

RESEARCH ARTICLE

Analysis of Public Service Effectivity of Traffic and Road Safety

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Abstract

The title of this article is “Analysis of Public Service effectivity of Traffic and Road Safety”, by conducting evaluative study at Police Command of Dili municipality, in the Dili Traffic and Road Safety Section. The objective of this study is to find out how the effectivity of the public service of traffic and road safety at the police command of Dili municipality and what are the supporting and inhibiting factors to the effectivity of public service of traffic and road safety at Police Command of Dili municipality. The theory of Administration, public administration and the effectivity of public service have been applied in order to discover and the solution of the phenomena of public service effectivity of traffic and road safety. The explanatory qualitative method had been applied in order to fine the solution of the problem in this scientific journal. The data has been collected from primary and secondary data source, it's obtained through interview with customer and the effective member of traffic police, observation of researcher and the relevant document. The result of this research indicated that nowadays, the effectivity of traffic and road safety public service at Police Command of Dili municipality viewed from *objective attainment, integration and adaptation of organization* in dealing with the both internal and external organization problem were not effective, although, exist the administrative service form such as the public service of Issuance of Loss Certificate, which can be said effective with the service that easily, rapidly and punctual. There were supporting and inhibiting factors to the effectivity of public service of traffic and road safety at traffic and road safety section of Police Command of Dili municipality such as the characteristic of organization, environment, civil servant and management. Dili municipality police command is necessary prepare the certain operational plan for traffic, improve the service system, increase the volume of socialization, communication, development and adaptation also innovation according to science and technology development. For Academic community as well as others interest part need to deeply research in this area to improve public service theory in the future.

Keywords: Effectivity, Service, Public, Traffic, Road Safety.

1. Introduction

The global evolution can have effect to the changing behavior of society which is contributed to the public service, include public service of traffic and road safety. The issue of public service and road safety in Timor-Leste has been discussed by state in the context of state-nation building. There are various efforts has been made by the government to normalize, fiscalism of traffic movement, security guarantee and the

process of traffic accident investigation in the public road through various political decision such as decree law nu. 6/2003, august 6 of 2003 about traffic code, decree law nu. 55/2022, august 3, 2022 about organic law of Timor-Leste national Police (TLNP), which is focus on the function of traffic and road safety department and other laws and regulation. In the other side, the government policy that defined in the national development strategic plan 2023 – 2030 about, *stability and public security, the government has given*

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special attention to road safety (PEDN 2011-2030: 197) and the objective of PNTL strategic planning, in the period of 2023 – 2030 that also has a commitment to *make our communities safe and secure, build community trust, confidence and workforce committed to serving our communities with responsibilities* (PEP 2023 – 2030; 13). Due to that, the public service of traffic and road safety as an importance aspect in the process of implementation of government policy in the service of public administration in order to give satisfaction to the communities.

At the moment, the government through TLNP has made the various efforts to guarantee the public service to the traffic and road safety in the country, particularly in Dili as a capital of Timor-Leste. The volume of the traffic movement in Dili increases highly every day rather than the district, which is the increase of the need of community on purchase the vehicle, all economic needs centralized in Dili, road condition in-accommodated has been affected to the traffic jam in public road. Due to that, the government had established the system of operation, administration and traffic accident investigation service. Moreover, the government had established the legal base to guarantee the transport service administration in order to give satisfaction to communities, had constructed the office, office facilities and equipment to produce transports documents. Its mean that, the government is very concerned about the public service of traffic and road safety in order to give satisfaction to the communities.

Talking about the “Public service as an activity or the serial activity in the context of completing necessity of service in regard to regulation for communities, citizens, goods and services and administration service that provided by public service implementer” (Sellang, 2016:76). In the other hand, in the public service literature that presented by Thoha, (1992); Munafe (1966); Djumara (1994); Hardjosoekarso, Kristiadi and Saragih (1994), better known as conceptual order rather than theory. Therefore, its means that, the term public service can be said to be a term of service to many people (Community), social services, public services and excellent services. This statement can add to the ontological, epistemologies, and axiology’s confusion in theoretical discussions related to public service (Taufiqurokhman & Satispi, 2018:142-143). Due to that, the position of public service must be clearly to respond the social phenomena that emerge in the society in regards to public service.

The government has the fundamental function to provide service to communities (Salusu, 1996:8)

and the Timor-Leste National Police (TLNP) as the part of government perform the duties of direct service to communities in the context of security and tranquility of Public Order. This is defined in the PNTL strategic planning in the year of 2033 – 2030 with the objective to “Determine PNTL and community needs, identify opportunities for and commence cultural change; Develop community trust and confidence; Implement initiatives in line with organizational and community needs; Strengthen PNTL operational and administrative capacity and capability; enhance community trust and confidence; Review quality and value of implementation; reflect on and share professional achievements with community, workforce, government and partners; Set objectives for continuous improvement and new investment” (PEP-2023 – 2030). The effect of this was established the policing system of traffic and road safety through the construction of the police traffic surveillance station, patrolling and temporary static surveillance in potential points to conduct public service for normalize, inspection and investigate to traffic accident in public road.

The involvement of public servant is essential in the public service. Related to this, Widjaja (1990:35) said that, “civil servant not only as a government apparatus but also as a state and community servant who fundamentally is a community servant” (Layaman, 2009:14). While Leoneto Madeira Martins describe that, “Government servant must have moral conscience to the people, therefore cannot separate each other when conducting public service to the people in the area of Administration, because people and the administration inside the government system” (Martins L. M., 2023:59). However, “the private sector or third party also can provide the public service such non-profit organization, volunteer and non-government organization (NGO). Therefore, the important is the government give the certain regulation, secure, security, right no conducive environment” (Sellang, 2016:76). This is mean that, public service not only provide by the government but also can be provided by the private sector or third parties.

The complexity of the public service has been called for Timor-Leste society concern to the public service of traffic and road safety in Dili as a capital of Timor-Leste country. Un-effectivity of traffic and road safety public service for traffic control in public road, inspection to violation against traffic code (*traffic enforcement*) that cover with un-justice and un-showing the professionalism action and the delay of service to traffic accident investigation had affected

to un-satisfaction of the beneficiary communities. In the other hand, “there were 2836 communities had against the traffic code that been registered in the national Information Management System (IMS) in the last three years which is in the year of 2021 there were 779 cases, in the year of 2022 there were 1002 cases and in the year of 2023 there were 1055 cases and from these cases, there were 83 cases have been submitted to public prosecutor to legally process, there were 360 cases under police process and 2390 cases have been resolve by the two part through family way” (Mauloe, C.L.T, 2023:3). The delay of public service has been affected to the condition of the seized vehicle that caused by the un-condition and un-secure of the parking place and un-clear process to handed over the vehicle to the owner as well as un-certain management, discriminative of regulation implementation, slowly bureaucracy and the practice of corruption, collusion and nepotism. These has given the impact to un-satisfaction and loss trust of the benefit communities related to the service provided by the TLNP members for the traffic and road safety public service in public road of Dili capital.

Base on the problem identified in this research, the researcher had defined and formulated the research problem that necessity to find out the solution such as “how effectivity of the public service of traffic and road safety at the police command of Dili municipality? and what are the supporting and inhibiting factors to the effectivity of public service of traffic and road safety at traffic and road safety at Police Command of Dili municipality? To find the solutions of the problems identified in this study, the objective of this study is to find out how the effectivity of the public service of traffic and road safety at the police command of Dili municipality and what are the supporting and inhibiting factors to the effectivity of public service of traffic and road safety at Police Command of Dili municipality. Through the result of this study, would be benefit for the government, professional and theoretical development. Due to that this study only focusing on public service of traffic and road safety at police command of Dili municipality and out of this topic, the researcher will not describe in this study.

In this scientific journal, the administration theory is the rut thinking to analyze the phenomena of public service of traffic and road safety at police command of Dili municipality as well as public administration theory as the middle theory and public service and effectivity theory as the support theory to respond to the problem that emerge in this study.

The administration theory, generally describe the relation of working together between people which is occurring in a place to achieve the defined objective. In this instance, “Administration is defined as the entire process of cooperation between two or more people based on certain rationality in order to achieve predetermined goals by utilizing certain facilities and infrastructure effectively and successfully” (Siagian, 2001:2). Additionally, Herbert A. Simon (1999:3) state that, Administration as an activity of cooperation between group to achieve common objective (Pasolong, 2007:2). In the other hand, H. Faried Ali (2013: 19-20), describe that, Administration is to manage, organize, improve properly and correctly to obtain the objective according to the plan that had decided together (Martins L.M; 2023:6). While, Leonard D. White in Inu Kencana Syafie, et. al (1999), define Administration is a general process of the existence of a group’s effort, both government and private, civilian and military in a shape large and small (Pasolong; 2007:2-3). Additionally, Harbani Pasolong state that, “Administration is the planned work is carried out by a group of people who work together to achieve the goal on an effective, efficient and rational basis” (Pasolong; 2007:3). Base on the idea of the experts above, as a guidance for researcher to define a simple meaning about “administration” is the process of planned cooperation between two or a group of people, both government and private, military or civil in a big or small scale by utilizing the facilities and infrastructure through the activities of manage, organize and improve in order to achieve the common objective that had decided in effective, efficient and rational.

Talking about public services is inseparable from public administration. In this instance, the whole activities of public administration referred to *bureaucrat activities* within public organization that perform cooperation to conduct government activity in achieving public objective. Shafritz (2017) define public Administration as government activity as to manage or public management and public policy (Roqim, et.al; 2023). While, Marshal E Dimock, Gladys O. Dimock and Louis W. Koenig (1960) state that, Public Administration is activity of the government in implementation of its political power (Pasolong; 2007:7). Additionally, according to *Siagian* (1971:19), Public administration is government activity as effort to implement the objective of State (Roqim, et.al; 2023). Therefore, it can be said that public administration is the Government Activities in Implementing Government Politics to accomplish State objective.

