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Bureaucratic Ethics in Public Service and Correlation and Interrelationship Between Ethics and Public Service and Bureaucracy

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ABSTRACT

This research analyzes the interrelationship between ethics and bureaucracy in the public service, focusing on the DNTT service in Dili. The main objective is to provide an understanding of the continuity and conflict between ethical principles (integrity, impartiality, accountability) and bureaucratic practice, and thus the consequences for public trust, service effectiveness, and fair consideration. Qualitative methodology using semi-structured interviews with DNTT staff, focus groups with citizens, and document analysis.

The results discovered are a lack of transparency, complicated bureaucratic processes, indications of favoritism and discrimination, and negative results for public perception. The discussion provides practical recommendations for institutional change-making according to the ethical paradigm, including continuous training, monitoring mechanisms, simplification of procedures, and public feedback mechanisms. The conclusion underlines that ethics is the foundation for strengthening the public service and recommends that future studies be conducted in other directions.

INTRODUCTION

In the context of public services, bureaucratic ethics plays a crucial role in ensuring that public administration operates fairly, transparently, and responsively to the public interest. However, the reality on the ground shows that the implementation of bureaucratic ethics often faces significant challenges. One concrete example of these challenges can be seen at the National Directorate of Transportation Terestres (DNTT) in Dili City, Timor-Leste, where public services are often characterized by long queues, inadequate service, and a lack of adequate facilities. These conditions not only hinder public access to essential services but also undermine public trust in government institutions (Fachri, 2023). Successfully understanding and implementing bureaucratic ethics in the public service is vital, as it will have a direct impact on improving the quality of services provided to the public, increasing transparency, and upholding the principles of justice and professionalism in the land transport sector in Timor-Leste (Yunus et al., 2011). The urgency of this research is further strengthened by the real conditions on the ground, where public services are currently constantly facing obstacles such as long queues, inadequate service, and lack of facilities, which ultimately hinders public access to essential services. Through a comprehensive analysis of bureaucratic ethics and existing challenges, this study hopes to provide appropriate recommendations to

improve the effectiveness and efficiency of public services. In addition, this study seeks to contribute to the education and capacity building of officials, students, and other young people so that they can serve the public with integrity and quality. Given the importance of this issue, especially in the context of improving public services, this research is a strategic step to support bureaucratic reform and increase the credibility of government institutions in the eyes of the public. Thus, this research not only provides academic value for the development of scientific disciplines, but also has a direct impact on improving the welfare of the wider community (Rahman Dinata et al., 2023).

Bureaucratic ethics is very important in strengthening public administration that is fair, transparent and responsive to community interests. Bureaucratic ethics is not only about good behavior, but also about moral principles and professional standards that officials must follow to avoid corruption, favoritism and abuse of power (Gay, 2020). Civil servants, especially in the bureaucracy, need integrity, impartiality, responsibility and service to the common interest, to sustain public trust in government. According to ethical principles, public administration can make decisions on a legal and moral basis, in order to guarantee justice and equality for all (Buchanan, 1996).

Therefore, ethics in bureaucracy must be considered an important part of the training and evaluation of civil servants, in order to build state institutions that work with dignity, efficiency and transparency.

National Directorate of Land Transport (DNNT) Dili Municipality performs public services to citizens such as: processing vehicle registration documents, issuing driving licenses and traffic inspection etc. During this time, employees in DNNT performed their duties without transparency, impartiality, integrity and responsibility. Officials do not provide unclear information to communities about the process, criteria, or cost of processing documents, discriminating in the service process. In some cases, the process is slow because the document has to go through many departments, and this can lead to "bureaucracy" that does not serve the public. Citizens often feel frustrated with inefficient public services and many delayed processes (Wijaya, 2018).

Administrative processes are unfair, discriminatory and can reduce public confidence in government. Poor work ethic is shown through negative behavior and attitude of employees, this shows that they do not value their duties, lack responsibility, and are not committed to providing good service to the public (Nureny et al., 2021).

To provide dignified services, ask the government to act professionally, and must make public decisions on who will get what, how much, where, when, etc. Reality shows that the government does not have sufficient standards of ethics and morality. There is also a majority of the government apparatus has a great experience, must defend the public interest, this is also not true. Many problems show private interests, families, groups, parties and higher structures rather than bureaucratic behavior and government apparatus. Bureaucrats lack the independence to act and are not autonomous about ethics (Wijaya, 2018).

