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The author want this paper to be published in his university website.

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Editor guiding this retraction: Elisa Maria da Silva

Enhancing Organizational Leadership, Management Functions, Interpersonal and Intrapersonal Skills for the Civil Service Commission of Timor-Leste: An Action Research Approach

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Abstract

The objectives of this study are first to examine the current conditions of the Civil Service Commission of Timor-Leste in terms of the organizational leadership, management functions, interpersonal and intrapersonal skills and propose improvement plans to enhance the four variables. Data were collected using two sets of instruments; structured questionnaires and interviews. Thirty five participants completed the structured questionnaires. Six participants were interviewed based on purposive sampling plan. An interview transcript was validated by three coders; the responses from the structured questionnaires are analyzed using descriptive statistic to measure the average means, Standard Deviation (SD), frequency as well as qualitative rating. The descriptive statistic results show that the thirty five participants agreed that, they have an ability to understand the four variables as reflected in the mean and standard deviation of the four variables: the organizational leadership mean was 3.30 and the S.D was 0.5774; the mean of management functions was 3.320 and the S.D was 0.5219; the mean of interpersonal skills was 3.400 and the S.D was 0.5766 and the mean of intrapersonal skills was 3.417 and the S.D was 0.6000. Despite their level of understanding, the thirty five participants were agreed to have a capacity building at least 6 - 12 months to enhance their competence and skills in four areas, as this will help them to provide a better service to the community. Proposed improvement plans are suggested to the institution to enhance the four variables. Recommendations are providing the government and institution to continue its efforts to tackle all the challenges by providing a capacity building to the employees, review

the law and regulation, establish service delivery unit in each ministry, apply 40 hours of training for employees in all levels, improve HR system, try to apply merit system, public administration reforms, review the evaluation performance that should be on merit or result.

Keywords

Civil Service Commission, Organizational Leadership, Management Functions, Interpersonal Skills and Intrapersonal Skills

1. Introduction

Many countries including Timor-Leste are considering enhancing organizational leadership, management functions, interpersonal skills and intrapersonal skills because—the success of the organization depends very much on capabilities organizational leadership and its human resources—as important aspects of every activity [1]. Based on the interview results, Timor-Leste is facing many challenges example problems with law, structure, evaluation performance, training curriculum, corruption, political intervention, lack of budget and human resources, unclear interview questions, merit system, and gender equality. Therefore, every year the government allocated a budget to support the Civil Service Commission to enhance the institutional capacities.

1.1. Organization Background

This research was carried out in one of the government institutions—the Civil Service Commission of Timor-Leste which is an independent body established in 2009. Their task is to 1) ensure there is no political intervention or guarantee there is no political bias and should maintain neutrality, 2) all recruitment should be merit based and show standards of professionalism, and 3) should provide quality services to the state and the people of Timor-Leste. Thus, reform in the public sector is needed to improve service delivery and to have a civil service that is more efficient, which works with more rigor, quality, responsibility, less bureaucracy and more simplification [2]. The Civil Service Commission mandate is five years and renewable for an equal period of time [3].

1.2. Problems Statement

The study aimed to examine the current situation of the organization in relation to its organizational leadership, management functions, interpersonal and intrapersonal skills and proposed improvement plan to enhance the four elements.

1.3. Research Objectives

1) To examine the current conditions of the Civil Service Commission of Timor-Leste in terms of the organizational leadership, management functions, interpersonal and intrapersonal skills that urgently need to be developed and im-

proved now and within two years and beyond.

2) To propose an improvement plan to enhance organizational leadership, management functions, interpersonal and intrapersonal skills.

1.4. Research Questions

1) What are the current conditions of the Civil Service Commission of Timor-Leste in terms of the organizational leadership, management functions; interpersonal and intrapersonal skills that urgently need to be developed now and within two years and beyond?

2) What is the proposed improvement plan to enhance organizational leadership, management function, interpersonal skills and intrapersonal skills?

2. Literature Review

2.1. Organizational Leadership

Zaccaro and Klimoski (2014) highlighted that organizational leadership is a 1) processes and outcomes of the worker commitment that contribute to the development and achievement of organizational purpose. 2) As influencer on organizational life that deals with cognitive, social, and political processes. They also identified three different clusters of organizational leadership such as: firstly, administrative forms that uses to sustain effectiveness of the organizational operations. If problems arise and disrupt operations plans, the administrative team should use the existing mechanisms such as procedures and other techniques to resolve the issues. This outline should be used at lower management or organizational levels. Secondly, leadership form, it's happening in the middle management levels where involves the elaboration and operationalization in formal structural. This activity needs a two-way direction by the leaders (that is, toward both superiors and subordinates), as well as notable human relations competence and skills and thirdly, organizational leadership is happening at the top level management, they pay attention to structural initiation or origination and change in the organization as a reflection of new policy formulations [4].

In addition, organization needs 21st century skills to achieve success such as 1) cognitive skills—refer to fairness in problem solving and have analytical thinking, 2) interpersonal skills—refers to communication skills, social skills, teamwork, and cultural sensitivity, 3) intrapersonal skills—refers to self-management, time management, self-development, self-regulation and adaptability (Koenig, 2011). As Ali (2012) stated "a good leader must have: ETHOS, PATHOS and LOGOS" a) Ethos-leadership moral character and ability to persuade and to inspire, b) Pathos—leadership ability to touch feelings and to move people emotionally, c) Logos—leadership ability to give solid reasons for his actions to move people intellectually [5]. Leaders should have the following competence—ability to communicate vision and mission, ability to set goals, motivate people, team building—leading change, conflict management and coaching [6]. All the competence and skills mentioned above a crucial for the organization, leaders, man-

agers and employees. Therefore, organization should create learning organization to motivate and inspire other to growth and focus on improvement.

It is important for all leaders including lower management should understand what the theory of leadership is and which styles is good for them to use. In addition, to lead require certain skills and competency. What is leadership skills and why this is very important? Leadership skills refer to tools, behaviors and capabilities to motivate, direct ad drive other to achieve organization goals and employees' own success. Besides leadership skills, management, interpersonal and intrapersonal skills are also important for leaders, managers and lower management to organize to adapt and to communicate with each other.

2.2. Management Functions

Group Pty (2012) said that it is important for leaders, managers and employees to understanding the basic knowledge of management roles and its functions," (Group Pty, 2012). Management functions consist of Planning is referred to as devising strategies, establishing objectives and formulating the vision statement. Organizing refers to a "process of arranging resources and task to achieve organization goals and objectives". Leading refers to how leaders or managers motivate staff and inspiring employees or staff to meet organization targets or objectives. Controlling is referred to as monitoring, comparing output against targets or objectives and measuring financial performance [7].

