

**THE CONSUMER PERCEPTION OF EMPLOYEE PERFORMANCE IN PUBLIC SERVICES IN THE PUBLIC TRANSPORT PERMISSION, IN DIREÇÃO NACIONAL TRANSPORTES E TERESTRES DILI TIMOR-LESTE****\*Amandio do Rosario and Romeu Marques Daci**

Graduate Student Master Program of Public Administration, Universidade Da Paz, Dili, Timor-Leste

**Received 18<sup>th</sup> June 2020; Accepted 20<sup>th</sup> July 2020; Published online 28<sup>th</sup> August 2020**

---

**Abstract**

This thesis titled "Perception Community to the performance employee in public service at field permission route transport general" at DNTT Dili in 2018. Problem in abstraction among other things that in service permission route for vehicle Bus, *Microlet*, Travel, *Angguma*, and Taxi in 2018, is wrong one task government Ministry transportation and Timor-Leste's communication through department transportation land for serve all type transport general or Private domiciled in all over Timor-Leste territory. The result problems of that researchers lift more aimed at on the head unit sexy transport general who gives permission route to owner vehicle, however in public service to community/consumer still not yet satisfying to consumer because there is some problems encountered society like place room waiting / waiting room that hasn't No, counters service permission route for transport general very small, existing staff in the head sexy transport general number 3 people, said language that hasn't been erratic for consumers who sometimes when make commotion in counter service permission route, the invoice process is permitted route still experience disturbance in the database so that long enough the owner vehicle, then distance DNTT office with BNCTL Bank too far and in Street still congestion then crossing so that make consumer not enjoy efficient service and efficiency in Counter permission DNTT route. The goal in research this is for knowing and describe it Perception community/consumer to performance employee in public service at field permission DNTT stretch Dili, method used in analysis among other things that in type research researcher use Analysis descriptive qualitative, place research researcher do it in office Transportation land Balide Dili, with site object or those who give information in head sexy transport general. Data sources are researchers Use is primary data source and secondary, inside technique researcher data collection use technique observation, interview, and documentation, whereas technique analysis researcher his theory is Milles and Huber man with four component analysis that is collection data, reduction Data, data processing and conclusion. The results are researchers find out in research among other things that system service transport general and transport personal very important for consumer, transportation as means for society in do activities daily in various field for the sake of continuity life service permission route and system public transportation and personal to be more benefit and effective then need embarrassing management, organizing and supervision so that to be lancer, free and orderly

**Keywords:** Costumers Perception, General, Transportation service, Route Permit.

---

**INTRODUCTION**

The dynamics of the implementation of development and technological development changes the role and function of government. The government is required to play its role as an element of initiative in the efforts to renew and encourage national development by the community. The government is placed to carry out its functions aside from being a servant of the state as well as a servant of the public (public servant) in this context, public service activities are an expression and elaboration of the duties and functions of the government apparatus in the context of carrying out public tasks of government and development. The implementation includes the activities of regulating, fostering and encouraging as well as meeting the needs or interests of all aspects of community activities, especially their participation in the implementation of development. Therefore, in order to realize these tasks and functions, it is spelled out in the delivery of services to the community by service units. The implementation of public services covers a broad and complex scope of implementation, and in the process contains activities that are interrelated with activities or tasks and functions between one agency and another. In the implementation of a democratic and transparent public service function, service must be customer-oriented, meaning that it must be in accordance with the interests,

desires, needs, expectations, and demands of the community in order to fulfill all the rights and obligations of citizens as citizens according to government policies, this is a form of discipline in public service. Each agency needs employees to develop and implement various things so that objectives are achieved in accordance with established standards. To achieve what the goals of the organization or agency are, there must be an increase in the quality of employees. the factor that must be prioritized is human resources. Quality human resources are people who have the ability and high work ethic so that each institution or agency requires employees who have high personalities and have the ability and ability to make decisions and apply discipline so that discipline itself can be improved by employees in the institution or the agency that has high productivity. This is because without human resources it is impossible to provide good services to the community. The capacity and quality of the human resources of the State of Timor-Leste is still very limited. Similarly, the resources owned by government organizations. Resources owned in government organizations are very diverse because they come from a variety of educational backgrounds and skills. But the phenomenon that occurs is that the services that have been provided are still not optimal. As with the work performance of understanding in performing its functions, the services provided are still so rigid and convoluted as well as the convenience of the place and service counter, inadequate waiting room, while the human resources working on the route

---

**\*Corresponding Author: Amandio do Rosario**

Graduate Student Master Program of Public Administration, Universidade Da Paz, Dili, Timor-Leste.

permit section are only 3 people so that services to consumers are not according to the existing rules. In the next few years, human resources in the route permit section need to be added so that it can answer the growing need for route licenses. At the Department of Land Transportation or known as the Direcção National Transportes Terrestres (DNTT) in terms of services such as the convenience of a place that is still inconvenient, access to services is judged to still not run in accordance with the expectations of service users. Empathy which has not run according to the expectations of service users' perceptions is that employees prioritize service users with polite attitude, do not discriminate, serve and respect the attitude of service users, but in this case it is still not in line with the expectations of service user perceptions not yet optimal, because human resources are lacking professional so as to make consumers dissatisfied with route permit services in terms of communication with staff and consumers.

Based on *dekretu lei No. 6/2003/ kodigu Estrada nian* (highway regulations) on april, 3, 2003, terdapat dua *DIPLOMA Ministerial is diploma; Ministerial No. 2 MTCOP/2003* on Oktober 3, 2003 about *regulamento de Tarifas para os Transportes Colectivos rodoviários de passageiros*. (regulations on tariffs for collective public transport vehicles and passengers) and *diploma ministerial No 03/MTCOP/ 2003*, 3 oktober 2003 such as *regulamentu do sistema de transportes colectivos rodoviários de passageiros*) regulations regarding public transportation and passenger transportation systems. in the third government there are also several new decisions namely No 05/MI/2010 such as *disciplina a actividades de transporte public de passageiros na modalidade taxi* (discipline in public passenger taxi transportation activities). The subject of this research proposal is the public perception that the comfort of a place to get services is still not very good, or it is not yet comfortable for the recipients of services, besides that access to services is considered not going according to community expectations, or consumers and employees have not run services with hospitality attitude to the consumers involved in the route permit service process at the DNTT office, the researcher wants to examine the perception of the public regarding the performance of employees in the process of providing services to, especially consumers, the general public.

### Formulation Problem

Based on the background of the problems that have been described, the proposed problem is: how consumers' perception of public administration services carried out by the DNTT office, Dili Timor-Leste?

### Theoretical

#### Public Service

Public service by Roth as any service is available to the public when providing publicly (as is a museum) or privately (as is a restaurant meal) with this understanding, the scope of understanding of public services is formally formulated as in the decision *MENPAN Nomor 63 Tahun 2003*, that is, public services are all service activities carried out by public service providers in an effort to meet the needs of service recipients as well as the implementation of statutory provisions. Istianto

(2009: 126). The orientation of service requests based on their respective motives. However, their relationship does not fundamentally involve relationships as customers of public services, the values that customers use to measure public service, derived from experiences gained from facts that are used as a basis for individual consensus which is the basis for recognition of the organization. In general, the implementation of public services covers a broad and complex scope of implementation, and in the process contains activities that are interrelated with activities or tasks and functions between one unit/agency with another (Istianto 2009: 128). It can be concluded that the public service is inseparable from all activities that have been targeted to achieve certain goals.

