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Full Length Research Paper

The Role of Leadership and Human Resource Development to Improve Effectiveness of Public Services (case study in *Direcao Nacional de Transportes Terrestres Municipio Dili*)

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Abstract

To improve the effectiveness of public services in all government institutions, the role of leadership as a motivator and inspiration to influence subordinates in carrying out the duties and responsibilities is crucial to provide effective services, human resource development strategy through education and training is gradually also important to improve the capacities and skills of the waitress. The need for the administration of transport is very important for the government and society, reality shows that transport can donate the cost to the government and help move people from one place to another, need to consider the operating system of transport seriously, increasing population and economic growth is very fast, followed modernization, communication and information, causing increased people's living tastes and needs of the community is increasing, driven motivation for someone to earn a living by moving place. The government sought transportation service system that can respond to the dynamics of community life, so as to reduce the burden of thought would be the responsibility of living individuals and groups, with good flow and smooth transport will create a harmonious social interaction between people, the realization of security, order and peace. The method used is a descriptive qualitative research method, which is to know the process of administrative service ground transportation. Research, the role of leadership and human resources development in order to enhance the capabilities and skills of the waiter was very important in effecting service. *Direcao Nacional de Transportes Terrestres Dili*, has had the leadership, staff, structure, regulation, funding, facilities and infrastructure fixed infrastructures to conduct the service with all its flaws and weaknesses, but the service process carried out in everyday work conclusion, DNTT as a public servant receives, processes and provide services in accordance with the rules and procedures established.

Keywords: Leadership, Human Resources, Effectiveness Service.

INTRODUCTION

Background

Direcao Nacional de Transportes Terrestres (DNTT) under the Ministry of Transport and Communications since the first constitutional government until now. As a

government agency that provides services in the administration of land, has authority to construct, organize a system of setting national transportation for all

modes of transport in place to curb the flow of highway traffic for the creation of a system of transportation the city order, safety, control, delightful owner vehicle, the driver, the public using the highway, so the state of the town developed in accordance with the dynamics of community life, which requires flexibility, so answered social problems associated with the transport system. To resolve this issue institutional leaders need to have the capacity of knowledge and ability. Because leadership is a means to an end, either in private or public life of the organization.

Leadership is something that is closely related to an attempt to create a way for people to contribute to the achievement of something better results. (Alan Keith, Lucas Digital) next Leadership is one phenomenon that is most easily observed, but became one of the most difficult things to understand. (Richard L. Daft, 1999) quoted Ali Maulana (2013: 15) connects to the statement, the role of leadership in the planning, implementation, monitoring, circulation of urban transportation is very important. According to observations of researchers, in fact this system of administrative services for land transport, division lanes, traffic flow highway still follows the old transport system and does not have a standard service. Need a system transport arrangements, because transport has a social function in the process of such operation, to help move people and goods from one place to another, also contributed to the national revenue for the government through taxes.

Service delivery and implementation of service policies require skilled human resources, due to lack of human resources, the planning, implementation, monitoring will be choked, with respect to the several experts HRM such as: Schuler, Dowling, Smart and Huber (1992: 16) states: Human resources management (HRM) is the recognition of the importance of an organization's workforce as vital human resources contribution to the goal of the organization, and the utilization of Several functions and activities to the Ensure that they are used Effectively and fairly for the benefit of the individual the organization, and society.

The statement confirms the HRM provides recognition of the importance of the organization's workforce as a major human resources that contribute to the achievement of organizational objectives and provide assurance that the execution of the functions and activities of the organization are carried out effectively and fairly for the benefit of individuals, organizations and people. Yuniarsih and Suwatno (2011:2). Because of the importance of human resources in the achievement of government objectives, attention should be paid to education, training and development periodically, in order to support the service process, the process of government services to the public will be taken by the general public given the practice of the implementation of the system of government in democratic countries,

citizens have the opportunity and the right to provide a response to all the programs run by the government. Circulation of transportation within and outside the city, in the city of Dili is a public activity that needs to be taken seriously, if not, would raise public issues. In principle, a problem arises when there is a gap or gaps between the "Das sollen" and "Das Sein" or the difference between what should and what is not supposed to be, between what is needed and what is available, between what is expected and what is reality. The problem is an obstacle or a problem to be solved properly. Pasolong (2013: 2) Taking into account the increasing flow of urban transportation and solid, then the problem of the division of lanes need to be addressed quickly and appropriately to anticipate passenger demand balance, current density, and prevent accidents. When not at issue, there is a way that gets the operation of public transport, there is not, thus causing public unrest in the public transportation needs.