According to VEA Group Pty (2012) the two tasks of management role are: Operation management roles consist of the following tasks which are planning deal with "devising strategies, establishing objectives and formulating the vision statement and introduce new systems of quality control. Organizing deal with developing staff rosters and allocating staff to specific task and organizing a material management strategy, Leading deal with investigating and implementing new technologies and inspiring employees to adopts the new technology to increase productivity, and Controlling deal with establishing a monitoring system for staff controlling and comparing the level of productivities previous year". (2) Human Resources Management roles consist of; Planning for future to reach organization objectives, coordinating human resources, allocating financial resources to implement organization strategies, monitoring and develop programs and training.

According to Karam Pal, Harbhajan Bansal (2019) and Robbins and Coulter, (2012: 34-35), there are three levels of management such as; a "top management" job is set down goals, policies and plans for the organization successes. A "middle management—implement the policies and plans framed by the top management." Their functions are "to interpret the policies set out by top management and lower management—they assist the middle management to implement policies under the supervision of the top and middle management" [8] [9].

There are many ways to improve management skills. Armstrong and Taylor (2017) suggested several formal approach to enhance management competen-

cies such 1) planned experience—"job rotation, job enlargement, taking part in the project team or task group inside and outside the organization". 2) "Coaching—a personal coaching one to one approach will help people develop their skills and level of competence". 3) Monitoring—be good to "provide a guidance, pragmatic advice and continuing support will help" individual develop and learn. 4) Action learning—this method will help the manager and individual "by exposing them to real problems, they are required to analyze them, formulate recommendation and the take action". 5) "Outdoor learning—getting the team to participate and to carry out physical activities so that they can learn about how they act under pressure as team leaders or team members". 6) Performing management—using "performance management process to provide feedback and satisfy development needs; these would be competency—based in the sense that they would be specific competencies required to assess the degree to which individuals are needed to those competencies". 7) "Formal training—means internal and external training or courses or can be through e-learning" and 8) "Structured self-development—following a self-managed learning programme set out for an individual development plan and agreed as a learning contract with the manager or a management development adviser" [10]. Furthermore, Ananthram and Nankervis (2013) also advise that to improve managerial skills is that managers should focus on "global Mindset, cross cultural sensitivity, adaptability, and knowledge's of markets" [11].

2.3. Interpersonal Skills

Interpersonal skills classify as one of the important skills for every employee and it is pre-requisite to everyone (top, middle and lower management) because they have to work as a team (Vijayalakshmi, 2016). According to business dictionary (Business dictionary, 2019), defines "interpersonal skills as the set of abilities enabling a person to interact positively and work effectively with others." Vijayalakshmi (2016) explained that an interpersonal skill is something that is related to talents or ability that helps individuals to go alone or to socialize with other people. A person that has such character is considered as a sociable person, easy going person, able to work alone and well with different people with different characters and cultures. It is important to enhance the soft skills because the nature of today's business or job highly need or demands employee creativity, confidence, assertiveness and team building skills [12]. Bedwell, Fiora and Salas (2014) suggested that to be good in interpersonal skills individual need to have; 1) communication skills such as a) active listener—"Paying close attention to what is being said; asking other party to explain exact meaning; requesting repetition of ambiguous ideas or statements" example: "Listening with empathy and sympathy; listening for understanding", b) Clear communication—"Sending verbal messages constructively" example—Enunciating; expressing clearly; communicating emotion; interpersonal communication"; 2) be able to express

ideas and feelings—Directly expressing feelings, preferences, needs, opinions that are not threatening; punishing "example—Proposing ideas; social assertiveness; defense of rights; directive; asserting"; 3) should have "relationship-building skills" such as: a) good in Cooperation—"working in groups, teams; offering help; pacing activities to team needs", example—"Adaptability; shared situational awareness; performance monitoring/feedback; interpersonal relations; communication; decision making; cohesion; group problem solving; being team player", b) Self-Confidence—"Individual's faith/belief in integrity or reliability of another person or thing; willing to be vulnerable to another's actions; expectation that actions", example—"Self-awareness; self-disclosure and trust", c) Self-Orientation—"Basic individual predispositions; inclination to provide service, be courteous, helpful to customers, clients, associates" example—Exceeding customer's expectations; customer satisfaction skills; ability to maintain positive client relationship; selling; building rapport; representing organization to customers and public d) Conflict management—"Advocating position with an open mind, not taking personally other members' disagreements, put oneself in other's shoes; following rational argument and avoiding premature evaluation; trying to synthesize best ideas from all view points and perspectives" example-—"Conflict-handling style; conflict management; conflict prevention; compromising; problem solving; integrative bargaining; principled negotiation; cultural negotiation; mediation," [13].

2.4. Intrapersonal Skills

Sambiah and Anee (2016) cited that intrapersonal skills are proven to be the deciding factors in the selection process to compete with global market, [14]. Intra-personal skills are cluster of talent and abilities that reside within the individual employee that can help him and her to solve any issues that they might encounter (Koenig, 2011). Intrapersonal also refers to "assertiveness, self-regard, self-actualization, independence, and emotional self-awareness". There are two types of intrapersonal skills (Koenig, 2011) such as; Adaptability—means that ability and willing to cope with issues such as uncertain, rapidly changing condition on the job, changing environment, new industrial revolution and be able to responding effectively to emergency situation and "Self-Management or self-development—refers to "ability to work remotely, self-motivating, work alone, self-monitoring as well as be able to obtain a new information, skills and knowledge related to the work."

Vijayalakshmi (2016; pg 2860) said that, today every organization demands personnel's to have "creativity, confidence, assertiveness and team building skills", [15]. Vijayalakshmi further suggested that, training is needed to enhance "intrapersonal skills as it is the necessary foundation for acquiring leadership skills". Training should focus on how employees handling their internal problems because "what goes on inside the mind of a person is the intrapersonal skill which affects the person's interaction with the outside world".