#### Public service patterns

Istianto (2009: 131) the pattern or model of public service delivery is a unitary form of service provider governance that is based on a certain procedure and work procedure or series of activities carried out systematically by taking into account the joints or principles of public service, namely: Functional service patterns, Centralized, Integrated (one-stop integrated, one-door integrated) Taskforce.

#### The principle of public service

Istianto (2009: 132) the principle of public service is a guideline in the formulation of public service governance that is determined as follows:

1. Clarity and certainty
  - a. Procedure for service procedures
  - b. Service requirements, both technical and administrative requirements
  - c. Work units or officials who are authorized and responsible for providing services
  - d. Details of service fees/fees and payment procedures
  - e. Schedule for completion of waiters.
2. Security
3. Openness
4. Efficient
  - a. Service requirements are only limited to matters that are directly related to the achievement of service objectives while still taking into account the integration between the requirements and the service products provided
  - b. Preventing repetition of the fulfillment of requirements in terms of the process of public service concerned to ensure the completeness of the requirements of the work units of other relevant government agencies.
5. Economical
6. Equitable justice.
7. Punctuality

#### Strategy for Improving Public Service Quality

To create a management style and a conducive environment the service must be able to fulfill six main principles:

- Leadership
- Academic
- Planning
- Review
- Communication.
- Appreciation and recognition (total human reward)

## Employee Performance

Performance is the result of the work of an employee or employee in carrying out tasks. Human resource performance is work performance or work results achieved by human resources per unit time period in carrying out tasks in accordance with the responsibilities in the organization. The results of work in question can be either qualitative or quantitative achieved by an employee in carrying out tasks in accordance with the responsibilities given. Some references mentioned that the term performance comes from the word job performance or actual performance, which means that work performance or actual achievement achieved by someone. Work performance or performance is basically what employees do or don't do. Other writers interpret performance as a result of work in quality and quantity achieved by an employee in carrying out tasks in accordance with the responsibilities given to him. (Mangkunegara, 2004: 67). Tohari (2002: 4) performance is the result of the work of a worker in a management process or a company as a whole where the results of the work can be demonstrated concretely and measurably (can be compared in a predetermined standard). Bernardin and Russell (1993: 378) define performance as the record of outcomes produced on a specified job, function, or activity during a specified time period, i.e. note outcomes that result from certain employee functions or activities performed during a certain time period. While the performance of a position as a whole is equal to the number (average) of the performance of employee functions or activities carried out. Mathis and Jackson (2002: 78) argue that employee performance is what influences how much they contribute to the organization, which among others includes: quantity of output, quality of output, duration of output, attendance at work and cooperative attitude. Added by Foster and Seeker, (2001) that an employee's performance is influenced by knowledge, skills, motivation, and self-confidence. From the above opinion, it can be concluded that performance is the ability of a person's employee to be proven from the results of daily work that can provide more value for the progress of the work unit or an organization. Performance as a result of what comes out (outcomes) of a job and its contribution to the organization.

## Dimensions of Employee Performance

There are a number of objectives that can usually be achieved by an organization by implementing a performance management system (Ruky, 2004: 20) these goals are:

- Increase employee performance to the highest - high by providing opportunities for employees to meet the needs of self-actualization within the framework of organizational goals.
- An increase in individual employee performance will, in turn, drive overall human resource performance, which is reflected in an increase in productivity.
- Stimulate interest in personal development with the aim of improving the work and personal achievements with the aim of improving the work and personal achievements and the latent potential of employees by providing feedback to them about their achievements.
- Helping organizations to develop more effective employee development and training programs.

- Provides tools/means to compare employee performance with salary or reward rates as part of a good reward policy and system.
- Providing opportunities for employees to express their feelings about work or things that are related.

The benefits that can be drawn from the performance appraisal for the organization are compensation adjustments, performance improvement, training, and development needs, taking compliance in terms of placement promotion, transfer, dismissal, dismissal, and workforce planning. And the importance of research into staffing and assisting in the diagnosis of employee design errors (Sulistiyani and Rosidah, 2003). Siagian (1996: 227) argues that a good performance appraisal system is very beneficial for a variety of interests, such as: encouraging increased work performance, as a material for decision making in giving rewards, for the benefit of employee mutations, in order to develop education and training programs, both of which intended to overcome various shortcomings and weaknesses as well as to develop the potential of employees who are apparently not yet fully explored and revealed through work performance appraisal and help employees determine their career plans and with the help of the staffing department develop the most appropriate career development program, in the sense of meeting the needs of the employee and organizational interests. The benefits that can be drawn from performance appraisal for organizations are compensation adjustments, performance improvements, training needs, and development, decision making, in terms of placement promotion, transfer, dismissal, dismissal, and workforce planning, and for the purposes of staffing research and assisting diagnosis of employee design errors (Sulistiyani and Rosidah 2003: 64). It can be explained that some things related to employee performance appraisal are legalist appraisal, meaning that the validity of a public employee performance appraisal can be recognized if the public employee performance appraisal system follows the standardized HR norms. And the rules include procedures for appraisal, the content of appraisals, appraisal documentation, documentation and appraisers. In addition, the focus of each assessment orientation is based on the results ( *Research approach* ) based on behavior ( *Behavior approach* ).

## Human Resource Management

Human awareness of the importance is not new. Human life is always thinking about how to get food, clothing, and shelter. Human civilization is based on the effort to process and utilize available natural resources to meet their needs and sustain their lives. Resources have been defined as a means to an end or the ability to benefit from opportunities. Human resource words reflect human appraisal. Resource words do not refer to an object or substance, but rather to an operational function to achieve certain goals, such as meeting needs and satisfaction. Sonny Sumarsono (2003: 56), Human Resources (Human Recourses) contains two meanings. First, it is a work effort or service that can be provided in the production process. In other cases, Human Resources reflects the quality of effort given by someone at a certain time to produce goods and services. The second understanding, Human Resources concerns humans who are able to work to provide services or business work. Being able to work means being able to carry out activities that have economic activities, namely that these activities produce goods or services to meet the needs of the community.

## Definition of Perception

Perception is one aspect of psychology that is important for humans in responding to the presence of various aspects and symptoms around them. The prescription contains a very broad understanding, concerning internal and external. The term perception is often referred to as views, images, or assumptions because in perception there is a person's response to a thing or object.

Hanurawan (2007: 22) Perception is a kind of information management activities that can connect someone with their environment.

Toha (2004: 141) perception is essentially a cognitive process experienced by everyone in understanding information about their environment, both through vision, hearing, appreciation, feeling, and smell.

