

## **"Implementation Of The National Parliament" Lofap "To Improve Performance Of Civil Servants In The General Secretariat In East Timor (Studies In The General Secretariat Of The National Parliament Of The Democratic Republic Of Timor Leste)**

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**ABSTRACT** : Policy National Parliament "LOFAP" is legislation governing the administration of the General Secretariat of the National Parliament of East Timor aims to improve the performance of civil servants in the Secretariat General and the implementation of Law No. 15/2008 on *Lei Organica de Funcionamento e administração Parlamentar* provide motivation for civil servants in carrying out the work that improve employee performance and increase employee career, eventually will drive the achievement of organizational objectives, the implementation of Law No. 15/2008 on the General Secretariat because the civil servant status at the General Secretariat in contrast to civil servants in general in East Timor. The purpose of research, first: to describe and analyze the indicators of performance evaluation of civil servants in the Secretariat General under PP Regime 19/2011 on *do Desempenho da Avaliação dos Trabalhadores da administração Pública*. The second: to determine and analyze the efforts undertaken by the General Secretariat after the implementation of Law No. 15/2008 to improve the performance of civil servants and the third: to describe and analyze the factors supporting and hindering the implementation of Law No. 15 in 2015 to improve performance civil servants in the Secretariat General. This research used a qualitative research with descriptive approach. The data collection was done by using interviews, observation and documentation. Data validation was done based on four criteria, namely: 1) Credibility, 2) Keteralihan, 3) Addiction, and 4) Certainty. The process of the data analysis used a technical data analysis interactive model of Milles and Hubberman in Saldana. The results of this study revealed that in evaluating the performance of civil servants in the General Secretariat by PP. No. 19/2011, the General Secretariat can effort to improve the performance of civil servants such as Resources, Bureaucratic Structure, Training and Comparative Studies, and Financial Resources. Enabling and inhibiting factors, among others: supporting factors that Financial Resources and Infrastructures. While, some factor obstacle in improving the performance of civil servants, namely Communications, Disposition and time civil servants in the Secretariat General of Parliament.

**Keywords** : Implementation, Policy, and Performance

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### **I. INTRODUCTION**

Good governance (good governance) is now a requirement in the modern era. Through the rapid development of information technology, people now have access to more advance to see firsthand the practices of governance. According to UNDP (1997) in Effendi (2010: 187), there are at least three important pillars in implementing good governance, namely: (1) Administrative governance, namely the implementation of public administration professional, neutral and free from collusion, corruption and nepotism. (2) Political governance is the implementation of democratic political life so that the interests of society channeled properly and there are checks and balances, and (3) Economic governance, namely the conduct of economic activities capable of creating a fair and equitable prosperity. Therefore, these three pillars must be built firmly and synergy in order to produce good governance.

The critical role of public administration explicitly stated Lepawsky (1996) in Siagian (2006: 1) that there is not one thing in this modern age is more important than the administration. Governance beradah survival and the survival of civilization itself highly dependent on the ability to foster and develop a philosophy of administration that is able to solve the problems of modern society. The statement clearly shows the importance of public administration in good governance and wider which may have implications on the civilization of a nation. According Thoha (2000: 3), in the 21st century public administration into the notion of new, where that public administration is not just an instrument of the state bureaucracy, but its function is more than it is as an instrument of collective and as a public means to organize the governance of mutual interest in a collective

network to achieve the objectives of the public agreed. This shift indicates that the public administration has entered the public role that is more substantive.

However, in reality, public administration does not fully address some of the problems faced by public organizations (governments), particularly in response to growing the actual civilization that continues to grow. For example related to the demands of public service that is fast-paced, precise and comfortable at the same time public administration often cannot provide a satisfactory answer. Departing from these conditions it is necessary to reform public administration. Public administration reform involves the realignment of all aspects related to public administration practices to adjust to the demands of the present era. In conjunction with the reform of public administration, Zauhar (1996: 86) observes that the administrative reform is a pattern indicating an increase the effect to utilization of available resources to achieve the goals set. Thus, the administrative reform's to attention more emphasis on effort. Internally the purpose of reform is to enhance or improve organizational performance. Most are not pressured by five fundamental reasons, namely: (1) the torrent of demands for the government to be able to nurture good governance. (2) The increasingly sharp public criticism over the increasingly poor quality of public services. (3) all government officials are required to have a sense of crisis, (4) government officials are required to work more professionally by bringing forward the fulfillment of public accountability and responsibility, and (5) community as the party that must be met and protected. Public administration is needed in efforts to implement public policies are effective and efficient. Public policy is a function of the pillars of the organization and management become the focus of public administration studies.