2.5. Conceptual Framework

Proposed improvement Plans (PIPs)
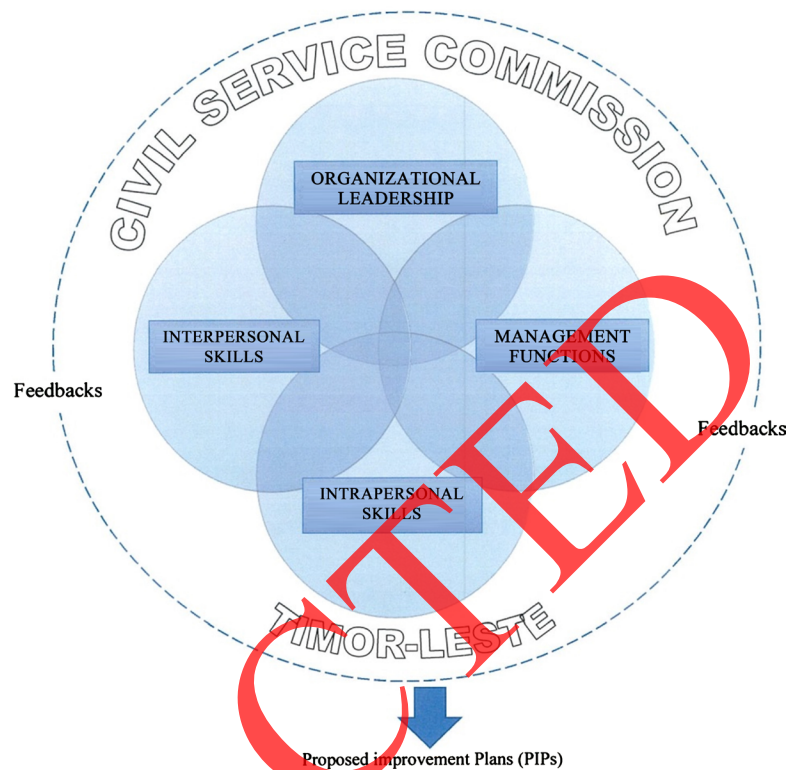
The conceptual framework above was developed based on the literature reviews as well as theoretical framework. The conceptual framework consists of four variables which are—organizational leadership, management functions, interpersonal skills and intrapersonal skills. The four variables are inter-related or inter-dependent on each other's. The chosen elements are considered as important aspects in the organization in order to provide a better service to the community and citizen as whole.

2.6. Summary of the Literature Reviews

Most the literature review focuses on the study topics in terms of organizational leadership, management leadership, interpersonal skills and intrapersonal skills. The literature is divided into four categories such as: 1) Organizational Leadership—defined as processes and outcome of the workers commitment towards organization development and achievement. It also highlighted the three importance clusters of organizational leadership such as administrative forms, leadership forms and organizational leadership. These clusters are considered as important skills that should be applied in any organization top, middle and lower management. In addition, any organizations need 21st century skills to deal with emerging issues or problems. The skills that consider important for leaders to have are cognitive skills, interpersonal skills and intrapersonal skills. 2) Management Functions—refers to planning, organizing, leading and controlling.

These four aspects are considered as important skills to help organization to

achieve its goals or objective. Therefore, it is strong suggests and recommended for leaders—top, middle and lower management to understand the importance of management because without this, organization cannot implement organization policies or plan. In addition, it is also paramount for the organization to continue enhance this competency. There are many ways to improve management skills such as job rotation, personal coaching, exposing managers and staff to real problem solving, outdoor learning activities and using performance management to provide feedback. 3) Interpersonal Skills—classified as one of the important skills for every employees and it is pre-requisite to everyone—top, middle and lower management. Many scholars and researcher defined interpersonal skills as a bunch of skills that can help individual to interact and be able to go alone in any situation or be able to sociable. Good interpersonal skills should have the following skills a) active listening, b) collaboration, c) problems-solving, d) conflict resolution, e) empathy, and f) communication skills In addition, the success of someone depends very must on "the ability to conduct oneself in the complexity of the organization". 4) Intrapersonal skills—considered as important cluster in today market. Intrapersonal skills defined as individual ability to help him or her to cope with the situation or to resolve problems. It is considered as self-awareness that can support a person to survive, to adopt and be able to work with people with different background and characters. It is important to enhance this skill by attending course or training especially on how to handling problems and how to interact with the world.

3. Research Methodology

3.1. Research Design

The researcher used mixed method research. The structured questionnaires were used to examine top, middle and lower management their understanding and experience on organizational leadership, management functions, intrapersonal and interpersonal skills. The questionnaires were distributed to 35 participants at top, middle and lower management. The Six participants were interviewed based on purposive sampling plan.

On the qualitative analysis the researcher used coding analysis where three coders were selected to read and analysis the interview results and find the common themes. The researcher also created summaries of the interviews results to help coders to determine the basic theme based on the conceptual framework.

3.2. Target Population

The target population was full time employees of the Civil Service Commission of Timor-Leste. Thirty five (35) people were selected to response to the structured questionnaires. The questionnaires were distributed to the participant and most of the questionnaires we focus on the four variable organizational leadership, management functions, interpersonal skills and intrapersonal skills. Most

of the thirty five (35) participants are full time employees that currently working at the Civil Service Commission of Timor-Leste. Most of them were from top, middle and lower management.

3.3. Research Instrument

The two instruments were used to collect the data which was structured questionnaires that comprised 26 questions and open-ended questions. The survey questionnaire was designed in English and Tetum (mother tongue or local language). The questions consist of two parts. Firstly demographics and general information of the participants like year of service and current position and secondly, seeking their perspective and understanding used Likert model on leadership, management inter and intrapersonal skills.

The quantitative data was analyzed using descriptive statistics to measure means and standard deviation. For the validity, item objective congruence (IOC) was used to validate the questionnaires. The questionnaire was submitted to three experts' to examine the content before conducting the research. The IOC expert analyzed the questions and rate the questions based on criteria of: +1: congruent, 0: uncertain/unclear and −1: incongruent. The result of each question should be consistent and equal or acceptable to or above 0.66. The outcome of reviews shows that the questionnaire was accepted. This studied used "statistical analysis using *Cronbach's alpha* to measure of internal consistency of the structured questionnaires and it shows that reliability statistic for the organizational leadership is 0.844, the reliability statistic for management functions is 0.801, the reliability statistic for interpersonal skills is 0.742 and reliability statistic for intrapersonal skills is 0.844.

On the qualitative data, interviews were conducted with six people in order to understand current conditions of the Civil Service Commission in terms of the organizational leadership, management functions; interpersonal and intrapersonal skills as well as proposed improvement plan to the four elements.

4. Data Analysis and Research Findings

The demographic data illustrated that most of the participants were from lower management, middle management and top management (20%). Around (51.4%) was from lower management, (28.6%) was from middle management. Around 17.1% of employees have working with the organization for 10 years. In addition, around 11.4% some of the employees have been working with the organization for 9 years and 19 years. However around 2.9% have been working with organization for less than 3 years. The descriptive statistics for the four variables can be seen in Tables 1-4.