Effectivity of public service is the concept that stipulate three main words that have a different meaning, however, if its combined will give a significant meaning within public organization that provide the public service to the communities. Effectivity is as the relationship between the effort made and the achievement of the objective. As conveyed by Georgopoulos Tenenbaum in Richard M. Steers (1985:20), describe that, the concept of effectivity sometimes can be said as result which habitually refer to result utilized to indicate the achievement of the objective (Layaman,et.al.; 2009:18). Additionally, Chester I. Barnard in Gibson (1994:27) define effectivity as the attainment of the goal that agreed through the effort together. The level of attainment indicated the level of effectivity (Layaman,et.al; 2009:18). While, S.P. Siagian state that, “effectivity is the attainment of a goal that had decided in its time by using resources of certain data that allocated to conduct an activity of the certain organization” (Siagian; 2002:151). Due to the expert’s idea above, it can be defined that, effectivity is actually refer to the result that attain according to the objective that had decided by using resources adequately with the objective that want to achieve.

Effectivity exist within organization and inherent with the bureaucrat within administration ecology. Abdurahmat (2003:92)) state that, organization effectivity is the uses of resources, facilities and infrastructure in the certain amount consciously adequate with what had defined to produce certain work (Roqim,et.al.; 2022:5). While, to assess the organization effectivity, Duncan in Steers (1985:53) state that, the assessment of organization effectiveness can be conducted through the tree indicator such as objective attainment, integration and adaptation (Roqim, et.al.; 2022:56), with the description as follows;

1. Objective attainment: The objective attainment focuses on certain objective and goal as well as implementation of regulation. The “objective can be defined as the long-term desire condition, which declared in general term and qualitative, and possible can only achieve some parts” (Salusu; 1996:133). Additionally, Gould and Kolb (1964) state that, goal or objective can be defined as a change in one situation when a person or a group desire to obtain something through their own work (Salusu: 1996:133). Meanwhile, “goal is the specific final result that desire (Salusu; 1996: 133). Its mean that, the objective is what an individual or a group desire

to achieve through their own work, while goal is specific final result that want to achieve.

2. Integration: Integration is focuses on the organization capability in the process of conducting socialization, communication and development. Herdiana (2018:19) state that, socialization is the comprehension given effort to the related part be come as the goals in order to contribute in the realization of the objective (Roqim et. Al: 2022:8). Additionally, Cangara (2006:18) state that, Communication is principally as interaction to develop relation between parts through delivering or changing information (Roqim,et.al.; 2022: 9). Meanwhile, Kusworo (2019:213) state that, organization development is principally to fix and improve the effectivity of the organization to have capability to compete or adapt in its sustainability (Roqim,et.al.; 2022: 9). In this instance, can be said that the effectivity of organization in relation with the public service it depends on how organization socialize the objective and the goal of organization, how to communicate it within internal and external organization and as well as the development of organization to compete and adaptive for its sustainability.

3. Adaptation: Adaptation is focuses on organization ability in dealing and adaptation with the environment organization problem. Prayitno (2023:2) state that, handling as the process of action or the way of handling and resolve the problem made by competent authority so the problem faced be controlled and resolved (Roquim et.al. 2022:7). In the other hand, Mutadin (2002:37) state that, adaptation with the objective to conduct alteration anything therefor the adequately relation occurred with its own (Roqim,et.al.; 2022:9). While, “organizational adaptation as intentional decision making undertaken by organizational members, leading to observable actions that aim to reduce the distance between an organization and its economic and institutional environments (Sarta, Duran, & Vergne, 2021:44). Due to that, can be said that, the concept handling and adaptation is link to decision making in relation with the organization environment that when organization have the problem its need to handle and adaptive follow the development of other organization.

Even though, the attainment of organization effectiveness, influenced by the various factors. Steers (1985: 209) declared that, there are four characteristic that can define the effectivity of organization performance such as characteristic of organization, environment, civil servant and management (Roqim, et.al.; 2022: 5-7).

1. *Characteristic of organization*: it is referred to the order in effort to positioning something in certain place and time to regulate the organization. This focus on the aspect of decentralization, specialization and control attainment.

2. *Characteristic of environment*: focus on all internal and external organization environment. Focus on the aspect of technology, work environment and the power of the external organization.

3. *Characteristic of civil servant*: organization must be aligning with the individual and organization objective to implement the common interest. It is focus on the aspect of involvement, competency and performance of civil servant.

4. *Characteristic of management*: management for work system to utilize all resources with effective. Fous on the aspect of strategic objective, leadership and decision making, as well as adaptation and innovation of organization (Roqim, et.al.; 2022: 5-7).

As what had discussed about the concept of effectivity, it would be occurred only to measure any certain work, as what would be discuss in this article is focus on the public service of traffic and road service. However, it would be better to have better understanding of the concept of public service. The public concept is no longer strange within society, however, the connotation meaning refer to people or the thing that able to access by all community and the private of a person or group. Syafie et.al (1999:18), state that, public is a number of humans that have similar thinking, sensation, hope, attitude and properly and good action base on the norm value that they have (Pasolong; 2007:6). While, the service word is referred to the people action both individual or group that provide something to others people both individual or group necessity. "Service as an individual or group of people activity or organization direct or indirect to complete necessity" (Pasolong; 2007: 128). Additionally, Munir (2003:16) state that, service as the process of complete necessity directly

through others people activity (Pasolong; 2007:128). Based on above the definition of *public and service*, can be said that "public service" is as government daily activity which is inseparable from the community because they need the service although public service is not separate from the Administration organized by the State.

Meanwhile, Jordan (2006) describes that, public services "serve" members of the public - they provide goods or services to individuals, families and communities. This is not about the distinction between the production of "services" and "goods" (Spicker; 2009:4). Additionally, Sinambela (2005:5) state that, public service as each activity that conducted by the government to a group of people which each activity has benefit to an association or unit, provide satisfaction although the results are not bound to a physical product (Pasolong; 2007;128). Meanwhile, Agung Kurniawan (2005:6) state that public service is the provision of services (serving) the needs of other people or the community who have an interest in the organization in accordance with the basic rules and procedures that have been set (Pasolong; 2007:128). In the other hand, B. Linois, describe that, public service is all accomplished activities must be guaranteed, regulate and also supervised by the government, because the necessity to accomplish and develop social dependent and essentially, accomplishment is difficult to run is there is no intervention of government power (Malawat; 2022: 255-256). Due to that, if judging from the opinions of the experts above, indicated that public service as the activity done by the government to provide the community necessity who have interest in the government organization according to regulation and procedure applied that supervised by the government power.

Public service is a part of government function. Rasyid (1997:48) state that, government has three principal function such as Services, empowerment and development (Kausar:2009: 2). This is mean that, public service is conducted by the government bureaucrat. Due to that, there is a various form of public service. Hardiyansyah (2011) describes that, there are three forms of public service, provided by the government such as, a) *Administration service* is the service form provide various form of documents that necessities by the public; b) *Goods service* is the service that produce variation of goods as the public need; c) *Service* is the service that produce variation of merit that needed by the public (Malawat; 2022: 257). This is mean that, public service form provided base on the beneficiary community's interest.

To assess the effectivity of the service, there are standard service applied such as rapid service, Easy service and Comfort service. Davis (2000:19) state that, Easy service compose of provide easy service requirement, easy procedure to follow, and also service facility that easy operationalize (Roqim,et.al.; 2022: 7). Meanwhile, Suhartanto & Djatnika (2017:133) state that, rapid service is provide service with rapid and punctual (Roqim,et.al.; 2022: 7). As well as Hutasoit (2011:66) state that, Comfort service is the comfort when wait in the service place seen from facility that provided (Roqim,et.al.; 2022: 8). Due to that, can be said that, good service is the people who provide service with easily, rapidly and comfortable, therefore the person who receive service can have satisfaction.

The specific work that would be analyzed its effectivity of public service that been discussed in this scientific article was “public service of traffic and road safety”. The comprehensions of the concept of effectivity and public service within public administration has been discussed at the beginning of this article. As it’s known that, “traffic and road safety” is a certain work produced that became public service attention, which is needed to analyze its effectivity in this scientific article. *Traffic and road safety* generally refer to the security of people movement in the public road, which is utilize the vehicle or pedestrian. The term of Traffic in Latin “Transitus” mean that, Passage or displacement, which in English is “Traffic”. In the actual context “*O trânsito é o movimento de veículos, pedestres e animais nas vias públicas*” (<https://resumos.soescola.com/>). It is mean that, traffic is the movement of vehicle, pedestrian and animal in public road. Meanwhile the concept of *road safety* can be understanding its meaning as the safe, rescue, orderly and fluent of traffic. Therefore, *road safety* can be understood as an effort to create and maintain the traffic with safe, rescue, orderly and fluent in public road. Due to the significant of the traffic and road safety concept above, give insight to formulate the idea about traffic and road safety concept is focus on safe, rescue, orderly and fluent of the movement of vehicle, pedestrian and animals in public road.

Acknowledge that there was many previous research that has quite relevant with this article title. The research conducted by Rangga Apriliyanto and Tri Sudibyoy, about “Traffic Jam Analysis and Prediction of Future Road Service Level” (Case Study of Jalan Raya Sawangan Depok, Indonesia), which shown that, “work discipline and work climate always have influence toward effectivity of public service at sub-district Kejaksaan Cirebon, Indonesia.