Krech (in Thoha, 2004: 142) perception is a cognitive process that can produce a unique picture of reality that is sometimes very different from reality. Someone's perception of an object can be different from others, these differences are influenced by various factors. In general, there are 3 factors that influence one's perception, namely factors, individual characteristics, needs and situation factors.

Robbins (1998: 56) perception can be influenced by one's character. The character is influenced by:

- a) Attitudes, two individuals who are alike but interpret something seen as different from one another.
- b) Motivation, unsatisfied needs that drive individuals and may have a strong influence on their perception.
- c) Interest, the focus of our attention seems to be influenced by our interests, because someone's interests differ from one another. What is considered by someone in a situation can be different from what is felt by others?
- d) The focus of individual characters is related to experiences such as individual interests. An individual experiences past experiences in something that the individual relates to what is happening now.
- e) Expectations can change the perception of individuals and individuals can see what they expect from what is happening now.

From this opinion, it can be concluded that the determination of perception is influenced by three factors namely: specificity, meaning that someone will give a different perception of the behavior of other individuals in different situations. The second is consensus if all people have the same perception in responding to a person's behavior under the same conditions or conditions and if the consequences are said to be high then the attribution is caused internally. If the consequences are said to be low then attribution is externally generated. And the last factor, consistency, means that if someone evaluates the behavior of others with the same response from time to time. The more consistent the behavior is, the more people will relate the behavior to internal factors. Sugihartono, *et al.* (2007: 8) suggested that the perception is the ability of the brain to translate stimuli or processes to translate the stimulus into the human senses. Human perceptions are different viewpoints in sensing. Those who perceive something are

either positive or positive perceptions or negative perceptions that will affect visible or real human actions. Bimo Walgito (2004: 70) states that perception is a process of organizing, interpreting the stimulus received by the organization or individual so that it becomes something meaningful and an integrated activity in the individual. Jalaluddin Rachmat (2007: 51) states perception is an observation about objects, events or relationships obtained by concluding information and interpreting messages. From the above explanation, it can be drawn a common opinion that perception is a process that starts from sight to form responses that occur in individuals so that individuals are aware of everything in their environment through their senses.

## Conditions for Perception

Sunaryo (2004: 98) the requirements for the occurrence of perception are as follows:

- a. The object being perceived
- b. Attention is the first step as a preparation in holding perception
- c. The existence of a receptor sensory device that is a tool to receive stimulus
- d. Sensory nerves as a tool to continue the stimulus to the brain and then as a tool to hold a response.

## Factors affecting perception

Miftah Toha (2003: 154) factors that influence perception is as follows:

- a. Internal factors, feelings of attitude and personality, individual prejudice, desires or hopes, attention focus, learning process, physical condition, psychiatric disorders, values, and needs, as well as interests and motivation.
- b. External factors: family background, information obtained by knowledge.
- c. External factors: family background, information obtained, knowledge and needs around, intensity, size, resistance, repetition of new and familiar movements or alienation of an object.

It can be concluded that the factors that cause the emergence of the perception that there are internal factors and external factors which occur through attitudes, personality.

## The Perception Process

The process of formation of perception occurs through several stages namely

- a. Stimulus or stimulation  
The occurrence of perception begins when a person is confronted with a stimulus/stimulus that is present from his environment.
- b. In the process of registering a symptom that appears is a physical mechanism in the form of sensing and the condition of a person influencing through the sense organs he has.
- c. Interpretation is a cognitive aspect of perception which is very important, namely the process of giving meaning to

the stimulus it receives. The interpretation process depends on one's deepening, motivation, and personality.

### Community Concept

In daily life, people always have a sense of life together and cooperate with one another in a particular environment by having cultural diversity, customs in a community environment. Dessy Anwar in the language dictionary states that society is the association of human life, so humans who live together in a place have certainties. Paul B. Horton C. Hunt (1989: 245) people are a group of people who are relatively and can live in groups for a long period of time, they are relatively independent, have their own territory, to live in their culture and are always active in groups. Indan Encana (2002: 22) groups of people who have long lived and worked, which causes them to organize and think about themselves as a social entity, of course, there are certain restrictions. From some of the above opinions, it can be concluded that the community is groups or individuals who live and work together to achieve the fulfillment of goals where they have a unique bond of customs, identity among its citizens, have a means of communication that can be understood by the group or individual.

### Community Perception

Kanuk (2000: 155) Community perception is a method used in choosing, organizing and translating stimuli into a meaningful picture that is embedded in the minds of the people will make choices based on what they perceive based on objective reality. Robbins (2001: 88) revealed that community perception as a process in which individuals organize and interpret sensory impressions to give meaning to their environment. Thoha (2010: 23) community perception is essentially a cognitive process experienced by everyone in understanding information about their environment both through vision and hearing. From some of the definitions above, it can be concluded that the public perception of employee performance services can run well if there is good cooperation, for the agency or company and the community served.

### Framework Thinking

The basis for preparing the conceptual framework in this study of logic and circulating processes regarding the relationship between

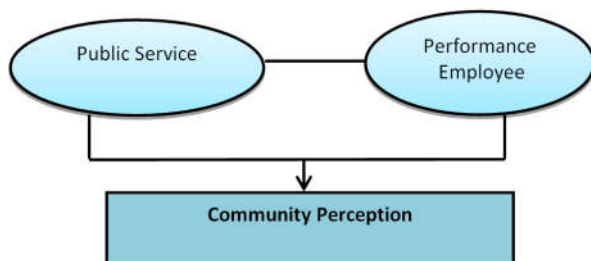


Figure 1.

### Note:

Krech Research in Thoha. 2004: 142, perception as a cognitive process that can produce a unique picture of reality that is sometimes very different from reality. So the purpose of service in Nasrudin's research (2015: 149) states that providing

services that can meet and satisfy and focus service to the community, besides that it must be in line with the quality of employee performance according to Armstrong and Baron, in Wibowo (2009: 7) states performance is to do work and the results achieved from the work, then from several theories put forward so that researchers design such a framework.

## RESEARCH METHODOLOGY

### Types of research

The research method is a method used by a researcher to identify an event or phenomenon that occurs in the field or in a particular place by using existing research methods, both quantitative research methods and qualitative research methods depending on the data taken by the researcher.

Sugiyono (2011: 150), in his book entitled Quantitative and Qualitative Research Methods and R&D, said that the research method is basically a scientific method used to obtain clear data with specific goals and uses based on scientific characteristics, namely rational, empirical and systematic.

So in this study researchers used descriptive qualitative research methods, which with the aim of making a description, namely a systematic, factual and accurate picture or painting of a phenomenon or relationship to the event being investigated. The descriptive method tries to describe the nature of a state that is temporarily running when conducting research, by analyzing the existing problems. So Descriptive Theory in qualitative research is a systematic description of the theory (and not just the opinion of experts or authors of books).

### Location and Research Object

The locations of this research are the Balide DNTT office, Dili, Timor-Leste. The data through this research is empirical data that has certain criteria that are valid. Valid indicates the degree of accuracy between the actual data occurring on the object and the data collected by the researcher. The object of this research comes from; 5 vehicle owners who apply for a public transport route permit at Direccao Nacional Transportes Terrestres especially at the head of the public transport section.