4.1. Descriptive Statistics for Four Variables

4.1.1. Organizational Leadership

The statistic table above indicated the three levels of management top, middle

Table 1. Mean and standard deviation on the organizational leadership.

Organizational Leadership statement	N	Mean	SD	Rating
I have clear understanding of my organization goals and vision.	35	3.457	0.5606	Agreed
I have an ability to give direction to my team to accomplish organization goals.	35	3.400	0.6945	Agreed
I have an ability to create innovation by creating more effective ideas to improve the existing mechanism.	35	3.371	0.5470	Agreed
I have ability to set up goals or objective to reach organizational vision that been set.	35	3.314	0.4710	Agreed
I have the ability to maintain accountability in all circumstances.	35	3.314	0.5298	Agreed
I have ability to generate new ideas by creating a procedure that organization can use to implement organization plan and strategies.	35	3.286	0.5725	Agreed
I have capacity to align team with organization vision and goals in order to make it happen.	35	3.286	0.7101	Agreed
I have ability to translate vision into reality.	35	3.086	0.3735	Agreed
Total mean score and Std Deviation for OL.	35	3.30	0.5774	Agreed

Table 2. Proposed improvement plans to enhance organizational leadership.

Objectives	How	How to measures	Period
Ability to translate vision into reality	To help leaders and employees to actively participate in the effort to translate their vision into a reality through specific action such as "plans, programs, budgets procedures"	Make sure that the vision is shared and well communicated and understood by others-followers. Go through a process and see if we are making progress	6 - 12 months
Ability to maintain accountability	To make the deliberate decision to lead to understand about their core obligations and be able to demonstrate responsibility to tackle problems and to build relationships	Avoid negativity and focuses on 4c's which is clarity, connect, collaboration and closed out	6 - 12 months
Ability to align team with organization mission and goals	Seeks to bring out the shared values of team members and align them with organization vision, mission, strategies and goals for success	Make sure that middle and "lower management are aware of the organization's envisioned future (Vision) "Review all actions that are not in alignment with the mission" and core purpose	6 - 12 months Continued/..
Ability to creativity and innovation	To prevent uselessness and increase productivity and performance	Change attitudes about Yes-Men and Conformity, Create a climate for discussion and disagreement to come with new idea as and suggestion for change	6 - 12 months

and lower management have their perception and experience on what is organizational leadership. Most of them agreed that they do have competence and skills of setting up strategies, planning, giving direction and have innovative ideas to enhance the existing mechanism.

The results have shown that the first lowest mean was 3.086 which refers to ability to translate vision into reality, follow by the second lowest was 3.23.refers to ability to maintain accountability and the third lowest mean was 3.286 where mostly refers to their ability to align team with organization vision and goals in order to make it happen as well as their ability to generate a new ideas by creating a procedure that organization can use to implement organization plan and strategies. Despite they have the ability but the results show that, around 48.6% were agreeing to have capacity building from 6 to 12 months. Therefore, the following improvement plans are proposed for consideration such can be seen in

Table 2.

4.1.2. Management Functions

Table 3 illustrated the findings.

The table described the level of understanding of the individual from top, middle and lower management on the management functions. The first highest mean was 3.429 and SD was.5576 which underlined the individual understanding on what is directing employee to reach organization objective. The second highest mean was 3.371 and SD was 0.5983 which indicated that, 35 participants have clear understanding on what is a management function. The data also show that the first lowest mean was 3.17 and SD was 0.453 follow by 3.229 and 3.314 respectively. These data indicated their level of understanding on, what is organization, planning, and controlling. Even though, they have the ability however, the frequency statistic highlighted that most of the participant around 54.3% agreed and wants to have a least 6 - 12 months training to strengthening their skills and ability to be more professional in the area of management. Therefore, the researcher proposed improvement plan for consideration as can be seen in Table 4.

Table 3. Mean and standard deviation on the management functions.

Management Functions Statement	N	Mean	SD	Rating
I do understand that directing refers to guidance, supervision, motivation the employee or staff to performance their duties that been assigned to them in order to get a tangible results or objective.	35	3.429	0.5576	Agreed
I do understand that coordinating refers how to involve other aspect of management such as line ministry, department and division to enable them to work together to achieve organization goals or plan.	35	3.371	0.5983	Agreed
I do understand that controlling refers to ability to check if everything happens according to the plan and strategies of the organization.	35	3.314	0.5298	Agreed
I do understand that planning refers to good plan, analyzing opportunities, strengths and weakness of the organization.	35	3.229	0.5983	Agreed
I do understand that organizing refers responsibility to develop structure and allocate resource for the implementation of the plan designed.	35	3.17	0.453	Agreed Continued/..
Total mean score and STD. Deviation for MF	35	3.320	0.5219	Agreed

Table 4. Proposed improvement plan to enhance management functions.

Objectives	How	How to measures	Period
Ability to understanding what is planning	Improve ability to communicate vision effectively	Sell-reflection tools and team leader feedback	6 - 12 months
Ability to understanding what is controlling	to measuring progress, making efficient use of resources, improving employee motivation and ensuring order & discipline	Measure actual performance, compare results with objectives and standards and take necessary action	6 - 12 months
Ability to understanding what is organizing	Increase the effectiveness of organization, improve ability to give a right "direction to the team to achieve organization objectives"	Continue monitoring and evaluation plan, continue identify problems and develop alternative strategies	6 - 12 months Continued/..

4.1.3. Interpersonal Skills

Table 5 illustrated the findings.

The table measures the level of understanding of the 35 participants' their own ability to work with other, to communicate and to solving problems. The first highest mean was 3.600 and SD was 0.5531 which illustrated that most of the participants are willing to work as team to finish the tasks. The second highest mean was 3.543 and SD was 0.5606 which indicated that they have ability to communicate with other co-workers. The third mean was 3.14 followed by 3.229 which indicated that they are able to interact and have systematic way to solve problems. Even though the data has indicated that they all agreed that they have ability to act but the results also revealed that 48.6% agreed that it is good to have capacity building or training for at least 6 - 12 months to enhance their soft skills. Therefore, the researcher is proposed improvement plans for consideration as can be seen in Table 6.

4.1.4. Intrapersonal Skills

Table 7 illustrated the findings.

Table 5. Mean and standard deviation on interpersonal skills.

