: 27 October 2020, horas 15.00-15.10), Domingos de Carvalho (interview: Baguia: 27 Outubro 2020, at 15.35-15.45) no Celeste da Silva (Interview; Baguia: 27 Outubro 2020, at 16.10-16.20) that staff cannot do services in the public, resulting in poor quality goals. Based on the above thinking, the owner of the Government analyzed that while the state of Timor-Leste is in empathy and the budget for development is not in budget allocations and the state is out of the budget allocations, while as the maximum leadership of the Administrative Posts are not always silent, with the capacity that there are different channels to seek services in the public, so that people can't have access to the economy, which can't have access to the entire population as long as possible. According to Moenir 2003:27 said about the indicator knowledge and efforts of the workers. With all of this, the maximum leadership can link with partners to assist the population and the population as a result of the leadership capacity (Yoder 2004:19) services to the public, where speaking about the service process to the community is a serious concern for all the staff of the Baguia Administrative Post. To deliver quality services it is necessary for staff because the administrative post has extensive areas of needing human resources to be managed to cover all existing sucos and villages. Therefore, a competent government must be able to recruit more human resources. There is also a need for human resources to be trained, trained, trained, and (Raharjo, Paramita no Warso (2016:69) able to increase their ability to serve in the community efficiently and

efficiently that can bring more services to the community. It is worth noting that in the implementation of administrative activities for the community that need not have the failures or criticism of the community because there are results that show or can produce good results in the community, and therefore, it is necessary to increase human resources to assist the population to achieve the existing goals (Moenir 2003:28). On the other hand, despite sufficient facilities to support them, if human resources (people) don't have the facilities available and do not reach our program and the plan is adequate, it will not be possible to implement a plan because human resources are not enough to cover in sucos and villages. The administrative staff are carrying out their duties in the office and are working closely with the community. Civil servants provide services to the community for the concerns that they are facing and the officials also consider the community as their partners in the work so that the staff works in the balance between the community and the civil servants. There is also a need for communities to understand so that staff can provide services to each community with the necessary needs. On the other hand, the staff is always looking for various (Hasibuan 2000:3) communities to understand the community's needs and the need for communities to depend on. Based on all of this, the community feels and receives the services themselves, so the staff when taking care of the services must leave the color, family, and friends so that they can be a patient who is free to do the services, respect the fundamental rules for achieving quality outcomes. We request outside the government from the Ministry of Justice to undertake training, training, and comparative studies to increase the capacity of the staff to perform better services, to strengthen their roles and responsibilities.

Teamwork between superiors and subordinates: Working together between all the administrator and their staff and the community leaders does not always walk along with the command and guidance that the administrators have provided, although there are many difficulties. Deadlock in the budget, time, and material difficulties. But the difficulties that exist in them are always consulted or able to achieve the objectives of the work that is in the procedural process and are not seen as a challenge not to work but also to overcome difficulties as a way to how our joint work is mature and to obtain the results expected by the community (Interview; administrador: Baguia, 23 Outubro 2020, horas 09.00-09.35). Cooperation has been working well and has always asked for support and consensus when working in the administrative post to provide services in the community. As a civil servant working in the administration secretariat, it is always possible to have a good connection between all the entities that have the administrative post of Baguia because a job is working towards the best possible outcomes and that everyone wants to have a better connection and good communication to quickly find solutions for the services available. A civil servant must therefore be open to all for the sake of good relations and communication so that the services we seek the support of leaders (Interview; funsionáriu: Baguia, 23 Outubro 2020, horas 10.00-10.30). During assuming the chief of the village office, we have always made a good connection with the Baguia Administrative Post structure, where problems occur in the village and sub-village if we can't resolve the means we use to solve this problem (Interview; chefesucoAlauKraik: Baguia, 24 Outubro 2020, horas 9.00-09.30). As a community leader always has a good connection with the Administrative Post structure to provide services to the community, but not just as the chief of the village, it is a good connection with the Administrative Post structure but also increased time as a veteran in the Baguia Administrative Post, asked outside of community leaders to work together to provide services to the community based on the needs of the community. (Interview chefesco Hae-Coni: Baguia, 26 Outubro 2020, horas 10.00-10.30). Based on the above thinking, the reader would like to analyze that, as the maximum leadership, he or she should play a good role in articulating and coordinating the (Mangkunegara 2007:2) with his civil servants to provide services, sometimes the staff has a maximum leadership disability always together with his staff to continue to do their role in providing services to the public mean that they always interact with each other or communication to better manage the administration to serve in the community to achieve the objectives of the institution.