The provision of administrative services to the owners of transport vehicles are a function of public services, Ryaas Rashid (2002) review the Ethics and Leadership, there are three essential functions of government are: service (service), empowerment (empowerment), and development (Development). Mustafa (2013: 93). When connected with that statement then DNTT carry out service functions (service) in this case provide administrative services to the public transport vehicle owners, followed by legislation, policies appropriate service process. Transport is the process of removing an object, including objects and inanimate, from one place to another. This transport activity needed a place called the transportation infrastructure. The main characteristic of transportation is to serve users, not goods or commodities (Tarmin, 1997).

Given the increase in population and economic growth very quickly follow the development of modernization, technology, communication and information that led favors community life increases and people in need is increasing, then pushed the motivation for someone to earn a living by means of the move, for example, from rural to urban, from towns resulted in the need for increased public transportation, it is necessary to supply the system and good transportation services to address them. Government as providers and service providers to seek a service system that can address the needs of people in accordance with the development and life of the nation, so that by itself can reduce the burden of thought would be the responsibility of individual life and group, with the current transport smoothly would create interaction social harmony among citizens of the realization of security, order and peace in the association of people who become the hope of all the components of the nation.

To measure the effectiveness of government services through institutions which have been established by

regulation, structure, power, rank, salary and support facilities, is necessary to conduct an evaluation on a periodic basis to determine how far the effectiveness of the level of public services and complaints from the public. Hence the success of the service is a public servant success is determined by the ability and discipline leaders and servants.

Problems

Problems in the process of transportation administrative services in *Direcao Nacional de Transport Terrestres* (DNTT), such as a driving license, vehicle registration, vehicle inspection and paperwork other information considered still convoluted so that the attention to the public interest services is still not effective. Thus the government as guardian, protector, provider and service providers continually strive to create a service strategy that is good and right. through education, training and human resources development, although people are required to comply with existing regulations.

Dili is the capital of the Democratic Republic of Timor-Leste as well as the capital *Municipio* Dili, as the center of the government administration, both central and regional government, national or international, but it is also a center of economic activity, the central organization of the highest education, both public and private, administrative service center in the field of transportation, so that people would need public administrative services are varied, requiring a service that is simple, fast, precise, good and true. Therefore, the concern of researchers is how the process of public services related to the administration of transport, both public and private and the public that requires a driver's license to make a living as a driver.

At the moment people are being cultivated understanding traffic that is known by the term safety riding. The term comes riding safety combination of two words, namely safety, which means safe and riding that means driving. Definition of safety riding refers to the attitude we have to be able to control myself well when ride the motor vehicle. Thus our existence at the time was on the highway and not be a threat to others in the vicinity. W. H. Yuliadi (2014: 40) Observing that statement, then the need to conduct training DNTT administrative to give written examinations to prospective driver, and practice exams in the field to determine the speed, health, agility before giving the SIM, both two-wheel and four-wheel or more ,

As the leader of government institutions in democratic countries, styles and abilities can be reflected through the manifestation of political policies and public services is good and right in a transparent and comprehensive to achieve effective work, efficient, productive and quality so that it can be trusted and respected by the community. Leaders of government agencies as the one in authority

and the largest public servant, public servants need to be given training, education, skills of engineering services as part of human resource development to facilitate and strengthen the government in facing the demands of the times either from inside or outside in accordance with the dynamics of community life.

The presence of the employees in the workplace is expected, without the presence of the right, the work performed is not completed on time, given the normal business hours starting at 08:30 to 12:00 noon and 02.00 - 5:30 time of Timor-Leste and began the day Monday to Friday, but the fact is not according to the observations of researchers and several sources in the workplace so that time is one factor ineffectiveness of service. Factors inhibiting the implementation of other activities are:

- a). Staff working part of each unit of service is still limited,
- b). Educational background which owned just graduated from high school.
- c). Loading work is not based on skills and experience.
- d). Employee resource development is not programmed properly.
- e). The facilities and means of support are limited.

THE PROBLEM ISSUE

Based on the description of the background, then that becomes a problem of research are:

1. How the Role of Leadership to increase the effectiveness of Administrative Services Transport in *Direcao Nacional de Transportes Terrestres (DNTT) Municipio* Dili.
2. How the human resource development to improve the effectiveness of Administrative Services Transport in *Direcao Nacional de Transportes Terrestres (DNTT) Municipio* Dili.

THE AIM AND BENEFITS

The aim

- 1). To determine the extent of the leadership role in influencing leaders and subordinate units to provide effective services.
- 2). To assess the human resource development program in providing effective services.

The Benefits

- 1). As scientific studies on the role of leadership in providing effective services.
- 2). As a scientific study of the development of human resources to provide effective services.