Interpersonal Skills Statement	N	Mean	SD	Rating
Practically I like to promote team work to finish the assignment or work giving.	35	3.600	0.5531	agreed
I have good or strong communication skills to communicate with my co-workers or other people.	35	3.543	0.5606	agreed
I have ability to interact with other people with different background and culture.	35	3.314	0.5298	Agreed
I have systematic approach to problem solving.	35	3.229	0.5470	Agreed
Total mean score and SD for interpersonal skill.	35	3.400	0.5766	Agreed

Table 6. Proposed improvement plan to enhance interpersonal skills.

Objectives	How	How to measures	Period
Ability to interact with other people	Improve ability to communicate vision effectively	Use self-reflection tools and team leaders' feedback	6 - 12 months
Ability for problems solving	To determine the sources of problems and find an effective solution	Active listening, analysis, identify the cause, creativity, Communicate your ideas and plan, evaluate the plan and come up with alternative ways of problem solving.	6 - 12 months Continue/..

Table 7. Mean and standard deviation on the intrapersonal skills.

Intrapersonal Skills Statement	N	Mean	SD	Quality rating
I am an open minded person that willing to welcome new ideas or suggestion to improve my work and myself.	35	3.571	0.5576	agreed
I am self-confidence person's that always belief or trust in my ability.	35	3.429	0.6547	agreed
I have self-motivation doing "what needs to be done to reach organization goals".	35	3.371	0.5983	Agreed
I have self-discipline to control myself.	35	3.371	0.5983	Agreed
I have self-discipline to motivate myself.	35	3.343	0.5913	Agreed
Total score mean and SD for intrapersonal skills.	35	3.417	0.6000	Agreed

The table illustrates the individual level of understanding on intrapersonal skills that shape their character to be able to be an open minded person, self-confidence, discipline and self-motivation. The data shows that, the first highest mean was 3.571 and SD was 0.5576 which shows that they are open-minded persons that willing to welcome new ideas to improve their work and themselves. The second highest mean was 3.429 and SD was 0.6547 indicated that they have self-awareness in terms of individual self-confidence and always believing in their ability. The results also indicated some of the lowest means which was 3.343 and SD was 0.5913 follow by mean 3.371 and SD was 0.5983 which referred to "I have self-discipline to control myself and I have self-motivation doing what needs to be done to reach organization goals." Even though the results indicated that, they have the ability on the subjects but improvement is needed to enhance their abilities. The data also figure out that around 60.0% were agreed for them to have development program to heightening their intrapersonal skills at least for 6 - 12 months so they can be more confident in dealing with their day to day activities. Therefore, the research would like to propose improvement plans for consideration can be seen in **Table 8**.

4.2. Qualitative Data Analysis

The two questions (what are the current conditions of the Civil Service Commission in terms of the organizational leadership, management functions; interpersonal and intrapersonal skills that urgently need to develop now and within two years and beyond? And what is the proposed improvement development program to enhance organizational leadership, management functions, inter and intrapersonal skills?) And interviews transcripts were analyzed by three coders and the three coders have come up with three common themes as follows:

1) Many obstacles facing by the Civil Service Commission of Timor-Leste such as law, structure, evaluation performance, training curriculum, corruption, lack of human resources, political intervention, lack of budget, unclear interview questions, HR systems, merit system, leadership problems, culture, environment, and gender equality

Responding to the questions, the first responder from the "top management" said that "firstly as country that emerged from the conflict and in the past, not everyone got a degree and it really affected the Civil Service Commission and

Table 8. Proposed Improvement plans to enhance Intrapersonal skills.

Objectives	How	How to measures	Period
Ability to self-disciplines	Improve self-acknowledgement of individual own weaknesses and create a clean plan in order to "achieve personal career goals"	Use sell-reflection tools and team leader feedback and change your perception on "willpower"	6 - 12 months Continued/..
Ability to self-confidence, motivate and control	To help the individual to "experience success in a variety of situations"	Individual can measure their self-confidence —how high they value themselves and how willing they are to face their fears	6 - 12 months

at the time there were no tough criteria. Secondly, in the past the government does not have a regulation to regulate the civil service. Therefore, the previous situation still has the impact on the current employees performance but the government continues to invest in them by providing a training to enhance the civil servant competency and skills to enable them to carry out their day-to-day duties. However, challenges still remain for leaders such as corruption, no continuity of the government policy and changes of the government have the impact on the leadership special top, middle and lower management".

The second responder from the "top management" shared the view that, "currently the government has conducted a study to find out what is the weakness and challenges facing by the Civil Service Commission". The primary results of the studied show that, the "Civil Service Commission" of Timor-Leste have problems with the law and the law does not define the clear power of the Civil Service Commission. The "Civil Service Commission" of Timor-Leste does not have clear structure. There is no clear information how many directors. The Civil Service Commission does not have clear evaluation performance. Every year all staff get very well marks (Muito Bom in Portuguese) and there is no justice. In addition the interviewee also noticed that there are also training problems especially links to the training curriculum and the Civil Service Commission need to have a specific unit to design long-life training—intensively for director general or senior levels. The Civil Service Commission has training center so called—INAP—Instituto Nacional de Administração Pública (in Portuguese) or National Institute of Public Administration (in English). INAP plays an important role to provide capacity development for all civil servants in this country. INAP also have problems they sending civil servants abroad for training but they send people to train at unqualified training institution or institution that have not reputation at level of training. It seems that some people are not honest and use this to generate income.

The third responder from the "middle management" has raised some concerns faced by the Civil Service Commission of Timor-Leste and said that "as political intervention, lack of leadership, management and individual skills (soft Skills) such as communication and self-motivation to do their task, lack of budget for training purpose and when the civil service do recruitment and interview, they do not elaborate a tough questions to the candidates. Example many questions mostly focus on laws and regulations of the Civil Service Commission as well as who is the leaders of Timor-Leste and so on. If we compared with other agency when they do their interview they don't focus on such questions but they do focus on questions that related to how he or she solves the problems? How she or she can work as team? What is your knowledge in the human resources or things that related to the fields that he or she applies? We have to explore their leadership skills, management skills, inter and intra personal skills. We have to know their attitude towards works, culture and environment. We have to know their analytical skills. So we need to change and improve to get

talent people in the job. In addition, people or public still complain with the civil servant service".