(Hasibuan 2000:9). Their joint work is always on existing procedures, the time it is determined to finalize service delivery means that communication between each other is always working together to resolve the rules in force. (Musaneff 2007:5). Amongst the staff and senior leaders of the Post, there are good coordination lines to provide services to the community. They always work together to carry out successful activities (Widjaja 2006:115). And seems to suggest to each other when dealing with the community. As a civil servant provides services to the community, everyone is seen as having good cooperation with the staff in the Administrative Posts. On the other hand, it is stated that a civil servant can provide the best connection between all entities in the administrative post - outside of the top leadership of the post and communal leaders, so that whatever work is done in the workplace can be legalized or fully supported by this leadership, to ensure that the outcome of the services provided by someone in the legal system does not appear to be illegal because of the administrative leadership. In the Administrative Posts, no leaders are working separately to show their capacity but there are always interconnected and mutual coordination between leaders both at the base and at the cabinet-level.

On the other hand, community leaders always do better connections to the maximum leaders and their entire structures to provide services to the community. Even at the Administrative Post level, the Head of Suco is also a veteran who has a good connection with the maximum leadership of the Administrative Posts and with other community leaders to work together to provide services in the community. As veterans must dignify this independence, meaning that the struggle has been freed now has the maximum responsibility to fight for freedom of the poor and poor people from service delivery in the community.

Facilities or Materials used to undertake School Attendance: Facilities or materials are a fundamental basis for taking care of public services without facilities and materials, services will go well with everyone's will. For this reason, the administrator itself questioned the facilities and materials that are used to be provided in the Administrative Posts sufficient to provide services to the community, but this human resource is a little problem because the administrative post is broad with its 10 sucos and 47 villages even though the resources are insufficient and the services provided by staff will not be sufficient and efficient because they are in each other's area so that the services provided in a time should not only be carried out due to human resources (Baguia, 23 Outubro 2020, horas 09.00-09.35). On the other hand, the civil servants working in the administration adds that the facilities provided for in the Administrative Posts are sufficient to support transport but on the part of the basic computers that have not yet been covered, and that services are sometimes to be met so it is necessary to increase computer communication materials (Interview; funsionáriu: Baguia, 23 Outubro 2020, horas 10.00-10.30). Based on the above thinking, the owner of the Administrative Posts must analyze that the services are in good condition and can produce better results (Dwiyanto 2006:136) communities need to increase human resources to provide services to the population so that services can be delivered within one or two days. Although sufficient facilities are good if human resources are used there is no room and not enough to reach our program and the plan is very well planned, they will not be carried out due to insufficient human resources and are not able to cover the Administrative Posts. I also ask the competent ministry to look after the materials that are not yet sufficient to be completed so that staff can provide services to the public at a good time. Facilities to be completed require coordination and communication (Soeharto 2012:25) among all entities to be able to provide efficient and efficient services to the needs of the community.

Challenges for Civil Servants in the performance of their duties: As people living in the world, they are always facing a variety of challenges in everyday life. As a civil servant or an employee of the state, in his role of maintaining a challenge, as the administrative post administrator says that a leadership leader is in the kingdom that he has not faced this challenge lies. Therefore, the challenge is always

the opportunity to go through the opportunity, meaning that within this opportunity the individual might not like our leadership, the group doesn't like our leaders, but this challenge doesn't undermine the will of providing services to the public. The challenge that we cannot see is a challenge but the challenges that must be seen as an opportunity to move forward and to continue delivering services to the public (Interview; administrador: Baguia, 23 Outubro 2020), administration officials pointed out that the challenge faced by the lack of human resources is extremely difficult to administration services, although 22 staff are staff in the area of the broader administrative post Interview; chief of the village Alaua-Kraik: Baguia, 24 Outubro 2020, horas 09.00-09.20). On the other hand, the challenges faced by staff are how to use computers to deliver services to the community, as well as shortcomings in the languages such as Portuguese and English (Interview; funcionáriu: Baguia, 23 Outubro 2020, horas 10.00-10.30). And the staff in the communities have always been disconnected from the lack of outside capacity building to provide public servants' knowledge of administration, leadership, because to date they have been working in the capacity of. (Interview; chefesucoHae-Coni: 26 Outubro 2020, horas 10.00-10.20).