### Data Types and Sources

So the type of data used by researchers in writing this thesis proposal is qualitative research data type, which holds that reality is seen as holistic, complex, dynamic, full of meaning, and inductive mindset, so the problem is not clear, then the thesis proposal that is made is still temporary, will develop after researchers enter the object of research into social situations. Therefore a qualitative thesis is compared to (Borgdan 2009 325) as someone who is planning a picnic. What is planned in a picnic is the new places to be visited, and what you want to know deeper than that place, will depend on the situation after someone is at the picnic place. This means that the thesis contains an outline of a plan that might be carried out. So the main difference between quantitative and qualitative theses is that the qualitative and specific thesis is quantitative, and the qualitative ones are still general and temporary. In this study, the type of data used by researchers is qualitative data. This type of qualitative data is a type of data

in the form of opinions, writings, in the form of other words such as questionnaire respondents' answers when interviewed.

**Data source**

**Primary Data:** Primary data sources are data obtained directly from the object in question, and specifically to answer research questions (Cooper and Emory, 1999: 256). In this case, the writer will conduct interviews directly with the Director, the head of the division, and the community who have been receiving services at the DNTT Dili.

**Secondary Data:** Secondary data sources are data obtained by researchers indirectly from DNTT through literature, documents, audio-visual recordings, and others. In this study, the author will take documents about the service process at DNTT.

**Data collection**

Data collection technique is a more important and strategic step in conducting a study, it is because it is based on the research objectives in order to obtain the data sought by researchers. Data collection techniques include Observation Techniques, Interview Techniques, Documentation.

**The Instrument for Research**

The research instrument is a technique used to collect data systematically by researchers in data collection. Therefore, the instruments or tools used by researchers to collect data are The researcher himself, and also other instruments that can help researchers in collecting data, such as notebook, ballpoint, question arrangement, tap record, camera, and book write it.

**Data Analyze**

In writing this thesis, the writer uses descriptive analysis method. Descriptive analysis method is a method of research carried out by explaining or describing variables of the past and present (currently occurring) Arikunto 2002: 9). Data analysis as a very important part of scientific writing, which is useful in solving a problem of research. Data analysis in qualitative research, carried out at the time of data collection takes place and after the completion of data collection in a certain period. In this case, the writer wants to analyze the service activities undertaken by employees for the community in DNTT are provided. The author uses the method of data analysis because it is based on the method of analysis in the field according to Milles and Huberman's data (1984) with an interactive model presented.

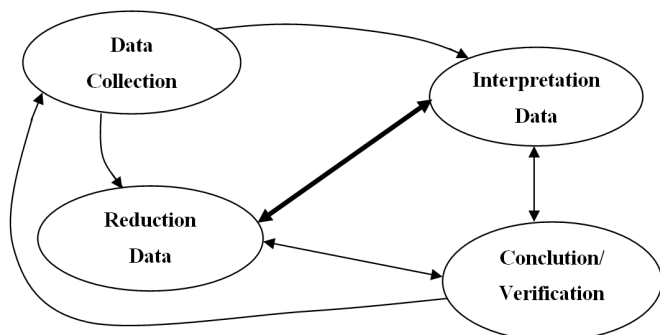


Figure 2. Miles and Huberman's Interactive Model Data Analysis Techniques in Sugiyono's book, 2011: 247

**RESULTS AND DISCUSSION**

**General description of research location**

The land transportation department is one of the ministries under the Ministerio Transporte e Comunicacoes which deals with the land transportation system (Transporte Terrestres) in the Democratic Republic of Timor-Leste. *Direcao Nacional de Transporte Terrestres* (DNTT) is one of the government departments that serve as a public service provider, especially in the field of land transportation as stipulated in *Decreto lei no 06/2013 Artigu 12*. The Department of Land Transportation was formed to provide services and guarantee all implementation activities related to land transportation policies relating to registering motorized vehicles, providing vehicle license plates and vehicle registration certificates (*Surat Tanda Nomor Kendaraan*), Testing of motor vehicles, Providing public and passenger transportation systems, Providing Driving Permit (SIM) to drivers of motorized vehicles, installing signs and traffic light, making passenger and public transport passenger tariffs and monitoring ground transportation.

**Classification Respondent**

As we know that human resources are a determinant factor in any type of development. So to measure the performance of the land transportation department, it is necessary to know the human resources in the department concerned. To find out the number of staff and human resources can be seen in the following table;

**Classification of Respondents by Education Level**

NO	Education Level	Sex		Total	Percentage
		Man	Women		
01	Primary School	4	1	5	4 %
02	Junior School	16	2	18	13 %
03	Senior School	58	12	70	50 %
04	Diploma	7	2	9	6%
05	Bachelor Degree (S1)	32	5	37	26%
06	Master Degree (S2 )	2	-	2	1%
Total		119	22	141	100%

Source: Human Resource DNTT 2018

In addition, the level problem is not in accordance with the level of education and placement of people who have not been based on "The right man in the right place", so it greatly affects the creativity and performance of the staff of the land transportation department staff.

**Research Results According to the Problem in Study**

Based on the formulation of the problem, the research results obtained through interviews with informants or informants as answers to the problems studied Questions for Society / Consumers

- What has been your perception of following the route permit service process at the DNTT office?

“He said that: No, only in general, but to focus on the route permit section, not yet, especially in the route permit section it only consisted of 1 or 2 employees, so the service process was also rather slow.

### **What is your perception of the process of route permit services from DNTT?**

"He said that: The process has not been effective, it should be that if there is a request for a new route permit, in the head of our public transport section/applicants for a new route permit must wait one or two weeks because our files from table to table are more time consuming, we can get new results. from the section head unit, the route permit accreditation that has been acc from the director goes down to the transportation section head's desk and at the same time we get an invoice and we receive directly go and pay at the BNCTL bank, after we get the BNCTL Banc invoice stamp and we come and take the route permit Original, for the better part of the driver.

### **How is your perception of route permit services based on the government's decision?**

"He said that: Yes, Broadly speaking it has not met our expectations, bearing in mind that there were taxpayers who came to face the director all who were not allowed were finally allowed.

### **What is the perception of the obstacles you face in receiving route permit services so far?**

"The obstacles that I face in receiving route permit services so far are: The obstacles in the route permit section are more than one year due to the penalty being up to \$. because DNTT already has tools to test motorized vehicles in Comoro.

### **Do the services provided by DNTT employees meet your expectations?**

"In my experience in arranging route licenses while at the DNTT office that: Services so far have not been effective considering that route requests have been submitted by too many bureaucracies and our application is left for weeks and only recently authorized by the head of the route permit section." (Interview with businessman Sra. Maria Jacinta Pereira at the Balide Dili office where the Route Permit Service is on Thursday at 11:00 am on 25 October 2018, I person).

### **How has your perception followed the route permit service process at the DNTT office?**

"In general, he said: Yes, that's right, I always follow the route permit service process." "The route permit service process He said that: In my opinion, the route permit service process from DNTT is less efficient and efficient.