Meanwhile, others research conducted by Karmila Akib and Gilang Aburizal Juliana, about “Role of the Traffic Police Unit in Providing Administrative Services for Vehicle Ownership Documents at the Poso Resort Police (POLRES)”, indicate that, generally, the level of administration service of the Vehicle Ownership Documents at Poso Resort Police (POLRES), Indonesia, seen from the efficient, effectivity, responsivity, reliability and tangibles are good, however, its need to increase human resource, Service Accuracy as well as education and training to traffic members service and also the facility and infrastructure of service are not sufficiently adequately. In the other hand, the previous research conducted by researcher about the public service ethic in traffic and road safety at Police Command of Dili municipality, Timor-Leste, shows that, the service ethic of Timor-Leste National Police (TLNP) who provide service of traffic and road safety in traffic enforcement seen from the legal, moral, administrative and ethic work are still be in the minimum category or not yet attain the maximum standard, although, power abuse has been reduced and the member has competency to do service in traffic enforcement. Due to that, in this research there are similar focus of research, however the perspective is different which, in this research effectivity of public service of traffic and road safety focus on the objective attainment, integration and adaptation of organization in handling and adaptive with internal and external organization environment and its effectivity would supporting and inhibiting by various factors such organization, environment, civil servant and management characteristic.

2. Research Methods

The explanatory qualitative method has been applied to discover the solution of the problem that become the research object in this scientific research. This research is more focus on the effectivity of public service of traffic and road safety that seen from the objective attainment, integration and adaptation as well as the supporting and inhibiting factors toward public service effectivity at Dili municipality police command, particularly at traffic and road safety section. The Primary and Secondary data sources have been applied through data collection technic such as interview, observation of researcher and relevant document. The qualitative codification method presented by Miles and Humberman (1994:56) cited by (Guterres JC, et.al.; 2023:89) had applied in data processing as well as analysis technique such as data reduction, elaboration of data and conclusion (Miles and Humberman in Sugiono; 2018: 337, Guterres JC, et.al.; 2023:89 and Guterres A. d., 2021).

3. Research Result

3.1 Effectivity of Public Service of Traffic and Road Safety at Dili Municipality Police Command

3.1.1 Objective Attainment

Objective Attainment of traffic and road safety public service at Dili municipality police command

a. Objective and goal

The traffic and road safety section at Dili municipality police command has the core role to perform the public service of traffic in the context of traffic control, traffic enforcement and traffic accident toward beneficiary communities that access in public road as well as the Issuance of a Certificate of Loss in Dili metropolitan city. The Dili traffic police not yet provide the maximum service in the context of traffic control, due to the prioritize service only for the important people and the defined limit time for traffic control service at the risk point of traffic jam such as one hour’s service in the morning, lunch time and in the afternoon of work finish and out of this determined time, there was no service provided by the traffic police. However, traffic police have the maximum attention service toward pedestrian, which is, the traffic police officer more prioritize of pedestrian safety in the public road. Meanwhile, there was no traffic police officer that showing the maximum good ethic and work desire of in the process of traffic control service in regulate the movement of the vehicle in the public road of Dili metropolitan city.

Public service of traffic enforcement in the context of prevention to traffic code violation in order to guarantee the security, safety and Smoothness toward the utilizer of public road in Dili metropolitan city were not showing maximum service in the context

of swiping and Auto-stop (*check point*) operation. Because there was no certain plan to define the certain goals in regard to swiping and auto-stop operation. However, in the last 3 years, there were 762 operations consist of 390 swiping operation and 372 auto-stop or vehicle checkpoint operation. The scope of these operations was included the using of government vehicle out of work day time. Meanwhile, the service effortless of traffic enforcement and there was no convoluted bureaucracy of administration procedure service has been applied in Dili police traffic and road safety section. There is two form of traffic enforcement administration procedure when conducted swiping operation to vehicle and vehicle check point such as firstly, immediately deliver the Auto Infringement note to the offender to utilize for fine Payment at the bank with the limit time for 20 work days, after paid, deliver the bank receipt to traffic police office in order to take back their seized vehicle or evidence and Secondly, setting ticket /arrest ticket utilize to go to the traffic office to have Infringement note for fine payment at the bank with the limit time for 8 work days, after paid, deliver the bank receipt to traffic police office in order to take back their seized vehicle or evidence.

Additionally, the traffic police have shown good communication when conducting service of traffic enforcement such as vehicle swiping operation and vehicle check point in the public road, although, some of the members still not showing their good ethic communication particularly toward offender that having depraved behavior. Meanwhile, the service of traffic police at the office have been good and there was no discriminative action however some of the member still showing ignorance or apathy behavior and decreased desire to work.

Table 1. Comparison of infringement and the fine payment Traffic and road safety section Year period of 2021 – till august 2024

Description	The year period			
	2021	2022	2023	2024
Total Infringement	7444	8576	6970	4399
Total seized vehicle or evidence	4920	6566	4690	2363
Total Fine payment (USAS\$)	249,359	331,941	295,540	19,589
Total Fine payment not yet paid (USAS\$)	0	57,008	57,993	33,705

Source: Dili traffic police section, Subsection of Traffic Enforcement, the year of 2024

Traffic accident investigation service have been done well, however, the optimalization of facility such as the system and the procedure of traffic accident investigation service as well as the operationalization of traffic accident investigation equipment not yet adequately. Meanwhile, the traffic accident

investigation service was not rapidly and punctual, because, there was no certain operation system, lack of equipment, transportation and the culture of ignorance, shiftless, decreased desire to work, delay the work and always depend on commander control. In the other hand, the public service of Issuance of Loss

Certificate at Dili traffic and road safety section have been done easily, rapidly, honestly and punctual as well as no fees applied for its arrangement. Although, this task has been attributed to traffic police from the National direction of transport through coordination without applied procedure or legal base, however, in the last three years there were 14007 of loss certificate had issued without charge.

b. Regulation for public service of traffic and road safety

The implementation of public service of traffic and road safety at Dili municipality base on the related law and complementary regulation as well as the order of General Commander of Timor-Leste National Police (TLNP) through the dispatch of municipal commander, except the issuance of loss certificate have no legality that attributed to traffic police to have an authority for issuing the loss certificate. Generally, the seizure to vehicle during the operation of swiping and auto-stop (*vehicle check point*) and the investigation of traffic accident have been follow the law and the complementary regulation, however in some cases of seizure to the vehicle were not follow the law and complementary regulation. In this instance, traffic police only have the subjective reason for seizure the vehicle in order to guarantee the offender obey to his obligation for fine payment only, although have no written in the traffic code and others complementary regulations.

3.1.2 Integration

Integration of the system of public service of traffic and road safety at Dili municipality police command

a. Socialization

Dili traffic police has been conducted socialization of sensibilization about the prevention toward violation of traffic code, traffic accident and the safety of pedestrian in the public road to the community and the student in Dili capital, since the promulgation of the traffic code nu. 6/2003. The workshop and presentation as the way socialization that have been applied to sensibilize the communities and the students in the secondary school and university. In the other hand, by un-reason clearly to un-continued of morning coffee program that have been presented in RTTL (Timor-Leste Radio and Television) about sensibilize the communities about the security, safety and smoothness when utilize the public road in Dili capital of Timor-Leste. However, in the last four years, there was no data about the activity of socialization

related to the traffic code, except in the year of 2024 there were 14 activities of socialization that been implemented to the community and the student in university and secondary school.

b. Communication

The internal and external communication that been applied by the traffic police at traffic and road safety section office at Dili municipality police command not yet adequately with their function. Dili traffic police Section less capability to coordinate internally through work meeting, submit the activity report and also the operation activity in the national and municipal level. Meanwhile, the existence of adequately external communication of Dili traffic police section with the relevant institution through the meeting, report, phone call in related to the proper traffic function such traffic control, traffic enforcement and traffic investigation as well as the issuance of loss certificate.

c. Development

The development of traffic and road safety organization at Dili municipality police command become the essential aspect to improve the service system in order to face the ongoing and upcoming challenge. The infrastructure facilities for providing public service to community at the traffic and road safety section at Dili municipality police command were not conducive and not dignity as well as no sufficient space to accommodate the seized evidence or vehicle that have been involve in the traffic accident and traffic code violation. There was a change of infrastructure development for control and guarantee the security, safety and smoothness of vehicle and pedestrian movement in the public road at Dili metropolitan. There were 12 traffic police post had constructed at the sensible place of traffic jam and there had permanently assigned traffic police members for 24 hours on duties.

In the other side, the installation of the CCTV (*Closed-Circuit television*) by the TLNP as an effort to improve the service of traffic in order to control the traffic movement, prevention to violation of traffic code and to rapidly respond to traffic accident. However, this CCTV not utilized by the Dili traffic, nevertheless its centered and operated by the national operation center (NOC) as well as the district operation center (DOC). The Dili traffic not yet establish the CCTV for traffic operation system. Additionally, the development of traffic equipment and office equipment still less. And also, the development of human resources in the context of quantity and quality were very slowly.

There were 87 members of traffic police have been assigned and only a few members had attended the traffic course in internal and external country.

3.1.3 Adaptation

Adaptation of public service of traffic and road safety at Dili municipality police command

a. Adaptation to the Internal problems of the organization's environment

The handling on the less of *human resources problem* at traffic police section by the way of seeking horizontal support from others section within Dili police command and sometime obtain assist from traffic department in the headquarter. In the other hand, applied the work system for 12 hours per person, even though this system was not showing the maximum effective of service and though this works system against the labor right that regulated in the labor laws. Meanwhile, the handling on the problem of less of human resources quality at the Dili traffic police section, apply the rotation between member within traffic section for 3 months duration in the area of traffic control, traffic enforcement and traffic investigation and involve them in the internal and external training for each opportunity. In the other part, to handle the problem of less of leadership capability for the team leader have been applied shadow training at workplace, although this way was not effective and maximum to the team leader to adaptive to the crisis of command capability.