Of all these, the respondent in this research expressed his opinion about the challenge they face when the administration of the Post receives the services of employees, Luis Gonzaga said that during the next quarter he did not find any challenges in terms of the services that public servants are doing (Interview; Baguia, 27 Outubro 2020, horas 08.15-08.25). Based on the above thinking, the owner has analyzed that people around the world still face challenges and difficulties but this is not seen as an obstacle that we cannot move forward. As civil servants and public servants, the State is always ready to carry out their duties even though there are problems that they don't undermine their will to provide services to the public. Whilst leadership is always optimistic about doing something to the community even though it has impeded its office. Leadership always encourages all employees to work towards public services despite challenges. Training should be provided to all staff in the Administrative Posts on leadership in how they can face the challenges that exist in the course of their duties as agents of the administration. If there is a good specific knowledge of administration, a civil servant must do well to the public at the best of the standards to which there are standards to be (Soeharto 2012:25), important public administration training, training on important administration, providing scholarships to officials on how to conduct (Hasibuan 2000:3) so that they can better elevate their knowledge of administration and therefore the government must pay attention to all of this. On the other hand, the challenge civil servants reported in delivering services to the community in human resources is that our government does not yet have a good policy to recruit staff in the area of specialty. To allow the staff to perform their tasks within their assigned area. The Government must recruit more staff to cover all the population in the Administrative Posts means that local governance approaches the community. The challenge faced by staff in delivering services to the community is the lack of knowledge about the use of computers to carry out administrative services, and therefore it is necessary to have a computer course so that the staff knows the computer program and provide services to the community promptly as well as the staff can save important documents of administration. We all know that our official languages are Portuguese and Tetum, but the treatment of documents always uses Portuguese because it makes it difficult for the staff to make a letter in Portuguese to the municipalities and village to convene a meeting in the Administrative Posts. In this way, the staff needs to have capacity building or language courses. To increase their knowledge of language to apply in their workplaces. Civil servants working in the community at the Baguia Administrative Post are often familiar with the community despite sometimes facing different communities. mainer with this service, everyone wants and asks the staff to do the services in the community. In this sense, it is suggested that the strengthening of the capacity of staff outside the professional training of services as well as the training of administration so that they can provide services to the community with adequate communication of the rules established by the Council of Ministers (Musaneff 2007:5).

Some employees working in the Baguia administrative post do not comply with the work rules and therefore suggested that there should be a maximum leadership to pay attention to staff who enter the job. The maximum leadership should take measures so that all communities feel satisfied with the acts taken by the maximum leadership against their employees who oppose the rules because they are civil servants must respect the rules and be placed in their functions as staff who work in the community. On the other hand, community members are staff of the administrative post-administration always neglecting work and not working hours, and therefore they need clear guidance so that employees can fulfill their duties under the rules of civil servants (article 45, Public Service Law). Certainly, employees who do not work don't adhere to the rules must be sanctioned so that staff can work hours or not leave the workplace. So that communities who need the services of their staff can respond efficiently and quickly.

Enclosed

Conclusion

Based on the suggestion to the results of the analysis and implications of the research, the owner concludes that to do a good service to achieve a quality outcome in the public requires the capacity of the staff who are agents of the administrative post. In the service of the Baguia Administrative Post administrative officer, it was often challenged and criticized by the community but these criticized cannot be a major obstacle for the staff to carry out their duties as an administration officer but is a lesson on how the staff can make efforts to withdraw from these criticisms. It is therefore why the competent government should undertake training, workshops, training, and scholarships so that administrative agents can elevate their knowledge and skills and not forge a hero in their workplace. The Baguia Sub-District Clinic has a broad area with ten villages and seventeen aldeias cannot cover up with twenty-five civil servants. Another concern to the issue of service delivery by public servants is that the disciplinary connection or communication between the sector and the horizontal communication so that the services provided do not fail must be met based on the needs of the population and to achieve the goals defined therein mean the high responsibilities or duties provided for in Article 45 of the Civil Service Law.

Recommendation

Based on the above conclusions, the group presents the following suggestions or recommendations:

- We recommend that the Government of Timor-Leste extend to the Ministry of State to the municipalities and the Administrative Posts because human resources development is the priority to increase the lives of communities and to monitor the implementation of the national development plan from service delivery to the community.
- We recommend that there be a competent Ministry to recruit new staff to increase human resources in the Baguia Administrative Post, so that they can cover all existing and villages, thus bringing them closer to governance and their development to the communities in villages.
- Recommend for the Administrative Post Administrator to continue to improve the progress of his staff. To allow each civil servant to increase their capacity, to provide assistance or services to the community, especially the State of Timor-Leste, through the Baguia Administrative Post
- Recommends for all staff members to participate in any of the activities that are available so that staff can increase their outside their management capacity.
- Recommends for all staff to comply with all existing laws and rules
- Recommends for the competent ministry to respond to the proposals proposed by the Baguia Administrative Post of Baguia

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