### **How is your perception of the route permit service based on a decision from the government?**

"In general, he said that: In my opinion, there are route permit services based on those of the unisex government that is not based on government decisions but based on individual interests because there is no government commitment to increase/reduce public transportation."

### **What is your perception of the obstacles in receiving route permit services so far?**

"He said that: The obstacles I faced while managing the route permit at the Balide DNTT office were too time-consuming

because I had to go back and forth to pay for documents at the BNCTL bank and the bureaucracy was very excessive".

### **Are the services provided by DNTT employees according to your perception?**

"He said that: Not yet achieved my expectations, because the service is not good in terms of words, employees, there is no safe and comfortable place for the servants, their decisions change according to their desires". (Interview with Entrepreneur Mr. Domingos Goncalves, on Thursday at 2:30 at the Balide office on 25 October 2018, second person).

### **What is your perception that you have followed the route permit service process at the DNTT office?**

"In general, he said: Yes, because every businessman who comes to take care of a route permit must follow the procedure so that the route permit invoices process is in accordance with the standards set by the DNTT".

### **What is your perception of the route permit service process from DNTT?**

"In general, he said that: In my opinion, the route permit service process is in accordance with existing procedures but the number of people serving us on Taryek permits is only 3 people, whereas we are many who queue to arrange route licenses."

### **The question raised is how is your perception regarding the route permit service based on the decision of the government?**

"In general, he said: yes, but the bureaucracy for the application for a new route permit, which took a long time, and we who came to extend the route permit were quite good because the new database system was waiting, and in the afternoon we immediately received the results."

### **The question asked is how your perception about the obstacles you face in receiving route licenses so far?**

"He said that: The obstacle I faced in receiving route permit services was that the taxa invoices process to BNCTL bank took time because we had to go back and forth sometimes we came and the office was closed and in the afternoon we received new services from the permit staff. the DNTT route, especially in the licensing transportation section".

### **The question posed, is the service provided by DNTT employees in line with your expectations/perceptions?**

"In general he said that: in general, yes, but specifically there are still shortcomings that need to be fixed by the route permit section on public service places because we are the king to pay taxes to the government". (Interview with Sr. Anacleto da Silva at the Balide office where the route permit service is on Friday at 10:00 am on November 7, 2018, third person)".

### **What is your perception that you have been following the route permit service process at the DNTT office?**

"During the process, he said that: The service process at the DNTT Dili has requirements that must be followed by public transport entrepreneurs such as the following: Filling in forms,

attaching the owner's identity card, business license, attaching vehicle documents to obtain route permits".

### **What is your perception of the route permit service process from DNTT?**

"Regarding the process of servicing route permits from DNTT, he said that: The mechanism applied in the issuance of route licenses is as follows: Applicants submit application files to the ticket window, the officer gives the technician to test or inspect the fleet; the officer gives an invoice or proof of payment to the applicant to pay to Bank BNCTL; the printing of licenses is approved to be issued if there is proof of payment from the Bank; licensing is signed by the head of the division and submitted to the applicant".

### **How is your perception about the route permit service based on the decision of the government?**

"He said that: I think this service is based on the operating system procedure because it gets effective results from employees in order to get the costs or taxes that have been authorized by the government".

### **What is your perception of the obstacles you face in receiving route permit services so far?**

"He said that: The obstacles I faced when giving route licenses were: lack of budget support by the government; lack of regulatory fees regarding route permit fees; all are regulated by the central government superiors, do not prioritize location reviews; lack of coordination between the directors involved in order to get data/information".

### **Are the services provided by DNTT employees according to your price/perception?**

"In general, he said that: I have not reached my expectations because the service is not good in terms of communication with staff who work at the head of the transportation section." November 9, 2018, IV people)

### **The question posed, is your perception that you have been following the route permit service process at the DNTT office?**

"In general he said that: yes I follow what has been set by DNTT and we are obliged to follow the rules that already exist"; The question posed is, what is your perception regarding the route permit service from DNTT?

"In general, he said that: the process is already there, we only follow and complete the car documentation to immediately get the original route permit";

### **How is your perception about the route permit service based on the decision of the government?**

"Based on the government's decision, he said that: yes, it is in accordance with government decisions such as licensing requirements, serving, liberates and route permit applicants must follow these procedures, otherwise our documents are not accepted by general budget staff at the head of the transportation section".

### **What is your perception of the obstacles you face in receiving route permit services so far?**

"He said that: The obstacle that I faced in receiving route permit services was that there was no place for consumers/communities, especially since it was near the rainy season and the others were already there and we followed the path".

### **Do the services provided by DNTT employees meet your expectations?**

"He said: I hope that the route permit services provided by DNTT employees are in accordance with the procedures and rules that have been set by the head of the public transport section but there are still shortages such as seats that do not yet exist and we are very disappointed". (Interview with Sr. Rododo Pinto at the Balide office where the route permit was issued on Thursday at 3.50 on November 15, 2018, V-person).

## **Results and Discussion of Research Problems**

### **Discussion of research results**

From interviews with 5 informants who gave informants or answers about consumers' perceptions of employee performance in public services in the field of public transport route permits such as:

- Public transport service places do not have a place to wait / waiting room so that makes consumers look for a place to wait for the results of route licenses given or handled by public transport staff;
- Counters or windows to provide services to consumers are also very small so that makes us consumers are not satisfied with public services;
- Consumer perceptions of human resources working at route permit services are still lacking, making us consumers less satisfied with the results provided by DNTT;
- Consumers' perceptions of the work performance of employees have not been based on the soup set by DNTT, because the service bureaucracy from one table to another also requires a long time so that makes consumers less satisfied;
- Consumer perception about public transport tariffs with very large fines because they do not see the condition of the conditions for consumers who use public transport services, while the tariffs determined by the DNTT are no longer relevant to the situation and the wheels of the economy in society;
- Consumers' perceptions of the obstacles at the head of the public transport section, the process of documenting the route permit for too long made us have to go back and forth to pay for invoices at the BNCTL bank and the bureaucracy was excessive even though the affairs were very simple.
- Consumer perceptions of services provided by DNTT staff to consumers are poor in terms of communication with staff working on the route permit section due to lack of professional staff;
- Consumer perceptions of the mechanism applied in the issuance of route licenses such as the applicant submitting application files to the ticket window, the



ticket clerk provides a document to the technician to check the transport fleet whether or not the vehicle is operating on the route that has been determined by DNNT;

- The public service mechanism in the route permit section makes us vehicle owners who take care of the documents also competing for the queue so that it is difficult and we entrepreneurs wait too long.

#### Consumer perceptions of the services for registering for a route permit for public transport in the field of route licenses such as:

- Registration of public transport at the Dili DNNT office on the route permit section does not meet the criteria because there are gaps that are not in accordance with the procedure, sometimes the owners go directly to the DNNT head so as to make the section chief, section head about the registration of a new route permit or new requests become problematic between the command line and the coordination line;
- Registration for route licenses to be extended or route licenses that expire, owners or consumers come directly to the balide route permit service counter to determine and see the conditions of transportation whether in good condition or not and to process vehicle owner invoices for BNCTL buses, after receiving invoices, the bottom Banc returns to DNNT to be able to process invoices that have already been paid for and obtain the original route permit.
- Registration of public transport route permits has been based on existing procedures so that it is evident that all public transport vehicles operating in East Timor have plates, legal documents so as to ensure safety in carrying out operations in accordance with route licenses obtained, although they are still unsatisfactory in accordance with the wishes of the owner vehicle.