There was no *problem related with the organization structure* at traffic and road safety section. However, exist traffic subsection at the sub district police station. Dili traffic and road safety section maintain apply allocate the traffic police from Dili traffic section to cover the function within the sub district jurisdiction area. In the other hand, the space condition of service at Dili traffic and road safety section are not conducive and dignity, nevertheless, continuously using this place to provide the service to the community till now. There is no space to accommodate the seized vehicle or evidence. Dili traffic police applied auction system for seized vehicle or evidence in order to give space for the future seized vehicle or evidence.

There was a *problem of staff behavior* such as less of aggressive and competitive character of the members, due to exist the behavior of slacking, apathy, ignorance, delay the work and decreased desire to work because less of motivation and there is no maximum control system applied form commander in the field. Necessity to apply motivation and control system with

maximum from the section commander to sub-section commander in the field. Meanwhile, there is a budget problem in providing the public service of traffic control, traffic enforcement and traffic investigation as well as issuance of loss certificate at Dili traffic and road safety section. Traffic police member was using their private phone for public service necessity. In the other hand, section commander permitted the staff use the government phone which is responsible by the section commander. Additionally, there is technology problem exist in Dili traffic and road safety section. Actually, the Dili traffic police not yet applied modern technology for conducting monitoring and service toward traffic jam movement, traffic enforcement and traffic accident. There is no CCTV utilize to monitor the traffic movement in Dili.

b. Adaptation to the problem of external environment of organization

The *problem of the change of Politic and regulation* had affected to the traffic jam in capital of Dili. There was the government politic change about the installation of parking area in the public road in Dili capital that applied retribution fee for the vehicle who park in referred place. The Dili traffic police maintain handle and adapt with the swiping operation system, which is beside conduct inspection to violators, also conduct normalization toward traffic jam at the determined parking place in capital of Dili. Additionally, government always celebrate national day or national event as well as political campaign by utilize public road had contributed to traffic jam, traffic code violation and traffic accident at public road in capital of Dili. Due to these, Dili traffic police maintain manage and allocate members to the traffic jam point to normalize and control traffic movement in order to prevent violation to traffic code and accident.

Meanwhile, the problem of *demography and social condition* had affected to traffic jam at capital of Dili. The population and urbanization growth and the changing of society behavior, economic activity centralized in Dili and the religious activity as well as the funeral procession at Dili capital had contributed to traffic jam, traffic code violation and accident which also influenced to traffic police task in Dili city metropolitan. Therefore, Dili traffic police maintain sensibilize community driver and student about traffic code and also maintain allocate traffic police members in traffic police post and others sensitive places to conduct control and prevention to the violation of traffic code and traffic accident. In the other side, the

road condition in capital Dili also as a problem that contributed to traffic jam. The narrow road condition, the nearby intersection and junction condition and there is no alternative road and halter had contributed to traffic jam. The Dili traffic police handle and adapt by maintain normalize the traffic jam and prevention to traffic code violation and accident through maintain traffic control system by allocate traffic police members to traffic police post and others sensitive places for traffic jam in the morning, lunch time and afternoon. In the other hand, increase the volume of swiping operation as well as involve Village Police Officer (VPO) to control traffic at the place that are not exist traffic police.

The *competition and trade partner problem* which also contributed to traffic jam. The competition problem between individua about the life style and competition between trade partner in the transport business had affect toward traffic jam at public road in Dili capital. The Dili traffic police handle this issue by maintain allocate traffic police at the traffic police post, conduct swiping operation and continue to ask help from Village Police Officer (VPO) to control the traffic movement. In the other hand, the Dili traffic police section does not have decision to make change the any system in order to adapt on the evolution of the community lifestyle competition in related to utilize private vehicle to conduct movement in public road at capital of Dili. Meanwhile, he problem of technology innovation also had affect to public service of traffic and road safety in Dili capital. The national police command had effort to establish CCTV at roundabout and intersection road in the public road at capital Dili, however it's not operated by the Dili traffic police. The Dili traffic police were not handling this problem, nonetheless adapt only to utilize the data base system of IMS (information management system) to register the traffic data in regards to violation of traffic code and accident, include the issuance of loss certificate at Dili Traffic Police Section.

3.2 The Supporting and Inhibiting Factors Towards Effectivity of Public Service on Traffic and Road Safety at Dili Police Command of Traffic and Road Safety Section

a. Organization character

Decentralization is one of the core elements within organization character. There are clearly task delegation from the commander of Dili municipality police command to traffic and road safety section in order to perform the public service of traffic and road safety at the Dili metropolitan city. There was a

clear task division that consist of sub section of traffic control, traffic enforcement and traffic accident. Some of the tasks have fully delegate to the sub-section commander and the members such as the improvement of Auto Infringement Note and Setting ticket for person who conducted traffic enforcement task, as well as traffic control. Except, the issuance of loss certificate still approves by the Traffic and road safety Section Commander. Therefore, decentralization can be supporting the effectivity of service when exist the delegation of competency to decide, otherwise, the service will not effective, because depend on the commander presence. Additionally, *allocation* of traffic police members for the existing task, particularly for sub-section commander have applied base on their *specialization*, however, for the new traffic police members does not apply it, because they not yet have specialization for traffic task. In this instance, the service provides by the Dili traffic and road safety section still less effective, because of the allocation of the members not in accordance with their specialization. Besides that, there haven't yet *attainment control* in maximum from the section and sub-section commander to their members, that perform their duties in the field. Therefore, had affected to less effective of service by some of the members.

b. Environment character

The changing in technology demand Dili traffic police to utilize the *technology* equipment that support the service effectivity of traffic and road safety in the context of traffic control, traffic enforcement and traffic accident as well as the issuance of loss certificate. Currently, the Dili traffic and road safety section are less utilizing the technology to support the work of traffic police in the field such as CCTV, due to that, had affected to service delay, even though, there have been utilize the traffic IMS system data base to record the traffic case infringement and traffic accident. In the other side, the *work environment* of Dili traffic and road safety section does not show the good environment. The physical environment condition does not favor and dignity for traffic police members and the community who seek for service relate to the traffic function. Meanwhile, the members have been in psychology pressure condition, because they conduct the duties under scorching sun and rain. And also, each person performs the duty up to 12 hours a day without any compensation. In this instance, had made members inactive, apathy, decreased desire to work and always delay the work. Therefore, had affected to the effectivity of public service of traffic and road safety in capital of Dili.

In the other hand, the *operational budget* as the one of the elements within environment character factor. So far, the Dili traffic and road safety section has no operational budget to supporting the public service of traffic and road safety at Dili municipality. Except, only section commander has the phone charge, and it jointly use by the members, but not effective. Therefore, traffic police members utilize their private phone for public service related to the traffic function. Additionally, in fact, the Dili traffic and road safety section less of *transport facility and work equipment*. There are five (5) units of operational cars and 17 units of motorbike, which is not adequately with the jurisdiction area in capital of Dili, include assigned number of traffic police members. Nevertheless, there is also influence from the *external power of organization*. The changing of government politic such as establishment of parking place, the celebration of national day and event, religious day, funeral procession, political campaign that utilize the public road in Dili capital had contribute to traffic jam, which is also affect to the service effectivity of traffic and road safety. In the other hand the road condition, the increasingly of social lifestyle for using private vehicle as well as nearby construction in the public road had impact to in-effectivity of public service of traffic and road safety at Dili metropolitan city.

c. *Civil servant character*

The maximum *involvement* of traffic police members in providing of public service of traffic and road safety had positive effect to the effectivity of public service at Dili traffic and road safety section. Meanwhile, there is a progress of traffic police performance competency in each year. It can be shown in reduce of fatal traffic accident and the increase of swiping operation and auto-stop (vehicle check point) operation for the last three years reach 762 operations.

d. *Management character*

Dili traffic and road safety Section execute their function base on the Timor-Leste National police (TLNP) strategic plan of the year 2023 – 20230. The Dili Municipality Police Command did not have perfect annual operational plan which can determined the objective and the goal of work in each year in order to implemented by the Dili traffic and road safety section. However, generally, the traffic and road safety section conduct their function base on the decree law nu. 55/2022, about the TLNP organic law. In the other hand, Dili traffic and road safety Section, actually only perform the duty base on the orientation and instruction from the commander of Dili municipality

police command and the commander of national traffic and road safety Department. It can be said that Dili traffic and road safety section conduct incidental work only, therefore their service was not effective. Additionally, leadership and decision making as the major aspect in management in order to influence and encourage members in conducting duties according to the determined decision. Actually, the leadership of sub-section or team commander at Dili traffic and road safety section did not have leadership capability to control their members in the field, although the leadership capability of its section commander has been shown in the practice. Meanwhile, the Dili traffic and road safety section, besides have an effort to adapt and also have a minimum of innovation to face the challenge and the changing of the situation within internal and external organization environment, except the adaptation to the development of technology did not conduct.

4. Discussion of Research Result

4.1 Effectivity of Public Service of Traffic and Road Safety at Dili Municipality Police Command

4.1.1 *Objective Attainment*

Objective attainment of public service of traffic and road safety at Dili municipality police command

a. *Objective and the goals*

There was no definitive clarity of objective attainment toward public service of traffic and road safety at Dili municipality police command, especially for Dili traffic and road safety section. In fact, there was no annual operation planning of Dili municipality police command, Dili traffic and road safety Section as well as national department of traffic and road safety. The Dili traffic and road safety section conducted their duty base on the instruction and orientation from the commander of municipality and national department, although, exist the strategic planning of TLNP period year of 2023 – 2030. Refer to what described by Salusu (1996:133) that, “objective can be defined as the long-term desire condition, which declared in general term and qualitative, and possible can only achieve some parts”, while, *goal* is the specific final result that desire”. Actually, Dili municipality police command or National Department of traffic and road safety must have the annual operational planning which have clarity of objective and the goal, in order to implemented by the Dili Traffic and road safety section. Therefore, it can be measured the attainment objective of the public service that provided by the Dili traffic and road safety section to the communities

in related to utilize public road at Dili capital. Although, there is no annual operational planning that can define clarity of objective and the goal, that will attain during a year, the Dili traffic and road safety section, continue maintain provide service base on the attributed task that defined clearly in the article 59 of decree law nu. 55/2022 about TLNP organic law. The service provided to traffic control, traffic enforcement and traffic accident as well as the issuance of loss certificate related to vehicle.