THE AIM OF THEORY

The Theory of Leadership

Gibson *et al.*, (1997: 5) in Pasolong (2010: 110), says that leadership is an attempt to use a force of influence and not force to motivate individuals to achieve goals. Stoner (1996: 161) in Pasolong (2010: 110) says that leadership is the process of directing and influencing the activities relating to the work of the group members. Charles (1986: 9) in Pasolong (2010: 111), said leadership is a process or a group of people to achieve a common goal. Kouzes & Posner (2004: 3) in Pasolong (2010: 111), said leadership is creating a way for people to contribute in achieving something extraordinary. Furthermore Nawawi (2004: 9) in Pasolong (2010: 111) is the ability or intelligence to encourage a number of people (two or more) in order to cooperate in carrying out activities directed toward a common goal.

Leadership is the ability of a person possessed both by descent or acquisition to affect people and the ability to mobilize all the energy and mind, human resources and mobilize all the existing facilities and infrastructure to achieve predetermined goals together.

The Theory of Human Resource Development

Dessler (1997: 263) in Subekhi and Jauhar (2012: 70) defines as the process of training to teach new employees or existing, basic skills they need to perform their jobs. Mangkunegara (2001: 43) in Subekhi and Jauhar (2012: 70) use the term training (training) and development (development) presented by experts, namely Yoder uses the term executive training for employees and supervisors.

While the term development aimed at the management level employees. A term coined by Yoder is the rank and file of training, supervisor training, and management development Training is a process where people get the capabilities to help achieve organizational goals. In a limited sense, the training is to give employees the knowledge and skills specific and identifiable for use in their current jobs. Mathis and Jackson (2004: 301) in Subekhi and Jauhar (2012: 70)

Training is a program to improve the ability to carry out work individually, group and / or based on the hierarchy of the organization / company. Training is also a process equip workers with specialized skills or activities to help the workers in improving the implementation of the workers are not efficient.

Nawawi (2005: 208). Training helps employees to Reviews their work better. Ivancevich (2007: 394) in Subekhi and Jauhar (2012: 69) (training to help employees work better). Thus, the term of training addressed to executive employees in order to improve the knowledge and technical skills, while the

development is intended for management level employees in order to improve conceptual abilities, skills in decision making, skills in problem-solving process and expand human relations.

The Theory of Effectiveness

The concept of effectiveness is a broad concept, covering a variety of factors within and outside the organization. Effectiveness related to the extent to which the organization achieves its intended purpose, Daft (2007: 12) in Priansa and Garnida (2013: 11). Furthermore Akmal (2006: 36) in Priansa and Garnida (2013: 11) states that the effectiveness is the achievement of business in accordance with the plan (doing the right thing) or plan results compared to actual results. Gie (2000: 24) in Priansa and Garnida (2013: 11) states that the effectiveness is a state and the ability of the work undertaken by humans to provide value to be expected. Effectiveness is a condition which implies something about the desired effect or result. If someone does an act with the specific intent that is desired, then the person is said to be effective if the consequences as he pleases, the Encyclopedia Administration, (1989: 147).

From the above definition can be taken that the effectiveness is the result of the work process by a group of people against another person in a unit of work that is seen in the results, benefits and effects for the person. When connected to the effectiveness of public services in Direção Nacional de Transporte Terrestres is there accuracy and appropriateness of administrative services to the public transportation.

The Theory of Public Services

Monir (2003: 16) says that the ministry is the fulfillment by the activity of others directly, as well as expressions of the Minister of Administrative Reform of the Republic of Indonesia in 1993 suggested that the ministry is all forms of service activities in the form of goods or services in an effort to meet the needs of the community. Public Service according Sinambela (2005: 5), is as any activity undertaken by the government on a number of human beings who have any remunerative activity in a collection or entity, and offers a satisfaction even though the results are not tied to a physical product. Kurniawan (2005:6), said that the public service is the provision of services (airport) for the person or people who have an interest in the organization in accordance with the basic rules and procedures have been established. Pasolong (2010:128).

THE METHOD OF RESEARCH

The research method used is descriptive qualitative method research.

The location of Research

Which is the point of the research is *Direcao Nacional de Transportes Terrestres (DNTT) Municipio Dili*. On the grounds that these institutions function in providing administrative services to the public transport vehicle owners, both wheeled two, four or more and set the public transport system in the city of Dili.

The Data of Source

The data source is becoming the primary data, namely: Data obtained directly by researchers of respondents using an interview guide has been prepared. In this case the Director and all the leaders of the unit.