The fourth responder from the "top management" said that "there are challenges that need leaders and management team to focus on such as how to set standards and values that we believe in. Another challenge is that we still have political intervention in terms of meritocracy. We are lucky that our law says that political appointees or political portfolio should just give political policy and directions at the public service level. Politician in our system is multiparty governance and the political undertake during campaigns that affect the governance as well, so there are a lot of things to consider so that we can progress slowly as we move on. On the other hand, there is no clear job description, no clear structure and no guidance or motivation from the leader for employees to do their job or task. In addition, leaders and management team are also facing difficulties with some staff that have no initiative to do their job. One interviewee mentioned that, some employees still have a mentality thinking that they have to always get order or instruction for from the top do their job if they don't receive any order from the top; they will never do and do not know what to do. This attitude makes leadership really difficult. To be an effective leadership, they need technical impute to provide them information, to give them basic backgrounds, recommendation so that the leader can make a correct decision".

The fifth responder from the "middle management" mentioned that "we have a mentality thinking that we always have to get orders from the top down to do our job, and if we don't receive any order then we don't know what to do! And it makes leadership really difficult as well because leader if they have to make an effective leadership, they need technical input to provide them information, to give them basic backgrounds, recommendation so that the leader can make a decision that is correct and so inform decision is what people talk about".

The six responder from the "middle management" argued that "the challenges is that, many people or public opinion about the civil service in Timor-Leste as far as I hear and I know it's very bad, people complaining when they go to institutions to get a letter, there sending back for money, and today they asking to send money letter, and tomorrow another money. There is no clear indication of whatever you need to issue a paper to give information like half and half. Then the way how public servants delivering the service especially in their perception this is also not the best way because people complaining that we set a window and then they are not really welcomed. And there not explain clearly how to get potential output that everyone wants to get. So, at this stage I think it's really bad but I hope the institution will make it better".

2) Efforts continue to tackles the challenges or problems facing such as: capacity building continues to enhance, leadership, management and inter-intra personal skills, reviews some of the law and regulation, try to establish service delivery unit in each ministries, apply 40 hours of training for employees in all levels—top, middle and lower management, try to im-

prove HR system, try to apply merit system, do the public administration reforms, review the evaluation performance—should be base by merit or result

Responding to the challenges mentioned above and based on the results interviews the six participants said that the current government is planning of doing the following action:

Firstly, the 2R-Top Management said that "at the moment government is doing the public administration reforms and we hope that this reform will continue, take place and also the reform could encompass all the objectives that wanted to be achieved. There are a couple of issues that has been designed to do this reform, one continues capacity building, second is the professionalization of the civil service need to be upgraded and third is on institutional strengthening and four is strict monitoring of the public management system".

Based on the literature reviewed, Saxena (2013), said that the public perceptions on "public servants in many governments have not delivered what was expected from them" and request from the public to improve effectiveness are "immense" [16]. In addition, Saxena added that "mere allocation of funds for programme that do not work effectively would be a waste of public money unless there is an extra efforts for the government to improve government efficiency, and also to ensure that the poor are able to participate and put pressure on public administration to deliver so that they receive the intended benefits."

Saxena (2013) continued to urge the government by saying that "countries that improve their governance effectiveness will raise their standard of living, as measured by per capita incomes, by about three times in the long run and poorly functioning public sector institutions and weak governance are major constraints to equitable development in many developing countries" [17]. Therefore, the Saxena, suggest to the "governments must work with the people to build anticipative capacity, inventive government and foster an innovative society in order to create emergent solutions to the complex challenges that the society may face in future". Furthermore, Saxena (2013) given an example a common issues and challenges associated with public service reforms such as:

"Merit-based recruitment"—Saxena (2013) summarized that, "up to the 19th century", there was extensive nepotism, favoritism, and political patronage attached with the staffing and recruitment of public servants, which was often referred to as a "spoils system". These kinds of characteristics still exist till now in some of the developing countries around the world. As state functions and the number of public servants started increasing rapidly and many developed countries, such as UK, New Zealand, and Australia are trying to make reforms to make them more efficient and outcome focused. These countries, though not many others, have aimed to make their bureaucracy have the following characteristics: a) "it is merit-based and politically neutral", b) "it is well-structured", "right-sized", and "well-paid", c) "it is accountable, professional, and generally free of corruption", d) "it is relatively autonomous, responsive, and representa-

tive", and e) "it is well-trained, performance-oriented, and relatively open".

Even though, the "career civil servants in these developed countries are now generally recruited on merit", however, "spoils' system continued for short term postings". She also highlights that, not all countries do merit-based recruitment.

The 2R-Top Management also added that "the government will establish service delivery units in each ministry to control the flow of professional services as well as helping each ministry to respond quickly to people demands. Currently the government prepares the new regulations to establish this system. A Service Delivery Unit is not something new. It been existed over the past 15 years and may countries has applied this system such as Australia, UK, Singapore, Malaysia, Brazil, Chile, Tanzania, South Africa and etc. A service delivery unit is described as one innovative way for government approach to help them to translate the promises during election into reality for citizen" [18].

As reviewed by Kohli and Moody (2016) that, delivery unit should consist of "small group of people with highly—skill working at the center of government who help the line ministries achieve outcomes for a number of initiatives that leadership deems—mission critical or top priority". This group can be operated at the state, local, or national level and address a range of issues including large capital projects, election promises, popular citizen concern or classic problems example improve health and education sectors [19].

According to Kohli and Moody (2016) that to be a successful delivery unit the government should first set the mindset and culture as an essential for delivery units. The following aspects can be considered as essential aspect such as; a) Rigor—means that Delivery units when they solve problems should be dedicated and focused way. They should use their knowledge of data analysis and management to solve the problems. b) Trustworthiness—means that leaders should trust Delivery unit members and officials implementing their work. By doing this official will feel more comfortable and being transparent to carry out their duties. At the same time, leaders need to know that they are receiving an honest picture of what's happening "on the frontline" from the delivery unit. c) Partnership—means that Delivery units are an active partner to other units of government, not an overseer or disciplinarian. They facilitate, problem solve, and clear obstacles so that project implementers can succeed and receive positive recognition and d) Communication—means that Delivery unit members should be able to listen well and ask thoughtful questions that inspire implementing officials to develop solutions to their problems. They should be diplomatic and communicate helpfulness, rather than order things are done. They also should be able to summarize their analysis and observations succinctly for the most senior government leaders.

Kohli and Moody (2016) also highlighted some questions that delivery unit will ask the government a fundamental question throughout the planning and implementation process. The questions can be as follows: a) What exactly are we trying to achieve? b) Where are we now? c) What actions are we going to take to

accomplish this? d) Why do we think this will work? e) How will we measure if it is working? f) What progress has been made? g) What is getting in the way? h) What support do we need? And i) what needs to change in order to succeed?