#### Consumers' perceptions of the payment process for public transport route licenses available in Dili DNNT such as

- The process of servicing the route for public transport routes, submitting new route permit documents or extending route licenses whose license period has expired to the public transportation counters for completeness checks and forwarding to the survey team for proper or improper vehicles;
- Then the results from the testing team are forwarded to the section head for further action, assigning no invoices to the route permit and then passed on by the owner to the BNCTK bank for approval;
- After getting the BNCTL stamp cap down, go home and return to the DNNT office to get the original route permit because it has been paid for by the transportation service user;
- The public transport route permit service process regarding payments should be the DNNT office in Dili and Banc BNCTL must be in the same safe place and not make us vehicle owners have to go back and forth to take care of a piece of paper even though we are government partners who are actively paying taxes.
- The route permit service process that has expired will be subject to a fine of \$ 100 - \$ 500 per vehicle, sometimes making us consumers have to be willing to

accept the decision because it has been stated in the government's decision, the fine is very expensive but a place to wait / waiting room for us entrepreneurs there is this that makes us transportation service users disappointed;

#### Consumer perceptions of the process of returning a public transport route permit such as:

- The process of returning a route permit that has been processed by the public transport staff that has been signed by the head of the public transport section must be received by the vehicle owner;
- The process of returning the original route permit must have a receipt from the vehicle owner between the transportation service user and the public transport staff who are on duty when submitting the original permit to the owner;
- The process of taking route licenses by consumers must be photocopied of one sheet to become an archive at the head of the transportation section that the owner has taken care of the route permit and took the results of the original Taryek permit.

#### Consumer perceptions of staff service behavior for route permit sections such as:

- Basically, public transport staff serving customers on the route permit section are polite, respectful to public transport vehicle owners even though staff behavior sometimes makes owners confused about service performance;
- In general, services must be oriented to the existing soup so as not to make vehicle owners wait a long time because of time, place also affects the process of public service;
- Consumer perceptions of services and staff behavior to receive and serve consumers must be based on existing rules and not discriminatory acts against entrepreneurs who come to take care of licensing documents;
- The transportation staff must be ignorant of the criticism of the vehicle owners and give directions to the vehicle owner to obey the rules and not say the words that are not good in the public.

#### Secondary data results

for *Microlets* operating in Dili city from line 01 to line 12 who have obtained a route permit in 2018 at the head of the public transport section, the route permit can be seen in the following table

Nu	Code route	Pathname	Unit
01	Path 01	Becora-Mercado lama	68
02	Path 02	Becora-Mercado lama	26
03	Path 03	Mercado –Manleuana	26
04	Path 04	M.Taibessi-B.Pite	28
05	Path 05	Mercado lama-Bualaran	45
06	Path 06	M.lama-Manleuana	29
07	Path 07	M.Taibesi-Ailok laran	27
08	Path 08	Mercado –Tai besi	15
09	Jalur 09	K.Merdeka-M.lama	24
10	Path 10	Tasitolu-Bidau	161
11	Path 11	Tasitolu-Maleuana	23
12	Path 12	Bidau – Pasir putih	18
	Total		560

From the available documentation, it can be concluded that each year there is no significant addition of public transport measures on all existing lines within the city, while population growth is increasing. The public transport system that operates in the city uses mini bus so that the transport power is small and has an impact on traffic congestion that saves it from the actual transportation function. In addition, according to *DNTT* researchers through the public transport section, it is necessary to conduct a survey to revise the tariff rules that have been in place since 2003, because these rules are not in accordance with the current economic development situation of TL, and fees are not in line with existing regulations. In essence, a good transportation system must be based on demand and supply.

In addition, there are several literature books on transportation that researchers read that there are several stages in determining the types of public transport services, these stages are described as follows:

- a. The area of urban public passenger transport services can be determined after the boundaries of the built-up area are known.
- b. The boundaries of urban/rural public passenger service areas are determined by:
  1. Boundary area of the city/city;
  2. City passenger public transport services;
  3. Road network structure;
  4. Geometrics and road construction

According to the transportation books that researchers read, in general, there are 2 types of public transport services, namely public transportation that is regulated by route permits, and public transportation is not in route. In determining/determining routes, route classification and route officials and competent officials must also be considered the requirements:

- a. Public transportation on the route

ALBN (Transboundary Transportation) whose license is granted by the Minister of Transportation and Land Transportation;

1. (Inter-City between Provinces) the permit of which is granted by the Governor;
2. (inter-city within the Province) whose license is given by the Governor;
3. City transportation (*Angkot*) permits are granted by regents/mayors;
4. Rural transportation (*Anggkutan Desa*) with permission from the Regent.

Whereas public transportation that is not in route usually uses taxis, private cars for rent and tour operators. Both types of public transportation can be specifically described below:

1. Public transportation in this route can consist of several types, namely: Inter-city routes between provinces, namely routes that go through more than one provincial-level region. Characteristics of public transport services have several criteria, namely:
  - a. Have a fixed schedule;

- b. Fast service;
  - c. Served by public bus cars;
  - d. Availability of a Type A passenger terminal, at the beginning of departure, flight and destination terminal.
2. Inter-city routes within the province of routes through inter-level regions in one province-level region I. And the characteristics of public transport services have several criteria such as:
  - a. Have a fixed schedule;
  - b. Fast or slow service;
  - c. Served by public buses;
  - d. Availability of public passenger terminal at least type B, at the beginning of departure, flight and destination terminal.
3. City Route, that is all routes within the municipal area of the second level region or routes in a special area of the capital city.
4. According to the transportation books that researchers read so that public transport can operate continuously in providing services to consumers, then all public transportation should be required to form a company/association. So that public transportation can operate effectively, and the process can be described as follows:
  5. Licensing Deregulation
    - a. Permission-based on "Quality Licensing";
    - b. Granting permission through an open tender;
    - c. The choice of route licenses through open tenders is intended to get better public transport services in accordance with the desired service standards, handling company management that is more professional and responsible for transport users.

### Public transport system services and service rates

Public transportation system or public transportation service is the process of transporting or moving people from one place to another or from the place of origin to the destination by collecting fees. This transportation as a very important facility in the development process of a country, especially to facilitate the community/consumers the economy is weak and helps students to reach from and to their goals. So the presence of public transportation is very important for developing countries as the main means of support for the community in carrying out its activities. Because in general, most people do not have the financial capacity to buy private transportation such as motorbikes and private cars. Therefore, it is necessary to build a good and inexpensive public transportation system that can be reached by people's purchasing power, in facilitating or supporting their activities. This benefit of public transportation is very important for urban communities, especially workers, employees, and students to facilitate them from and to their destination. Public transportation for rural or inland communities is a means of transporting agricultural products to urban areas for sale to meet the needs or the necessities of daily life. In developed countries, the government is trying to improve and improve public transportation. Because in essence, transportation is not only a

problem for the government, especially in terms of traffic jams, accidents and waste. The reason is that if the economic condition of a country's society is getting better, then, of course, the desire to have a private vehicle is higher. If the government through the competent authority does not immediately anticipate, the opportunity for traffic jams, accidents and waste are higher. To prevent or reduce this, the alternative taken is to improve the public transportation system with conditions that are smooth, safe, orderly, comfortable and inexpensive so that it is not only a means for weak economic communities but at the same time attracting the interest and attention of people who use private transport to switch to public transportation.