There was no maximum public service of traffic control in guarantee the security, safety and smoothness toward public road utilizer in the context of normalize the traffic jam at Dili metropolitan city. The fact shown that, traffic police active service only one hour in the morning, mid-day and afternoon and did not allocate traffic police to potential places of traffic jam. Because, public service is giving satisfaction to the community, as what Sinambela (2005:5) state that, public service as each activity that conducted by the government to a group of people which each activity has benefit to an association or unit, provide satisfaction although the results are not bound to a physical product (Pasolong; 2007;128). Therefore, actually, traffic police must control traffic at the public road not only one hour in morning, mid-day and afternoon, however, it must be routinely because the community have been needed the service of traffic police. Meanwhile, the service toward pedestrian have been good, if it's refer to idea of Jordan (2006) that, public service is serve the public, provide service to individua, family and community and if it's link to the idea of Sinambela (2005:5) that public service offers satisfaction, though the result not bound to physical production (Pasolong; 2007;128) this is mean that, Dili Traffic have been showing the effectivity of service to pedestrian in the public road.

There was no effectivity of public service of *traffic enforcement* that provide by Dili traffic police in the context of prevention of traffic code violation in order to guarantee the security, safety and smoothness in the context of swiping and auto-stop operation (vehicle check point). Fact shown that, there were a fluctuation of violation to traffic code in the last 3 years up to august 2024. For instance, in the year of 2021 only conduct swiping operation and had detected 6533 infringements cases, in the year of 2022 there were 185 of auto-stop operation (vehicle check point) and had detected the increase of infringements reach to 7513 cases, in 2023 there were 120 of auto-stop operation (vehicle check point) and had detected 6242

infringement cases, it shows reduction of infringement about 1271 cases (16.92%) and up to august 2024, there was 67 auto-stop operation and 390 swiping operation, however the infringements cases reduced to 3984 cases, in this instance, there was decrease of infringement cases up to 2258 (36.18%). If it's referred to Gould and Kolb (1964) idea that, goal and objective can define as a change in a situation when a person or group want to obtain something through their own cooperation (Salusu: 1996:133). This is mean that, operation result that achieved by Dili traffic police through Swiping and auto-stop action operation as the attainment of objective in providing public service of traffic enforcement.

Additionally, there was an *easy and rapid* administration service about the arrangement of infringement document such as *Auto Infringement Note* and *Setting Ticket* for offender, although, the process of *Setting Ticket* has about to cause a little spent time for offender to resolve it all. If connected to the opinion of Davis (2000:19) that, easy service consist of service requirement was easy provided, easy procedure to follow, as well as service installation were easy operationalized (Roqim,et.al.; 2022: 7). It's mean that, the administration service of traffic enforcement document related to seized evidence or vehicle, that provide by Dili traffic police were easily and rapidly, however, need some time or delay to arrange the *setting ticket* document at Dili traffic and road safety section. In this instance, if referred to Suhartanto & Djatnika (2017:133) idea that, rapid service is provide service in rapidly and punctual way (Roqim,et.al.; 2022: 7). This is mean that, still have problem with the punctuation service at Dili traffic police section. Actually, Dili traffic police must provide rapid and punctual service to the community in order to achieve the effectivity of service. And possible applied only *Auto Infringement Note* to offender, because it is easy, and rapidly service and also economic for offender.

In the other side, public service of traffic accident was less punctual however the investigation procedure was conducted easily and rapidly, although, the delay of investigation process depends on the individual's willingness who involve at the accident to process and resolve their cases. Fact shown that, there was no traffic operation system properly, although exist traffic police post for traffic vigilance and have the sufficient competency to do the jobs. Ina the other hand, looks at the accident cases that occurred in the year of 2021 until august 2024 there was 3650 accident cases occurred in Dili capital, there was 816

cases still under police process and only 103 cases had submitted to public prosecutor only, meanwhile, 2731 cases had resolved in family ways. If referred to Suhartanto & Djatnika (2017:133) idea that, rapid service is provide service in rapidly and punctual way (Roqim,et.al.; 2022: 7). In this instance, was not caused by the no traffic operation system properly and adequately, no optimalize of less equipment and transport as what Davis (2000:19) said realated to service installation which is easily for operationalized (Roqim,et.al.; 2022: 7), however, also caused by the behavior of traffic police that apathy, ignorance, slothful, decreased desire to work and delay work. If referred to the opinion of Leonito MM that, "Government apparatus must have moral conscious toward people, so no divergent when conduct public service to the people in administration part, because people and administration are in administration system" (Martins L.M.; 2023:59). If so, the traffic police as a part of government apparatus must have moral conscious to serve the people by providing service in rapidly and punctually as well as able to operationalize in-sufficient equipment.

Meanwhile, the facility and the service provided by the traffic police at Dili traffic police Section for issuance of loss certificate related to vehicle were rapidly and punctual, although the absence of section commander has a little effect to the approval of the document of loss certificate. If connected to the opinion of Davis (2000:19) that, easy service consist of service requirement was easy provided, easy procedure to follow, as well as service installation were easy operationalized (Roqim,et.al.; 2022: 7). This is mean that, the Dili traffic police section has been providing facilities for the issuance of mentioned loss certificate, which proved by 14007 document of loss certificate had been issued since 2022 until august 2024. If referred to the idea of Suhartanto & Djatnika (2017:133) said that, rapid service is provide service in rapidly and punctual way (Roqim,et.al.; 2022: 7). This mean that Dili traffic police has provide service for issuance of loss certificate with easily, rapidly and punctually.

b. Regulation for public service of traffic and road safety

The process of objective attainment by the Dili traffic police has been follow the law and complementary regulation, although there was an irregularity in applying laws and regulation for public service of traffic control, traffic enforcement and traffic accident. Fact shows that, when conducting swiping and auto-

stop operation detected any violation to traffic code and traffic police direct made seizure to vehicle without identify which infringement that allowing to seized the vehicle. However, in the decree law nu. 6/2003, about traffic code, article 162 mentioned about Vehicle seizure, which is focus on the transit vehicle who has the registration number does not match, Illegal registration plate or does not have registration plate, does not have a replacement of a document held, document validation expires, commit accident that has no civil responsibility, vehicle characteristic change except the motors and the tire, not carrying inspection documents and no driver license or no adequately with the vehicle. If this is referring to what Agung Kurniawan (2005:6) said that public service is the provision of services (serving) the needs of other people or the community who have an interest in the organization in accordance with the basic rules and procedures that have been set (Pasolong; 2007:128). In this instance, Dili traffic police have against the law, because they just intentionally seized the vehicle without identified the requirement for seizure the vehicle. Actually, the traffic police must obey to the law when provide service, however, there occurred irregularity of applying traffic code at Dili traffic police Section of Dili municipality police command when conducting service of traffic enforcement particularly in conducting of inspection of vehicle document and other infringement accessories that inherent to the vehicle.

4.1.2 Integration

Integration of the system of public service of traffic and road safety at Dili municipality police command

The workshop and presentation as the way of *socialization* that have been applied by the Dili traffic police section for sensibilize the communities and the students in the secondary school and university about the prevention toward traffic code violation, security, safety and smoothness, traffic accident and the safety of pedestrian in the public road when utilize the public road in Dili metropolitan city and as well as the issuance of loss certificate related to vehicle document. Although, the un-reason *morning coffee program* had no continued presented in RTTL (*Timor-Leste Radio and Television*). The fact shown that, only 14 socialization programs had implemented in last year up to august 2024 to community and student at secondary and university level. Refer to what said by Herdiana (2018:19) that, socialization is the comprehension given effort to the related part be come as the goals in order to contribute to the realization

of the objective (Roqim et. al: 2022:8). It's mean that, the Dili traffic police had effort to conducted sensibilization to beneficiary community for utilize public road at Dili capital, in order to minimize the traffic jam, traffic code violation and traffic accident, although not yet maximum and effective. However, if compared to infringement cases at the year of 2023 and the year of 2024, it has the reduction of infringement of traffic code, it is mean that Dili police traffic had sensibilize the community about security, safety and smoothness when utilize the public road. For instance, there were 120 swiping and auto-stop operation conducted and detected 6242 infringement cases, but in the year of 2024, there was a high number of swiping and auto-stop operation and only detected 3984 infringement cases, this shows that there was the reduction of infringement cases were about 2258 (36.18%).

Meanwhile, the Dili traffic police section have been building good communication of both internal and external when provide public service for traffic and road safety in the context of traffic control, enforcement and accident as well as the issuance of loss certificate in Dili metropolitan city. Nevertheless, Dili traffic police Section still have less of internal communication regarding the functioning of CCTV for traffic function. Refer to the idea of Cangara (2006:18) that, Communication is principally as interaction to develop relation between parts through delivering or changing information (Roqim, et.al.; 2022: 9). This is mean that, Dili traffic police section has shown positive result of communication when provide public service of traffic and road safety at Dili metropolitan city, although, there is still a lack of horizontal communication with the unit related to the use of CCTV for traffic functions.