In addition, Kohli and Moody (2016) also shared their views and gave some recommendations to the government on what the delivery units need to do as follows: 1) Clarity of mission—refers "the specific role of the delivery unit should be clear. The mission should be reflected in the number and types of initiatives it measures, its operational design, its staff, and the tools it uses". 2) "Limited number of priorities—it means that a delivery unit should have a focused number of priority" initiatives for which it provides constant implementation support (fewer than 15 is recommended). While there can be low-effort monitoring of a larger number of government initiatives, delivery units likely will not succeed when their resources are burdened with extensive tracking. 3) "Influential and dedicated leadership"—it means that, the "operational head of the delivery should be fully committed to the mission. The operational head should also have the respect of officials across government as some initiatives may be crosscutting". 4) "Institutional independence—it means that, the delivery unit should sit in the center of government to maintain objectivity and serve the task of delivery, rather than a particular division or department". 5) "Talented and motivated staff—it means that staff should be high-performing with a range of competencies including critical thinking, data analysis, and relationship management". 6) "Oriented to the frontline—it means that a delivery unit should be connected to the work happening on the ground on a day-to-day basis" and 7) "Compact size—it means that the delivery unit should be a permanent office, but it does not need to be large—a small office and agile team is preferable. However, a 'representative' model can be created in which each sub-unit (or ministry) has a designated contact point who is trained in delivery unit methodologies".

Saxena (2013) summed up that, it is important to have such delivery units "chasing progress on behalf of the head of government, monitor the performance of key government policies, provide a forum for coordination, and give a clear signal that government is holding ministers and senior staff to account for delivering the government's key priorities."

Timor-Leste government's initiative to establish a Service Delivery Unit considered as positive and innovative ways or step to enhance good services to the public and response to public demand. There are many examples that Timor-Leste can learn from such as from Australia, Indonesia, Singapore, Brazil and others. The example above will guide the government of Timor-Leste to have a better plan before established the set Unit.

Secondly, the 1R-Top Management highlighted that "the government will review the annual evaluation performance. All evaluation should be based on results and merit. Every year the director general, directors evaluate their staff always say muitobom or very good but they did not evaluate based on results or

merit. We need to also see the evaluation performance. We need to review this because all evaluation should base on how well people execute the job or work results. Many scholars and researchers revealed that, many organization and company are trying to make a radically changed the way they measured, evaluate, and recognize employee performance" [20].

As cited by 2017 Human Capital Trends: A Government Perspective that, to meet the modern needs of employees, Performance Management of the future should be real-time, ongoing, and blended between formal and informal regular "check-ins". This will help managers and leaders see, recognize, and fuel performance regularly. Performance Management should be a key driver in incentivizing exceptional work that drives the mission, [21]. As said by Kim and Holzer (2014), that "there are two major objective of the performance evaluation or appraisal", (Taehee Kim, Marc Holzer, 2014) which are: a) Evaluation—is how to "making decisions on pay increases, promotions, transfers and so on" and b) "Development—is for providing feedback aimed at coaching and developing employee capacity. The developmental approaches focus on enhancing employee performance by identifying opportunities for employee growth and using organizational resources to support that growth" [22].

In addition to the above comments, Vorontchuk (2019), from the University of Latvia Riga suggested that "the performance management" or appraisals is very important because it "will provide fair, objective, useful feedback to employees" (Vorontchuk 2019) and she recommended that in the performance appraisal or evaluation should be based on standards example: 1) Consistent-meaning should "use the same standards and performance areas for people in the same job". 2) "Personalized—meaning it should incorporate each employees progress toward individual goals". 3) "Measurable—meaning should use numbers to document accomplishments wherever possible". 4) "Result-oriented—meaning should base on results, such as number of jobs completed". 5) "Effort-oriented—meaning should track employees' efforts such as dependability, attendance, or ability to follow instructions when employee can control personal behavior but not situation". 6) "Accurate—meaning should be specific and correct about incidents, dates" etc. 7) "Timely—meaning should focus on what happened during the appraisal period". 8) "Behavioral—meaning should focus on what happened, not on perceptions or thoughts" and 9) "Complete—meaning should draw conclusions only when supported by sufficient factual examples" [23].

Further to that, D. Pulakos (2004) commented that, it is essential for the organization to align performance management system with organizational culture need and the systems and it should "integration with other human resource management systems". The important function of performance management is for "decision-making and employee development" [24].

Thirdly, the 1R-Top Management commented that "the government is continued to use its policy to train those that entry into public servant to enhance

their ability and skills to service the public better. Based on the law, all the service servants are entitling for 40 hours intensive training to improve their skills and knowledge's. One of the interviewee suggested that, training should goes to all levels such as, department level, director level, administer level and the government level. She also advised to do that; first thing we have to do is to identify what are the skills, challenge. Once we identify the challenge of this skill we will be able to create packages of training and education to address these challenges. In addition she also commented that the government has to promote fairness development training to all levels from cleaners, security and senior level and middle levels. The governments need to send them abroad for training but in house training also is good for them. Responding to the challenges, the government and institution should establish a policy that can revitalize the public service to enhance and improve leadership skills, management and inter and intrapersonal skills of the top, middle and lowest management".

Fourthly the 2R-Top Management added that "the government continues to work closely with other countries such as Malaysia, Portugal, Korea and other agencies to provide training to enhance "leadership skills, management functions, interpersonal skills and intrapersonal skills at three levels; top, middle and lower management as well as giving scholarship to the civil servants to study abroad".

Fifthly the 6R-Middle Management pointed out that "the government will review some of the rules and regulation such as carrier regime and established some degree laws how to retain director general level after four year services as well as trying to apply meritocracy system and the government through the Civil Service Commission has established the system so called electronic recruitment test and the structured based or competitive based questions. They try to put right people in the right place but because we are short of skilled people, skilled labor. So, we don't offer to find the right person but offer to find the exact people. Meritocracy is principles adopted and implemented by country, like Singapore, like USA, Australia, New Zealand and so on".

Sixthly the 3R-Middle management added that "the government will continue to improve HR system; try to fix the Human Resources Information Management System". So in the future they cannot see any more death employee's name in the system. This failure has cost the government a lot of many to pay those that are already dead. So in future no more so call "funsionario mate klamar"—dead Civil Servants (literally translated). The government is reminding works or employee to work with honesty and integrity. It says that, in the future more people want to become a civil servant but it's not what we actually want to achieve, what we want to achieve is actually provided a "good civil services and to meet the needs of the public. The interviewee also suggested that to the policy makers such as leaders and management team to informs all employees to switch their mentality that as public servant our duties is serve the public, and we should deliver efficient service to resolve issues for the public service. The inter-

viewee also emphasized why we call public service—because we are here to serve so we should make sure that the public efficient service and what we should know the role and regulations that applies to the positions that we have. Be a helpful person rather than an authoritative person and were not here to exercise power were here to be helpful".