That public service is carried out is nothing but to provide satisfaction for service users, public transportation therefore the organizers need to pay attention to several principles in service which include:

- a. The principle of transparency, is open, easy and can be accessed by all parties in need, and is provided adequately and easily understood;
- b. The principle of accountability can be accounted for in accordance with the provisions;
- c. The conditional principle, adjusted to the conditions and capabilities of the giver and receiver of servants while still adhering to the principles of efficiency and effectiveness;
- d. Participatory principle, encouraging community participation in the delivery of public services by paying attention to the aspirations, needs, and expectations of consumers;
- e. The principle of equality, there should be no discrimination in service;
- f. Balance of rights and obligations.

In addition to the above service principles in every public service delivery, it must have service standards, as a guarantee of certainty for the giver in carrying out their duties and functions and service recipients in the application process. Service standard is a standard that is standardized in the implementation of public services as a guideline that must be obeyed by both the service provider and recipient. Therefore, it is necessary to arrange and set service standards according to the nature, type, and characteristics of the services being carried out, as well as taking into account the needs and environmental conditions.

#### **Public service standards according to the DNTT decision, at least include**

a. Service Procedure; b, Time of settlement; c, Service fees; d. Service products; e. Facilities and infrastructure; f. Competency of service officers. on the principles and service standards above, in the implementation of public transportation services to consumers or users of public transport services, the following standards apply a. Security, b. Safety, c. Convenience, d. Affordability, e. Equality, f. Order

During the research what was observed by the researcher was that the standards mentioned above had not been well considered, by the organizer of DNTT as the licensor and the vehicle owner as the operator in the field. To find out exactly the deviations in the field between regulations and tariff

implementation can be seen in the table below. *In diploma Ministerial no 2/MTCOP/2003, regulates the tariff as mentioned in article 2 paragraph 1 which reads Sao Estabelecidos as seguintes para os services de transportes rodaviarios regulares de passageiros efectuados por meio de autocarro ou microlet em trajectos entre urbanos:*

*Artigu 2 “ quem infringir no disposta no numero anterior e sancionado com de 3 100 dolares a te 500 dolares”. No artigu 3 “tarifas maxima de transportes urbanos de Dili. no artigo 3 alinea 1 pelos services de transportes rodaviarios regulars de passageiros efectuados por meio de autocarro ou microlet em trajectos urbaos e suburbanos da cidade de Dili e das outras cidades capitais dos distritos,sera cobrada uma tarifa unica de US\$ 0,10 para estudantes e de US\$ 0,20 para passageiro normal. Qualquer que seja a extensao no alinea 2 quem infrgir o disposto no numeru anterior e sancionado com cioma de 50 dolares a 250 dolares.*

#### **Data Analysis and Interpretation**

From the results of the discussion, as the researcher described above, it can be interpreted that transport or transport is basically interpreted as an act or activity to transport or move cargo (people and goods) from one place to another or from origin to the destination that has received permission from DNTT Dili. Public transportation system services are very important for the community as a means to facilitate the community in carrying out daily activities in various fields for their survival. In order for this public transport system service to be useful and effective, it is necessary to carry out management, organizing, and monitoring. To achieve the above points, these things become the duty and responsibility for DNTT to organize, organize and supervise, for all matters related to the operating system of all budgets, especially for public transport and passengers. However, due to limited staff and human resources, DNTT has not performed its functions optimally as follows:

1. In the process of determining public transportation or determining routes, a survey of the public transport inventory should be carried out in order to find out the actual condition of the service network and public transport infrastructure network that is fixed and regularly in the study location;
2. Static survey of public transportation to collect data relating to the description of public transport services, such as the number of operating fleets, overcrowding (Overcrowding), frequency of services and service time;
3. Dynamic survey of public transportation is to get data on service performance by knowing the number of passengers carried on a particular route, travel time, and productivity of segments on each route. The purpose is as a basis for evaluating the performance of public transportation, identifying problems on each route and identifying fleet requirements;
4. Interview surveys are conducted using open-ended questions to determine the desires and expectations of service users of the public transport system on a fixed and regular route.

So in determining public transportation is not only based on the process of observation/observation in the field, but must be carried out based on the criteria process, so that in allocating

public transportation in accordance with the needs of consumers / public users of public transportation services. As a result of the process that is not procedural, lane in the city partly has excess transportation while in other parts it lacks. Regarding the status of the public transport route permit as outlined above, it is very influential on the process of supervision in the field and the level of efficiency, effectiveness in the process of operating public transportation. in the form of an association or company. If all public transport is well organized, it is very easy for the land transportation department and related agencies in terms of supervision and control.

## Conclusion

From the results of the analysis and interpretation of the data, it can be concluded that:

1. Public transportation or public transportation or private transportation has a very important role in the development of the community/consumers, namely to facilitate and support community activities in the city of Dili and the region, namely to deliver from and to their destination, all of these activities must have a route permit.
2. The National Transportation Department has a very important role in the process of registering motor vehicles and the implementation of public and private transportation systems for the public/consumers, but has not yet maximized its functions in terms of organizing, management so that public and private transport can operate effectively and efficiently, smoothly, orderly, safe, comfortable and inexpensive, which can be reached by people/consumers of the weak economy and private vehicle users to switch to public transportation.
3. The land transportation department has not yet maximized its function because the land transportation system in Timor-Leste has not been well organized so that it always leads to accidents, congestion, and other impacts so as to save from the transportation function itself.
4. The Department of Land Transportation (DNTT) in the implementation of the public and private transportation systems has not paid attention to and established criteria or procedures for the administration of public transportation so that it is very difficult in the field supervision process. - related agencies such as PNTL, Education and health.
5. There is still a lack of technical regulations governing the procedures for implementing public and private transportation systems, namely parking, bus stops, and terminals.
6. The Department of Land Transportation still has a shortage of staff, and human resources in this matter are not yet experts in the field of public transport transportation.
7. Land transportation still has laws that have not supported decision-makers so that it is difficult to implement and supervise in the field.
8. Land Transportation Public transport does not yet have a company Association but the company is currently an individual business permit so it is difficult to control because there are no local regulations governing it.
9. Department of public transportation land transportation, especially at the head of the public transport section, there is no waiting room for entrepreneurs/vehicle owners who come and take care of documents;
10. The public transport department of land transportation, in general, has not carried out the main tasks and functions of the DNTT that have been mandated in decreto lei no. 3/10/10 2003, regarding supervising public transportation on the highway.
11. The Department of Land Transportation of public transportation has not conducted training for motor vehicle owners on the procedure for obtaining a route permit, which is mandated in Ministerial Diploma no. 2/10/10.