## **II. METHODOLOGY**

This research used a descriptive and qualitative analysis approach. Faisal (2008: 4) that the descriptive study for the purpose of exploration and clarification of the phenomenon or social reality, to describe the way a number of variables relating to the problem and the unit is being investigated. Meanwhile, according to Singarimbun (1995) revealed that descriptive research is research that is intended for the measurement of certain social phenomena, through the development of concepts and gather facts but not to test the hypothesis.

## **III. RESULTS**

In order to improve the performance and capacity of civil servants in the Secretariat General of the National Parliament of Timor-Leste, the Secretariat General of the National Parliament authorizes each division at the Secretariat General of the National Parliament to prepare a proposal to undertake training and study abroad mainly to Indonesia, Portugal, Cabo Verde and Brazil.

From interviews can be concluded that to find a successful or unsuccessful policy objectives of the policy depends on a standard form of the mechanism of action of existing bureaucratic structures either as a benchmark or reference for assessing a policy implementation.

### **Financial Resources**

The budget approved by the National Parliament National Parliament without interference from the Government. Autonomy's budget approvals, does not preclude negotiations with the Government. National Parliament took into consideration the Government's fiscal policy. Negotiation is a consensual acceptance of what is known as the "envelope" or financial budget, which is the total amount of the budget of the National Parliament.

### **Facilities and infrastructure**

Infrastructures as tools but have a no less important role in the implementation of a policy, if there is no interference and to know more clearly how the facilities and infrastructures that exist in the organization of the National Parliament Secretariat de Timor-Leste.

### **Inhibiting Factors in Improving Performance**

1. Communication, in order to achieve success, the makers of the implementation should know what should be done is clear, therefore, what the goals and objectives of the policy must be communicated to the target group of civil servants in the Secretariat General of the National Parliament of Timor-Leste, in order to reduce the distortion of implementation.
2. Disposition, which includes the response of the implementation of the policy makers, the makers understanding of the content and implementation of policy objectives and the intensity of preference values that some makers of implementation.
3. Timeliness, including timeliness or pontualidade of civil servants working in the General Secretariat of the National Parliament of Timor-Leste to be very. For timeliness or pontualidade can improve performance and increase the productivity of civil servants.

### **Communication**

Communication is a means used daily in conveying the message that was created through a process that involves two or more people. With each other to have a role in creating a message, change the content and meaning, responds to these messages, and maintain it in the public space. With the purpose of the message recipient receives signals or messages sent by its message. Communication element consists of a message or the content of policies, information, recipient information, media, and effects. Of course, this will be the same as the elements in communications policy.

Basically expected in a communication of this program is the influence caused by its message within the message recipient is also known as message or communication effects. Securities in communications policy are:

1. The formation of the learning process within the receiver of information that is the recipient of information from not knowing to knowing or receiver of information to get knowledge of the information it receives.
2. The formation of the attitude of a receiver in accordance with the contents of the policy information.
3. Changing your behavior to take action in accordance with the policy content.

That communication happens at the Secretariat General of the National Parliament of Timor Leste in the implementation LOFAP run poorly and less in accordance with the existing corridor is ultimately in the work is still not in accordance with the duties and functions of the principal imposed on civil servants and the frequent occurrence of duplication of work in the implementation , A policy can work as expected if the executor or implementation of the policy makers than the policy to understand and know their duties and functions.

To assess the implementation of policies in order to increase the performance of civil servants in the Secretariat General of the National Parliament of Timor-Leste, we need to know the indicators of performance evaluation at the Secretariat General of the National Parliament of Timor-Leste, during the Secretariat General of the National Parliament has not had its own rules by evaluation to the performance of civil servants at the Secretariat General then use the Decreto Lei No. 19/2011 on performance Evaluation of civil servants in East Timor is as follows:

1. Loyalty.
2. Deliverables.
3. Responsibility.
4. Obedience.
5. Honesty.
6. Cooperation.
7. Initiative.

Purwanto and Sulistyastuti (2012: 153) reveals coordination understood as the process of scouting targets and the activities of the working units separately in order to achieve organizational goals effectively. Although coordination has an important role is very important in the implementation process but coordination is not easy to do. From the description of the theory associated with the result that with the coordination that is run by a division of the national orientation of professional and work at the implementation of the National Parliament have constraints caused by the amount of information that must be updated are so many that cause inefficiency, caused some units involved by minimal number implementation to cover all data / information. By him that that coordination can be carried out carefully of course the involvement of multiple stakeholders, namely implementing the program as the responsible process implementation need to understand the mechanism of action involving of all stakeholders.