In the other hand, there was less of both quantity and quality human resource development as well as infrastructure and the traffic system. Nevertheless, there was small development of human resource traffic competency such as had sent two members attended traffic course at Indonesian police training center as wells as attended traffic workshop in Dili. Additionally, there was also infrastructure development such as had construct 12 traffic police post in around essential point for traffic jam in public road at Dili capital as a part of the operation system for control the traffic jam and prevent the traffic code violation, however, it was not applied to respond to the traffic accident because less of facility and human resources. In the other hand, Kusworo (2019:213) state that, organization development is principally to fix and improve the

effectivity of the organization to have capability to compete or adapt in its sustainability (Roqim, et.al.; 2022: 9). In this instance, can be said that Dili municipality police command, especial for Dili traffic section was not pay attention to the human resource, infrastructure and the traffic operation system and this will have impact to the effectivity of organization to have capability to adapt in its sustainability in term of provide service of traffic and road safety at Dili public road.

4.1.2 Adaptation

Adaptation of the system of public service of traffic and road safety at Dili municipality police command

a. Adaptation to the Internal problems of the organization's environment

The Dili traffic police have handled with both quantity and quality *human resource problem* such as for quantity problem by maintain allocate members at the traffic police post, ask help from village police officers (VPO) and national traffic police department to assigned them at the sensitive places to conduct traffic control, enforcement/inspection and accident and as well as guarantee the safety of pedestrian. For the quality problem by sending the two (2) traffic police members had attended course in Indonesian Police Training Center, attended course in internal country that organized by traffic national department, and also conduct rotation within Traffic police section to give them learn about proficient of traffic competency and as well as shadow training for increase leadership capability. If referred to the idea of Prayitno (2023:2) state that, handling as the process of action or the way of handling and resolve the problem made by competent authority so the problem faced be controlled and resolved (Roqim et.al. 2022:7). Meanwhile, the Dili traffic police have been adaptive with the less of members problem by maintain allocate traffic members to the traffic police post for 24 hours and applied two shift work system, and for less of quality of traffic competency, the traffic police have been adapted by applying rotation work for the member within traffic area such as traffic control, enforcement and accident for three months duration and for the less of leadership capability, the traffic police adapted by applying shadow training to the sub-section commander about the leadership capability. Due to that, if referred to the idea of Mutadin (2002:37) state that, adaptation with the objective to conduct alteration anything therefor the adequately relation occurred with its own (Roqim,et.al.; 2022:9). While, “organizational adaptation as intentional

decision making undertaken by organizational members, leading to observable actions that aim to reduce the distance between an organization and its economic and institutional environments (Sarta, Duran, & Vergne, 2021:44). This is mean that, the Dili traffic police section have been handling the human resource problem and had made the good decision to adaptive with the human resource problem that they faced by taking consideration to its economic and organizational environment.

In the other side, to handle the *structure problem* at sub-district police about the un-functioning of traffic police sub-section, the Dili traffic Police Section, have been handling to maintain to conduct operation cover all the jurisdiction of sub-district police. Refer to the idea of Prayitno (2023:2) that, handling as the process of action or the way of handling and resolve the problem made by competent authority so the problem faced be controlled and resolved (Roquim et.al. 2022:7). This is mean that the action taken by Dili traffic police section commander, had shown the process to resolve the traffic structure functioning at sub-district police. Meanwhile, the Dili traffic police Section have been adaptive with the problem by continuing the functioning of Dili traffic police section members to cover all the traffic jobs at the sub-district jurisdiction. If refer to what Mutadin (2002:37) said that adaptation with the objective to conduct alteration anything therefor the adequately relation occurred with its own (Roqim,et.al.; 2022:9). It is mean that, the Dili traffic police had no new decision to make alteration in order to have adaptive, with the problem, however, continue to maintain the functioning of Dili traffic police section to conduct traffic operation that cover all sub-district police jurisdiction area.

Dili municipality police Command, particularly the Dili traffic police Section has *handled the infrastructure problem* such as office condition is not favorable and haven't dignity for staff and customers, there is no space for stationed the seized evidence or vehicle by maintain utilize the office to serve beneficiary community that have necessity related to traffic issue and the issuance of loss certificate and also coordinate with the relevant institution to conduct the auction process for seized vehicle. Refer to the idea of Prayitno (2023:2) that, handling as the process of action or the way of handling and resolve the problem made by competent authority so the problem faced be controlled and resolved (Roquim et.al. 2022:7), however, the auction vehicle not yet resolve all and as well as the office. If refer to the

idea of Faustino Cardoso (2020) that, “to achieve the public interest and how public administration able to substitute with a manner that able to approach to the communities’ work, how able to guarantee the situation of communities interest, exist the process named effective management”. This is meant that, the Dili traffic police section have been implemented the effective management to adaptive with the problem identified in order to not minimize the service to the communities’ interest related to traffic and road safety in Dili capital although not reach the effective. *Adaptation* to the infrastructure problem, the Dili traffic police Section continue to work in the refer place and coordinate with relevant institution with the auction process to the seized vehicle. If refer to the opinion of Sarta, Duran, & Vergne (2021:44), describe that, “organizational adaptation as intentional decision making undertaken by organizational members, leading to observable actions that aim to reduce the distance between an organization and its economic and institutional environments (Sarta, Duran, & Vergne, 2021:44). This is mean that, decision that made by Dili traffic police section by looking on its organization economic environment to maintain work in Dili traffic police section office and coordinate with relevant institution related to the vehicle or evidence auction, although not yet achieve maximum result.

The handling of staff behavior problem by such as slacking, apathy, ignorance, delay the work and decreased desire to work by Dili traffic police section through continue motivation to the staff. In this instance, if linked to an opinion of Prayitno (2023:2) that, handling as the process of action or the way of handling and resolve the problem made by competent authority so the problem faced be controlled and resolved (Roquim et.al. 2022:7), this means that, although the motivation as the action taken by commander to change the staff behavior, however there still exist the culture of slacking, apathy, ignorance, delay the work and decreased desire to work in at the Dili traffic police section. The *adaption* made by Dili traffic police section commander had decided to continue conduct control and guide the sub-section commander to make further control direct to the members in the field, however, sometimes the sub-section commanders were not implementing. If liked to the opinion of Mutadin (2002:37) that, adaptation with the objective to conduct alteration anything therefor the adequately relation occurred with its own (Roqim,et.al.; 2022:9), nevertheless, the reality is not change totally of the staff behavior at Dili traffic police section.

The *handle* toward the *problem of less of operation budget* to conduct investigation to traffic accident cases and the socialization of traffic code to the community and student in Dili capital, conducted through applied join telephone that provided by the government for Dili traffic police section commander and maintain cooperate with development partners in Timor-Leste (East Timor). If linked to the idea of Prayitno (2023:2) state that, handling as the process of action or the way of handling and resolve the problem made by competent authority so the problem faced be controlled and resolved (Roquim et.al. 2022:7). Therefore, can be said that the handling decision of join telephone that decided by Dili traffic section Commander related to the less of operational budget to conduct task of traffic accident investigation was less effective, because there will be a dependency toward the presence of the section Commander to conduct investigation of traffic accident. Meanwhile the *adaptation* to the less of operational budget by using private handphone to facilitate the traffic accident investigation process and for the less of budget for socialization program is continue to increase the volume of work of traffic control, swiping and auto-stop operation to minimize traffic code violation and traffic accident. Linked to idea of Sarta, Duran, & Vergne (2021:44) about “organizational adaptation as intentional decision making undertaken by organizational members, leading to observable actions that aim to reduce the distance between an organization and its economic and institutional environments. This means that, the decision to adaptive to the problem faced were consider economically of organization environment to be maintain the sustainability of service although not maximum.

There was no *handling to the CCTV technology* that set by the TLNP command by Dili traffic police section, because they do not have competency to utilize for control and monitor the movement of vehicle in capital of Dili. If refer to the opinion of Prayitno (2023:2) that, handling as the process of action or the way of handling and resolve the problem made by competent authority so the problem faced be controlled and resolved (Roquim et.al. 2022:7). This means that, actually, the Dili traffic police section should conduct approach to Dili municipality police command to find out the solution for involving traffic police members together with NOC and DOC members to operate CCTV to monitor traffic movement in Dili capital, in order to provide public service in the public road with easily and punctual. Meanwhile, the *adaptation* toward un-utilize CCTV for traffic function, the Dili

traffic police section continue allocate members in traffic police post to have vigilance for 24 hours, increase rutinary of Swiping and auto-stop operation in the public road to minimize traffic jam, traffic code violation and traffic accident in order to guarantee the security, safety and smoothness of vehicle and pedestrian movement in the public road. If linked to the idea of Mutadin (2002:37) state that, adaptation with the objective to conduct alteration anything therefor the adequately relation occurred with its own (Roqim,et.al.; 2022:9). This means that the Dili traffic police section only adaptive to guarantee the security, safety and smoothness of utilizer road, however they did not adaptive with the technology development such as CCTV for traffic function.

b. Adaptation to the problem of external environment of organization

The *handle the problem of changing politic and regulation* of government such as set parking place in the public road that have fine retribution, utilize public road for celebration of national day, political campaign as well as culture activity, which had affected to traffic jam, traffic code violation and traffic accident by conducted swiping operation and allocate members to the place of celebrating ceremony. If linked to the idea of Prayitno (2023:2) state that, handling as the process of action or the way of handling and resolve the problem made by competent authority so the problem faced be controlled and resolved (Roquim et.al. 2022:7). It can be said that the decision taken by Dili traffic police section commander to handle those problem of the changing of politic and regulation will not effectively to provide public service of traffic and road safety because of public road, social and demography condition as well as lifestyle competition. Meanwhile, the *adaptation* that conducted by Dili traffic police section was continue swiping operation to the park area and place of celebrating ceremony as well as applied traffic management. If linked to the opinion of Mutadin (2002:37) state that, adaptation with the objective to conduct alteration anything therefor the adequately relation occurred with its own (Roqim,et.al.; 2022:9). It can be said that the adaptation by the Dili traffic police section not yet reach the maximum to control the traffic jam, violation of traffic code and traffic accident because of public road, social and demography condition as well as lifestyle competition, except for pedestrian safety only.