## Recomendation

Based on the conclusions of the results of the study, the researchers advised the Ministry of Land Transportation and Communications, especially the Department of Land Transportation (DNTT) to do the following:

- a. A law on route licenses on surveillance cards is needed to be made to control the validity of route licenses and the public can see the validity of route licenses on route licenses received.
- b. Public transportation service places at the head of the public transport section need to be given special attention to the conditions of work and there are only 3 people working
- c. The public transport department, especially at the head of the public transport section, should follow the existing SOP (Standard Operating Procedure) so that the public/consumers can enjoy with full responsiveness
- d. Land transportation of public transport, especially the head of the public transport section, in order to be able to revise the law governing public transport tariffs that are currently not in the real situation in the field and are not relevant to *Diploma Ministerial No.02/MOPTC/2003 tentang regulamentus tarifas para os transportes colectivas rodaviarias de passageiros*.
- e. The public transport department needs to have a coordination line between the command line and the coordination line between staff and leaders and the central command so that in making decisions there is no contradiction between the command line and the coordination line.
- f. The addition of an applicant for a new route permit for the land transportation department needs a survey of the load factor first so that it knows which fleet needs to be added so as not to cause problems for public transportation.
- g. The process of taking route licenses at the head of the public transport section has not been effective because the distance between DNTT and BNCTL Bank is not in one place.
- h. The issue of public transport passenger tariffs stated in Ministerial Diploma Nu.2 / 10/2003 is no longer relevant to the real conditions.

## REFERENCES

- Ahmad Ruky, 2004. *Sistem Manajemen Kinerja*. Penerbit PT.Gramedia Pustaka Utama, Jakarta.
- Ambar Teguh Sulistiyani dan Rosidah, 2003. *Manajemen Sumber Daya Manusia*, Graha Ilmu: Yogyakarta.
- Arikunto, Suharsimi, 2002. *Metodologi Penelitian*. Penerbit PT. Rineka Cipta. Jakarta.

- Assembleia Konstituente, 2002. *Konstitusi Republik Demokratik Timor-Leste*.
- Barnard, I, Chester. 1992. *Organisasi dan manajemen, Struktur, Perilaku dan proses*. Jakarta: Gramedia.
- Bill Foster dan Karen R. Seeker, "Pembinaan Untuk Meningkatkan Kinerja
- Bogdan, Robert, and Taylor, Steven J. 1998. *Introduction to Qualitative Research Method*.
- Budiardjo, Miriam, 2003. *Dasar-dasar Ilmu Politik*, Edisi Revisi, Jakarta: Gramedia.
- C.F Strong, *Konstitusi-Konstitusi Politik Modern*, Terjemahan, Nusa Media, Bandung, 2011.
- Cooper, Donal R. dan Emory, William, 1999. *Metode Penelitian Bisnis*, alih bahasa Widyono Soecipto dan Uka Wikarya, Jilid 11, Jakarta: Erlangga.
- Decreto Lei no 6/2003, Transporte Rodaviario.
- Diploma Ministerial No. 2 MTCOP/2003 dan pada tanggal 3 Oktober 2003 tentang *regulamento de Tarifas para os Transportes Colectivos rodovivários de passageiros*.
- Diploma Ministerial no.05/MI/2010, Diciplina a Actividade de Transportes Publicco, de Passageiros na Modalidade Taxi.
- Entjang, Indah, 2003. *Mikrobiologi dan Parasitologi Untuk Akademi Keperawatan dan Sekolah Tenaga Kesehatan*. 182.
- Hanurawan Fattah, 2007. *Pengantar Psikologi Sosial*, Penerbit Universitas Negeri Malang.
- Horton, B. Paul dan Chester L. Hunt, 1989. "Sosiologi". (terj.) Jakarta. Penerbit Erlangga.
- Istianto, Bambang, 2009. *Manajemen Pemerintahan Dalam Persepektif Pelayanan Publik*. Jakarta : Mitra Wacana Media.
- John R. Schermerhorn, Jr, 2003. *Manajemen*, edisi kelima, Andi Yogyakarta.
- Karyawan*" penerbit : PT.Toko Gunung Agung Tbk Jakarta, 2001.
- Linton. Ralph, 1984. *Antropologi: Suatu Penyelidikan Tentang Manusia*. Bandung:Jemars.
- Mangkunegara, Anwar P. 2005. *Evaluasi Kinerja Sumber Daya Manusia*. Bandung: Refika Aditama.
- Mathis Robert, Jackson John, 2002. *Manajemen Sumber Daya Manusia*. Jakarta : Salemba empat.
- Miftha Thoha, 2004. *Perilaku Organisasi, Konsep Dasar dan Aplikasinya*. Jakarta; Raja Grafindo Persada.
- Mukaron and Laksana. 2015. *Manajemen Pelayanan Publik*. Pengantar PUSTAKA SETIA Bandung.
- Pamudji, S, 2003, *Kepemimpinan Pemerintahan di Indonesia*. Jakarta: Bina Aksara.
- Rakhmad, Jalaludin. 2007. *Psikologi Komunikasi*. Bandung: PT Remaja Rosda Karya.
- Regulasi UNTAET no 06/2001.
- Robbins, Stephen P. 1998. *Organizational Behavior* 8th Edition. A. Simon & Schuster Company : New jersey
- Samsudin, H and Sadili, 2006. *Manajemen Sumber Daya Manusia*, Bandung: CV. Pustaka setia
- Selznick, Philip, dan Philippe Nonet, 1978, *Law Society In Transition*, Terjemahan Zainal Abidin Siagian, 2001, Medan.
- Sondang P. Siagian, 1996. *Manajemen Sumber Daya Manusia*, Bumi Aksara, Jakarta.
- Sugihartono dkk, 2007. *Psikologi Pendidikan*. Yogyakarta: UNY Press.
- Sugiono, *Metode Penelitian Kualitatif, R & D Bandung*: PT citra Aditya Bakti, cet.ke- 4, 2011.
- Suharman, 2005. *Psikologi Kognitif*. Surabaya: Srikandi
- Sumarsono, Sonny, 2009. *Ekonomi Sumber Daya Manusia Teori dan Kebijakan Publik*. Jogyakarta : Graha Ilmu.
- Sunaryo, 2004. *Psikologi Untuk Keperawatan*. Jakarta:EGC.
- Thoha, Miftah, 2010. *Kepemimpinan Dalam Manajemen*, Jakarta : Rajawali Pers.
- Walgito. 2008. *Pengertian Persepsi*. (online), <http://www.infokripsi.com/2008/11/06/pengertianpersepsi.html>
- Wibowo, 2009. *Manajemen Kinerja*, Pt. RajaGrafindo Persada Jakarta, Edisi Kelima.
- Wirawan. 2005. *Evaluasi Kinerja Sumber Daya Manusia*. Jakarta : Salemba Empat.

\*\*\*\*\*