### **Disposition**

Bureaucratic aspect is certainly a different view to a decision or policy was born. This distinction will allow disagreements together to hinder the success of the policy itself. This of course will drain energy, thought and time has been wasted in vain, due to differences a view to implement these policies. This tendency can be overcome if the officer has full authority over personnel willingness to change with people who want to work or responsive to a decision. This problem occurs due to a need to please policymakers. By him it is necessary that the policy implementers adhere strictly to the commitment that the role in the success of policies or programs. According to Ali and Syamsu Alam (2012: 89) expresses the commitment is an agreement that was born into an agreement, and therefore a policy commitment to load the parties entered into an agreement.

This research is based on some of the informants that related to the implementation of policies of the National Parliament of Timor-Leste "LOFAP" at the Secretariat General of the National Parliament of Timor Leste based on an interview with the Head of Division and civil servants in the Secretariat General of the National Parliament of Timor-Leste, that they have committed a very high the performance of duties they do. Although they resistor by frequent delays disposition letter that is sent down by the leadership. According what is disclosed by Purwanto and Sulistyastuti (2012: 151) that the commitment refers to the seriousness of the personnel to carry out the tasks assigned to him in earnest, motivated from within its self to run the task by using all its potential to achieve results. as imposed by the organization of the personnel.

Of course, for civil servants who got in late and leave early will be penalized disciplinary reasons in violation of the rules of working hours applicable, of the results showed that during this time for civil servants who do not keep time Secretariat General enforces the rules hard enough the sanction was suspended for three months and a reduced salary for three months,, do not obey the rules of working hours at the Secretariat General of the National Parliament, in the course of our investigation involves the Comissão do Função Pública (CFP) are the Ministry Indisplinar, this thing we do to civil servants in the Secretariat General of the National Parliament can be aware and committed to working hours apply. Provisions relating to the time and attendance of employees are usually governed by the provisions as follows:

1. Determination of working time based on the needs necessary with regard to the legislation in force.
2. The number of working hours for employees is 40 hours a week.
3. Hours breaks are not counted as working time.
4. Each employee must attend and start working on indefinitely.
5. The presence of employees is recorded with a card present (lime card) at the time and when I go home.
6. Charging time card (Time Card) must be performed by the employee himself. Charging is done by other persons is a breach of discipline, and it will be penalized in accordance with applicable regulations.
7. Delay for work or leave work before quitting time is considered as an act of indiscipline and a violation of the order, except with the permission of the immediate supervisor and, for reasons that are acceptable.
8. Employees who are absent from work because they are sick or for other reasons is acceptable institution shall notify his superiors at the results in writing or telephone no later than the next working day.
9. If you do not attend work due to illness, then it must bring a doctor's note after they went back to work, if absence for other things, he is required to make a written notice on the grounds that can be accounted for.
10. Employees who do not heed this obligation is considered defaulted and will be penalized.

The results of research found a contributing factor in the implementation of development policy of the National Parliament "LOFAP" the Financial Resources and Infrastructures, according to Edward III of resources and infrastructure is a supporting factor, while the inhibiting factor is the lack of communication between leaders and civil servants Secretariat General, in doing Disposition of late and sudden and timeliness of civil servants who are often late entry and return more quickly, according to the researchers that these three factors must be improved in order to achieve the purpose of implementation in a way held weekly meetings, monthly and quarterly, in doing disposition should not be sudden and late order effect to the performance of civil servants and civil servants must sign and come back to office in accordance with the rules in force in the General Secretariat of the National Parliament.

#### **IV. CONCLUSION**

1. In the General Secretariat of the performance evaluation process get very satisfactory results in ten civil servants who submit their performance evaluation results as well as an increase in performance since implementation Policy National Parliament "LOFAP" is a policy that aims to improve the performance of civil servants in the Secretariat General of the National Parliament of Timor-Leste which empties on increasing the performance and preservation of civil servants working motivisa.
2. The General Secretariat of the National Parliament are also making efforts to improve the performance of civil servants in the Secretariat General of the National Parliament of Timor Leste after the Implementation of the National Parliament of Timor-Leste "LOFAP" as Resources, Bureaucracy adequate structure, Training and Study Abroad and Resources Human adequate.
3. In the implementation of the policy of the National Parliament of Timor Leste "LOFAP" is also supported by a large Financial Resources and supported with adequate Infrastructures to improve the performance of civil servants in the Secretariat General of the National Parliament.
4. In implementing the policy of the National Parliament of Timor Leste "LOFAP" has encountered barriers such as lack of communication between the incentive Secretary General, Director and Head of Division of the civil servants in the Secretariat General of the National Parliament of Timor Leste because their infrequent meetings, preferably in making timely dispositions or impressed urgent and timeliness in which PNS often got in late and go home sooner than the applicable rules, civil servants who got in late and leave early will be subject to sanctions disciplinary, with this needs to be a communication that is through weekly meetings, monthly or quarterly between the Secretary-General , Director and Head of Division of the PNS.

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