To handle the *social and demography problem*, such as increase of population and urbanization in Dili

capital, the behavior of the pedestrian and drivers that arrogancy, not consciously to obey to the traffic code, for both normal situation or culture-religious or funeral activity when utilize public road which had direct affect to traffic jam, traffic code violation and sometimes occurred traffic accident. And the action has been taking by Dili traffic police section was maintain allocate members to the traffic police post and the sensitive place for control traffic jam, prevention of traffic code violation and traffic accident. If linked to the idea of Prayitno (2023:2) state that, handling as the process of action or the way of handling and resolve the problem made by competent authority so the problem faced be controlled and resolved (Roquim et.al. 2022:7). This means that, the Dili traffic police section has an effort to handle that increasingly of social and demography problem in order to minimize traffic jam, traffic code violation and traffic accident. The adaptation that conducted by the Dili traffic police section was maintain the socialization to sensibilize law to beneficiary community for both pedestrians and drivers to steady obey to the regulation of using public road and maintain allocate members to traffic police post and others sensitive places in order to avoid the traffic jam, traffic code violation and traffic accident. If linked to the idea of Mutadin (2002:37) state that, adaptation with the objective to conduct alteration anything therefor the adequately relation occurred with its own (Roqim,et.al.; 2022:9). Therefore, can be said that the adaptation that conducted by Dili traffic police section aligned with the social and demography problem in relation with the utilization of public road were adequately with function of traffic police, although the volume of socialization activity in-sufficient to sensibilize the beneficiary community about the traffic code at Dili capital that have the huge numbers of population.

The *problem of road condition* in Dili capital such as the narrow of road condition, the nearby intersection and conjunction, no alternative road as well as halter or the place for get in and down from the car, the Dili traffic police section has handled through continue to allocate the members into the sensitive place for traffic jam in order to normalize the movement of traffic. If linked to the idea of Prayitno (2023:2) state that, handling as the process of action or the way of handling and resolve the problem made by competent authority so the problem faced be controlled and resolved (Roquim et.al. 2022:7). This is can be said that Dili traffic police section has been handling the road condition in order to solved the traffic jam, although in the others places were not quite solved because of

less of members and also road condition. Meanwhile, the adaptation that Dili traffic police applied was maintain allocate members to the sensitive places for the traffic jam and traffic police post, increase volume of swiping operation as well as involve village police officer (VPO) in order to normalize the traffic movement. This linked to the opinion of Mutadin (2002:37) state that, adaptation with the objective to conduct alteration anything therefor the adequately relation occurred with its own (Roqim,et.al.; 2022:9). This is means that there was no changing of operation system made by Dili traffic police section, however, what the traffic police made to adaptive with the road condition problem was continue applied the system of allocate members to the sensitive place for traffic jam in accordance with the determined time, increase swiping operation and involve village police officer (VPO) to control the movement of traffic in the place that were not exist traffic police.

The Dili traffic police section continue allocate traffic police members to the traffic police post and patrol (swiping operation) to control the traffic in order to *handle the competition of individual lifestyle for using private vehicle and trade partner vehicle* in Dili capital. If linked to the idea of Prayitno (2023:2) state that, handling as the process of action or the way of handling and resolve the problem made by competent authority so the problem faced be controlled and resolved (Roquim et.al. 2022:7). This means that Dili traffic police are consistent with their control system to continue allocate traffic police members to the traffic police post and conduct patrol or swiping operation in order to normalize traffic jam in Dili metropolitan city, although not yet reach the maximum. The adaptation that made by Dili traffic police section in relation with the competition and trade partner in Dili capital by continuing applied the system of allocate members to the sensitive place for traffic jam in accordance with the determined time, increase swiping operation and involve village police officer (VPO) to control the movement of traffic in the place that were not exist traffic police. If linked to the idea of Mutadin (2002:37) state that, adaptation with the objective to conduct alteration anything therefor the adequately relation occurred with its own (Roqim,et.al.; 2022:9). This means that related to this problem, the Dili traffic police section was not conducting new changing of traffic control system to allocate members in the field and maintain 24 hours work for two shifts of duty with 12 hours duration per person.

The technology innovation problem that exists in Dili traffic police section, particularly the CCTV

that has been set by the National police command in Dili municipality police Command, there was no serious attention from Dili traffic police. If linked to the idea of Prayitno (2023:2) state that, handling as the process of action or the way of handling and resolve the problem made by competent authority so the problem faced be controlled and resolved (Roquim et.al. 2022:7). This means that actually the Dili traffic police should find any way to utilize the CCTV technology to monitor traffic situation in Dili capital to provide public service of traffic and road safety in easily, rapidly and punctual. The adaptation that made by Dili traffic police section for this problem was only applied data base system (IMS-Information management Systema) for register the infringement cases of traffic code and traffic accident, although this does not involve service to the issuance of loss certificate. If linked to the idea of Mutadin (2002:37) state that, adaptation with the objective to conduct alteration anything therefor the adequately relation occurred with its own (Roqim,et.al.; 2022:9), however, the Dili traffic police section was not making any alteration to the system to align with the existence of technology changing, nevertheless, adapt only the IMS system that been set up. Actually, the Dili traffic police should prepare human resources in the area of technology related to the traffic function. If linked to the idea of Sarta, Duran, & Vergne (2021:44) about “organizational adaptation as intentional decision making undertaken by organizational members, leading to observable actions that aim to reduce the distance between an organization and its economic and institutional environments”. This means that to develop the organization aligned with the development of technology need budget sufficient. This is caused by the budget dependency and budget centralized in national police command, due to that, the Dili traffic police section had taken the equilibrium of decision by not adaptive with the technology development, however, maintain applied manual register in relation with the traffic infringement of traffic code and traffic accident.

Based on the above analysis and interpretation of the researcher in regard to public service of traffic control, enforcement and accident that seen from the objective attainment, integration and adaptation to both internal and external problem of Traffic police of Dili municipality police command were not quite effective, however, the public service of issuance of loss certificate related to renovation of vehicle document can be said effective because has been

provide service with easily, rapidly and punctual. Existed interdependency between the three indicators of objective attainment, integration and adaptation in providing public service of traffic and road safety. In compare to the result of the research conducted by Karmila Akib and Gilang Aburizal Juliana, about “Role of the Traffic Police Unit in Providing Administrative Services for Vehicle Ownership Documents at the Poso Resort Police (POLRES)”, that focus on the public service of the issuance of the vehicle document owner that seen from the efficient, effectivity, responsivity, reliability and tangibles can be said that have a similarity with this research. Because, the element of efficient, effectivity, responsivity, reliability and tangibles had included in the aspect of objective attainment, integration and adaptation that used by research to assess the effectivity of the issuance of loss certificate at the Dili traffic police section. While, public service of traffic control, enforcement and accident investigation as a form of public services and administration which has no tangibles element, however, existed the element of efficient, effectivity, responsivity and reliability had included in the indicator of objective attainment, integration system and adaptation to the both internal and external organization problem.

Additionally, the effectivity of public service and road safety at Dili municipality police command that seen from integration aspect particularly in the communication element not yet reach maximum, specifically on the both interna and external communication as well as communication when conducting service in the field still exist the behavior were not shown a good ethic of communication. If compared with the result research that conducted by researcher in the last year of 2023 about the public service ethic in traffic and road safety at Dili traffic police section of Police Command of Dili municipality, Timor-Leste, shows that, the public service ethic of traffic police still in the minus category and the members has capability to conduct service of traffic enforcement. If so, compared with this research, shows that steady exist internal organization problem of traffic and road safety section at Dili municipality police command such as the quality of human resource problem and the staff behavior problem such as showing behavior of apathy, ignorance, delay work and decreased desire to work, it can be said that exist similarity with the service ethic of Dili traffic police section members.

4.2 The Supporting and Inhibiting Factors Towards Effectivity of Public Service on Traffic and Road Safety at Dili Police Command of Traffic and Road Safety Section

1. Organization character

The clear delegation of competency from Commander of Dili municipality police command to Dili traffic police section haven supported the effectivity of public service of traffic and road safety in term of traffic control, enforcement and accident as well as the issuance of loss certificate related to vehicle document renovation, however the delegation of competency to sub-District traffic police were not functioned. The less of quantity of Dili traffic police and less of knowledge in traffic work has affected to in-effectivity of provide public service of traffic control, enforcement and accident and the public service of the issuance of loss certificate related to vehicle document renovation can be said effective. Meanwhile, the limitation of control toward members has impact to in-effectivity of public service of traffic control, enforcement and accident at Dili traffic police section.

2. Environment character

The less of utilization and adaptation toward technology development such CCTV, no online register system, less radar speeding and alcohol test have been affecting to the delay of service, although there has been utilizing the IMS system (Information Management System) to register the traffic infringement and accident case. The physical condition of work environment at Dili traffic police section that un-favor and un-dignity has caused decreased of work desire of the member that had affected to in-effectivity of public service of traffic and road safety to the community, although the toilet are favorable and healthy for staff and the visitors. The scorching of work climate, rains and the changing of time work system one day 12 hours per person has cause the psychology pressure of the members that have possibility contributed to less effectivity of public service of traffic and road safety. Meanwhile, there was no operational budget has caused to diminution of effectivity of public service of traffic and road safety at Dili capital. Additionally, less of transport and operational equipment as well as the condition that un-adequately to the necessity of traffic has affected to in-effectivity of public service of traffic control, enforcement and accident. The changing of government politic or regulation in related to utilizing public road has impact to traffic police work volume that cause in-effectivity of public service of traffic and road safety at Dili capital.