The Technique of Data Collection

Which is the data collection tool are:

Observation

A systematic direct observation with the symptoms to be examined. Therefore, the observation becomes data collection techniques, appropriate to the objectives and plans, objectives recorded systematically and in control of reliability and validity.

Interview

A question and answer activity directly between two or more people, to get the results in accordance with the problem and research objectives that have been planned. In this study will be interviewed is the Director of the head unit and the staff in charge of serving the community in the field of transport administration.

The Data Analysis Technique

Data analysis is the process of taking, separating, classifying and integrating a number of data collected in the field empirically become a collection of scientific information structured and systematic hereinafter ready packed into a research report. Analysis data is determined by each research approach, so the data analysis in this research used descriptive qualitative data analysis.

THE RESULT OF RESEARCH

Direcao Nacional de Transportes Terrestres (DNTT) Municipio Dili is under the Ministry of Transport and Communications since the first constitutional government until now. These institutions already have the facilities, structures, regulatory, leadership, staff, funds for wages

and salaries and funds to support the activities, infrastructure, this institution has 13 working units and 104 employees to provide administrative services, transport to the government and people who have a vehicle with two wheels, four, six and more and people in need permit drive letter, and other administrative related to ground transportation.

The results showed that the role of leadership is good and right in influencing unit leaders and staff in providing services in accordance with procedures, requirements, timing, cost according to the type of service required by the vehicle owners. The existence of a human resource development program to enhance the capabilities and skills of employees is based on the annual plan of the proposed activities. Provides the opportunity for employees to follow, courses, training, workshops, seminars, to enhance the capabilities, skills and employee morale as a public servant. It also gives more opportunity for unit leaders and staff to continue their studies each according to his ability in higher education institutions nearby, with no reason to leave the duties and responsibilities as a public servant.

To get good service, right and proper, the government provides an appropriate means of supporting existing process administration services, and supported with engineering personnel to overcome the disturbances in the service process engineering. Communities are also made aware to understand the duties and functions of the water so much, so it does not require a fast and accurate service, communities were required to complete the requirements in accordance with their needs and owned vehicles to get service.

Government as public service providers, to ensure the legality of ownership of the motor vehicle to its citizens, for the sake of security, order and smoothness in running the activities of everyday life, to reach the level of prosperous life and prosperous, in fixing charges a fee of society as a tangible contribution people in the process national development which runs constantly, of course, have to consider various aspects, before setting the levy rate, thus encouraging people to support all the activities, decisions and policies of the government for the country's progress.

Charges of the community e.g. to get a driver's license to pay \$5, vehicle registration \$10, Certificate of Carrying Vehicle Out \$10 fee is still relative in accordance with the public response, normally the service process goes according to working calendar for civil servants set by the government, the national work, a national holiday, a holiday feast for instance other faiths. weekdays from Monday to Friday, and the normal working time from 8:30 to 12:00 and 02:00 to 5:30. during the interval of a process of receiving, processing and provide services, in the event of a delay may be due to factors specific inhibitors that can be seen along both sides so that the defense raised a sense of trust between providers and

recipients of services, staffs have been given training in the discipline of work and skills, appropriate work assignments and responsibility, supported by inventory facilities in each unit.

The impact of leadership roles, to mobilize and influence all of subordinate existing, in order to work based on the duties and responsibilities as providers of public services, it appears that all current service unit that is able to function, according their respective duties to provide administrative services of transport to society. The results showed that with the leadership role of active and creative can be a significant impact on unit leaders and subordinates, to work in accordance with the procedures and rules are there, then the process of administrative service ground transportation in *Municipio Dili*, in value has reached the level of effectiveness as a function as a public servant. The impact of human resource development of the effectiveness of services, human resource development is an important factor in supporting the leadership, as the main leaders, to achieve the goal that has been determined, the role of leader to improve the capabilities and skills of the staff is very important, it appears that at this time all staff are given the opportunity to attend training about their respective duties in accordance unit existing services abroad,

The results showed that with the program of human resource development, can increase the ability and skills of employees in carrying out tasks according to their functions in their respective service units, with their training and education programs can be utilized by employees to reduce the error rate and laziness as a public servant.

CONCLUSION

Direcao Nacional de Transportes Terrestres (DNTT) has been long active and creative in providing services in accordance with the government's duty as a servant of the people.

Suggestion to *Direcao Nacional de Transportes Terrestres*

As a single waiter in the field of road transport administration, is expected to provide the human resources and supporting facilities, in accordance with the need to ensure the effectiveness of service and draw up a minimum service standards, in order to serve as a guide.

Suggestion To society that

Society as a giver of power to the government, in return hopes of getting need to understand and know the best

assignments and responsible government so large and numerous, so do not expect anything quickly and precisely.

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