To cope with today's world complexity, leadership needs to have an adequate knowledge and skills beyond traditional technic to understand and be able to solve issues related to organization and the employees. It is important to have caliber leader or so called advance problems solvers and leaders within their profession. As said by Zaccaro and Klimoski (2001) that, it is essential for leaders to have competence and skills in all areas to help the organizational to achieve the target or objective, [25].

3) Leadership, management functions, interpersonal skills and intrapersonal skills are critical to the organization and its need to enhance and improve intensively

Based on the results interviewees, the six participants were agreed that, interpersonal skills and intrapersonal skills are important for everyone and these are the soft skills that need to cultivate and improve. Below were the quotes as highlighted by the interviewees as follows:

The R3 from middle management said that "We need to improve our leadership, management and individual skills (soft Skills) such as communication and self-motivation to do their task."

The R4-top management said "I think these are personal talents that naturally exist in each of individual. The important this here is people or person is required to have those skills in order to help them perform well in their job, as it is required. This will help them to impulses someone to perform is their standards required by the job itself."

In addition the R4 from the middle management also said "I think leadership in general can be applied to leadership to different levels, for leadership you have institutional leadership; you have the leadership in the day to day work."

"The four point's leadership, management, interpersonal skills and intrapersonal skills are important in a group, in a family and in the society. Life itself is management so organizations need management skills, organization skills, interpersonal and intrapersonal skills. Those are the very basic skills that everybody needs to have not only in professional level but also at private level," said R5-middle management.

They also agreed that "it is important for organization, leaders and managers to provide a capacity development such as in house training to enhance leaders and employee's competence and skills," said interviewees from the top and middle management.

4) Summary of findings

Table 9 presents a brief overview of the key findings of this study including for the four cluster organizational leadership, management functions, interpersonal skills and intrapersonal skills.

Table 9. Summaries of findings.

Variables	Actual Results	Key findings
Organizational Leadership	Shows that top, middle and lowers management demonstrated their level of understanding on the organizational leadership and have ability to give direction and align team with organization vision and be able to generate ideas.	The overall mean was 3.30 and the standard deviation was 0.5774 and found that the 35 participants are agreed that they have clear understanding on the organization goals, vision and mission as well as be able to give direction to their team to reach organization goals.
Management Functions	The results shows that the three level of management—top, middle and management have a clear understanding on what is management functions are (planning, organizing, coordinating and directing). As example they understand how to coordinate with other relevant ministries and line division to work together to achieve organization goals or plan.	The overall mean was 3.320 and the standard deviation was 0.5219 which found that, the 35 participants from top, middle and lower management have a clear understanding on what is management functions are (planning, organizing, coordinating and directing).
Interpersonal Skills	The results illustrated that most of the participants from —top, middle and lower management agreed that they are happy to work as team to finish the tasks given to them. On the other hand it also shows that in general leader, middle and subordinates have ability to communicate or interacting with other co-workers.	The descriptive statistics shows that the overall mean was 3.600 and SD was 0.5606 and its means that the 35 participants from top, middle and lower management agreed that working as team is important to finish the tasks given to them and be able to communicate with other stakeholders.
Intrapersonal Skills	The descriptive statistics shows that the 35 participants have an open minded attitude to welcome new ideas or suggestion to improve their work. They also have individual self-confidence and motivation and always belief or trust in their level of their ability.	The overall mean was 3.571 and the standard deviation was 0.5576 which highlighted that, most of the participants are agreed they are open-minded person, have self-confidence and motivation.

5. Conclusions

It is deemed important for leaders, managers and technical staff to understand what is organizational leadership, management functions, interpersonal skills and intrapersonal skills. These four clusters play an important role in the success of the organization.

The descriptive statistic results show that the thirty five participants agreed that, they have an ability to understand the four variables as reflected in the mean and standard deviation of the four variables: the organizational leadership mean was 3.30 and the S.D was 0.5774; the mean of management functions was 3.320 and the S.D was 0.5219; the mean of interpersonal skills was 3.400 and the S.D was 0.5766; the mean of intrapersonal skills was 3.417 and the S.D was 0.6000.

However, despite their level of understanding, the thirty five participants were agreed to have a capacity building at least 6 - 12 months to enhance their competence and skills in four areas, as this will help them to provide a better service to the community.

Proposed improvement plans are suggested to the institution to enhance the four variables. The studied also provided suggestion to the government and institution to continue its efforts to tackle all the challenges by providing a capacity building to the employees, review the law and regulation, establish service delivery unit in each ministries, apply 40 hours of training for employees in all le-

vels, improve HR system, try to apply merit system, public administration reforms, review the evaluation performance that should be on merit or result.

5.1. Recommendations

To the Government, Civil Service Commission and Individual

The study shows that, leadership, management, inter and intrapersonal skills are important clusters for the organization accomplishment. Study also indicates that, most of the participants seek to enhance four competency and skills for at least 6 - 12 months. Therefore, it is recommended firstly to, continue to provide annual budgets for the Civil Service Commission to conduct intensive training to enhance top, middle and lower management competence and skills; secondly suggest to the institution and government to consider the proposed improvement plan to enhance the four variables; thirdly, for individual to continually enhance and practice their leadership skills, management skills, interpersonal skills and intrapersonal skills by training, attending seminar, workshop as this will help individual to perform their tasks, increase their productivities, self-confidence, and have flowed communication between top, middle, and bottom management. Lastly, it is recommended to continue making all the efforts to tackle the challenges or problems facing: capacity building needs to continue to enhance, leadership, management and inter-intrapersonal skills, reviews some of the law and regulation, try to establish service delivery unit in each ministries, apply 40 hours of training for employees in all levels—top, middle and lower management), try to improve HR system, try to apply merit system, do the public administration reforms, review the evaluation performance—should be base by merit or result.

5.2. Suggestions

For the Further Research

Further study can be carried out and focus on the development and implementation of the proposed improvement plan to enhance organizational leadership, management functions, interpersonal skills and intrapersonal skills. In addition, considering the importance of the subject the future researcher can also expand research study with other government institutions focuses on the four elements or can be specific targeting the individual elements (organizational leadership, management functions, interpersonal skills and intrapersonal skills).

Conflicts of Interest

The author declares no conflicts of interest regarding the publication of this paper.

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