3. Civil servant character

There was an active involvement of majority traffic police members in providing of public service of traffic control, enforcement and accident as well as the issuance of loss certificate, however the was still have a minority of traffic members were in-active involve in providing public service of traffic and road safety because of decreased of work desire, shiftless, apathy, ignorance, has affected toward in-effectivity of objective attainment. Meanwhile, the progress of staff or civil servant (*traffic police*) performance competency had proved on the realization of auto-stop or swiping operation more than hundred time each year and the effect of this has contributed to tax refine each year about two hundred thousand of USA Dolar to the government, however the there was less performance competency of some of the traffic police members has affected to in-effectivity of objective attainment. Due to that can be said that good civil servant performance competency can support to effectivity of public service of traffic and road safety, nevertheless, in the contrary, if performance competency of the members is not quite good, will imply to in-effectivity of the public service of traffic and road safety.

4. Management character

Although the police command has the strategic planning for period year of 2023 – 2030, however, Dili municipality police command, particularly Dili traffic police section has no clear determined of traffic strategic objective to implement in accordance with the program, this has inhibited to effectivity of public service of traffic control, enforcement and accident at Dili capital. Meanwhile, the practice leadership and decision making of Dili traffic section commander in work place has support the effectivity of public service of traffic and road safety at Dili municipality Police Command. However, the ability of leadership and decision making in the level of front-line supervisor (section commander) was not showing the ability of clear orientation for define the task and motivation to the members in the field and it has affected to un-properly, un-easily, un-punctual of the work that cause in-effectivity of objective attainment of public service of traffic and road safety at Dili capital. The sufficient adaptation and innovation of organization has supporting to the effectivity of public service of traffic and road safety at Dili traffic police section.

Base on above analysis related to supporting and inhibiting factors to effectivity of public service of traffic and road safety at Dili municipality police

command, Dili traffic and road safety section, there is a clear decentralization of competency of traffic and road safety, sufficient members assigned, active involvement and the progress of competency of traffic members, the certain leadership and decision-making practice in section level, the sufficient adaptation and innovation as the factors that supporting the effectivity of public service of traffic and road safety to beneficiary community at Dili municipality police command. Meanwhile, less of members and the competency, limitation control of front-line supervisor in the field, less of utilization of technology, un-favorable and dignity of physical environment condition, less of operational budget, transport and equipment, the existence influence of external organization power, there is no certain plan and the certain objective and goal defined to implement, less of leadership and decision-making ability in the field and less of members behavior as the factors that inhibiting to the effectivity of public service of traffic and road safety at the Dili municipality police command, Dili traffic and road safety section. If compared with the research conducted by Rangga Apriliyanto and Tri Sudiby, about “*Traffic Jam Analysis and Prediction of Future Road Service Level*” (Case Study of Jalan Raya Sawangan Depok, Indonesia), which shown that, “work discipline and work climate always have influence toward effectivity of public service at sub-district Kejaksaan Cirebon, Indonesia. This is mean that there is a similarity of research result with this

research, which is focus on the traffic control in the public road that the effectivity of service also has influenced by the work environment such scorching and rain weather when provide service at public road, although the research place is different.

This research has given deeply insight for researcher to formulate own opinion of the concept of effectivity of public service of traffic and road safety. There is an interdependency between the objective attainment, integration and adaptation aspect that utilize to analyze the effectivity of public service of traffic and road safety at Dili traffic police section of Dili municipality police command. Meanwhile, the effectivity also influences by the supporting and inhibiting factors, particularly in this research, had discovered that exist some of the elements of from the factor’s characteristic of organization, civil servant and management that have supported the effectivity of public service of traffic and road safety at Dili municipality police command, Dili traffic police section. While exist some of the elements from the factor’s characteristic of organization, environment and management that inhibiting the effectivity of public service of traffic and road safety at Dili municipality police command, Dili traffic police section. Therefore, can be said that the result of this research synchronizes with the idea of Duncan in Steer (1985:53) about effectivity of organization that cited by Roqim et.al (2022:56), with the thinking concept formulation that described as follows:

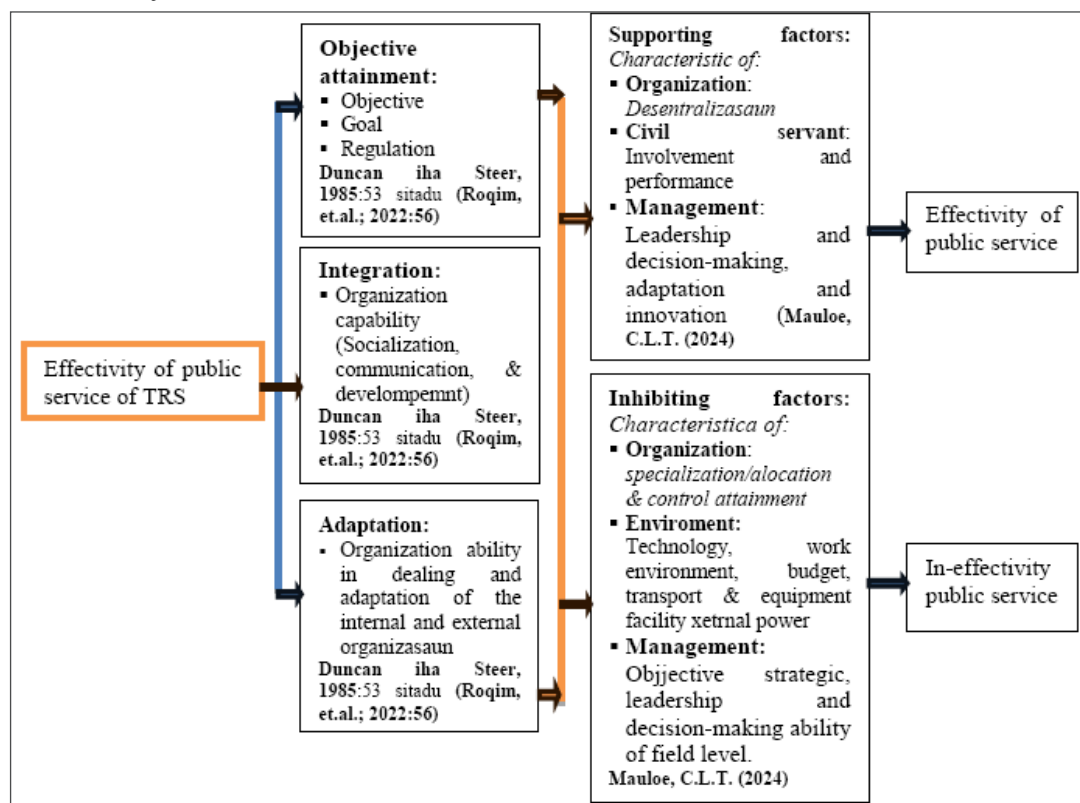


Figure 1. The thinking basic of research result Public service of TLNP The area of traffic & road safety

The implication of this research result has the correlation with the theory that applied on this research, particularly the theory of effectivity organization by Duncan in Steer (1985:53) cited by Roqim, et.al. (2022:56), about the assessment of organization effectivity can be seen from objective attainment, integration and adaptation, which has applied to analyze the effectivity of public service of traffic and road safety at Dili municipality police command, the Dili traffic police section. This research result shown that the Dili municipality police command, particularly for Dili traffic police section has provide public service of traffic and road safety at public road of Dili capital not yet reaching the effectivity, because there was no clarity of objective and goal determined, exist irregularity of applying law and regulation, less of socialization, communication development and less of capability to handle and adaptive with both internal and external organization problem. In the other hand, to achieve the effectivity of public service of traffic and road safety at Dili municipality police command, special for traffic police section needed to defined the clarity of objective and goal, regulation and procedure, the system of socialization, communication and development as well as increase the capability of organization to handle and adaptive with the organization problem. Meanwhile, the practice implication of this research result as an input for Dili municipality police command, specific for traffic police section improve preparation in relation with the public service providing for traffic and road safety as well as the issuance of loss certificate related to vehicle document renovation.

5. Conclusion

The conclusion of this research result is the effectivity of public service of traffic and road safety at Dili municipality police command, specific for Dili traffic police section, that seen from the three indicator of organization effectivity such as objective attainment, integration and adaptation has shown *not effective*, and between these three indicators were interdependency in analyzing the effectivity of public service of traffic and road safety. In the other hand, there was supporting factor for the effectivity of public service of traffic and road safety at Dili municipality police command, specific for Dili traffic police section such as; a) organization character that focus on the element of competency decentralization; b) civil servant characteristic that focus on the element of involvement and traffic police performance; c) management characteristic that focus on the element

of leadership and decision-making as well as adaptation and innovation. Meanwhile, the inhibiting factors for effectivity of public service of traffic and road safety at Dili municipality police command, specific for Dili traffic police section such as; a) organization characteristic that focus on the element of specialization/ allocation not adequately and less of control attainment; b) environment characteristic that focus on the element of less of adaptation to technology, un-conducive of work environment, less of operational budget, transport and work equipment and the emerge of external organization power has influenced to the organization.

Truly strongly recommend to Dili municipality police command to prepare the annual operational plan in order to define certain objective and goal. Due to that, Dili traffic police section can prepare certain activity plan to achieve the defined objective and goal, improve the service system, increase the volume of socialization of traffic code in order to minimize violation of traffic code, improve both internal and external communication, as well as communication in service, increase human resource development aligned with the development of technology in related to traffic function particularly in investigation of traffic accident, and allocate operational budget for public service of traffic and road safety. For Academic community as well as others interest part need to deeply research in this area to improve public service theory in the future.

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