The professionalism of civil servants is a fundamental factor in ensuring efficient, transparent and accountable state administration. Professional employees work with capacity, integrity, responsibility and a sense of public service. Professional behavior sets a good example for society and helps in increasing public trust in the government, Thoha, (1992). Seeing the reality that the community always regrets and is not satisfied with the service process provided by the officials who work in the National Directorate of Land Transport (DNNT) Dili Municipality. Unprofessional attitude makes citizens unhappy and feeling unworthy of getting the service that di 'ak. This can reduce service quality and reduce citizens' trust in the civil servant. When civil servants do not show ethics and professionalism, people begin to lose faith in government institutions (Rahman Dinata et al., 2023).

See the reality in the Service of the National Directorate of Land Transportation of the Municipality of Dili according to online Hatutan.com that, the phenomenon of citizens form long in the vicinity of the building of the National Directorate of Land Transportation of the Municipality of Dili continues from 2022 to 2025 now. Citizens in Dili who are interested in processing documents such as driving license, license plate number and other documents in the building of the National Directorate of Land Transport (DNNT) Dili Municipality must be patient form a long line and some must make sacrifices to come early before officials enter the building to get a place. The metropolitan city of Dili has become a place of concentration of citizens from other municipalities to find work, attend training and continue their studies at universities, so the volume of citizens to process documents in the building of the National Directorate of Land Transport (DNNT) Dili Municipality, continues to increase from day to day (Anggita Putri Rachmawati et al., 2023).

Talking about public services as activities or seriousness of activities in the context of completing the needs of services according to regulations to the community for goods (goods), services (services) and administrative services provided by public service implementers (Sellang, 2026:76). Therefore, in the sense that the term public service can also be mentioned as a term of service to many people (community) and social service. In the context of services, the Government has the function of providing services to the Community (Salusu, 1996:8). Public administration or state

institutions provide services, information, and responses to the needs and rights of society. Public service is not just about doing a job, but involves moral values and principles that guide how civil servants interact with the community (Zhang & Zhang, 2020).

The main problems that citizens face are to wait and form from 4:00 am to find a place or space to enter, people are full of fighting, women are difficult to fight with men especially for vulnerable people. Documents when a little wrong must be advanced to another time to go back also have to fight each other as with the initial phase, service from personnel without dignity because face sweat, bad words against citizens, waiting too long, to process documents driving license and license plate number must fight each other because less space, facilities to attend many applicants every day long in front of the bank because the process is too late / slow, E-banking system has been applied in Timor but many people have not accessed and knowledge of use is not maximum and others (Meyer-Sahling & Mikkelsen, 2022).

The current practice of providing public services in the National Directorate of Land Transport (DNNT) Dili Municipality, will remain uncertain about the time and procedure of document processing services. This is because there is no service procedure governing the defined and transparent obligation of service providers and the rights of citizens are obtained as service users. Public service procedures tend to regulate only citizens' obligations (administrative requirements) as users when dealing with public service units. Uncertainty in service procedures stimulates residents to do illegal things such as paying illegal bribes to officials or using the services of brokers, in order to obtain immediate certainty of service/quick service (Yin et al., 2022).

This topic is interesting and very important to conduct research with reason because, the National Directorate of Land Transport (DNNT) as a government institution that deals directly with public services, has a great responsibility to implement ethical and administrative principles. Through this topic, I can analyze how bureaucratic ethics is applied in practice, identify problems in the service system, and make recommendations to bring transparency, justice and professionalism in the land transportation sector in Timor-Leste. This lesson can also educate young people, students, and officials who are already in office, how to serve the people with dignity and quality (Chokprajakchat & Sumretphol, 2017; Santoso & Dewi, 2019).

1) Grand theory

As mentioned earlier, to find solutions to answer essential questions that are the object of study in a scientific work, it is necessary to have an adequate theory standard as a guide to read and solve the phenomena identified in this work. Therefore, in this work, "Legal Rational Bureaucracy Theory" is the basis of the theory to analyze and find solutions to essential issues that became the object of study in the scientific work entitled "Bureaucratic Ethics and Professionalism of Public Service Officials in the National Land Transport Directorate" and Dili Municipality. Thus, the Legal Rational Bureaucracy Theory is the root of the idea to analyze the Bureaucratic Ethics and Professionalism of Officials in Public Service in DNNT Dili Municipality. The concept shows the ideal model of bureaucratic organization based on rational and legal principles, popularized by the German sociologist Max Weber (1864–1920). This is the basic bureaucratic theory that lays the foundation for the modern administrative system (Chokprajakchat & Sumretphol, 2017).

The word ethics comes from the Greek ethos, which means attitude or character. Therefore, ethics is a model of behavior or attitude that is good and acceptable to people's social environment or each organization (Fernanda, 2003). Thus, depending on the situation and perspective, one can see the ethics used or applied for good or evil. In the context of public administration or government organizations, models of attitudes and

behaviors, as well as relationships between people within the organization and their relationships with parties outside the organization, are generally regulated in laws/regulations. Ethics for rulers is an important thing that must be developed because ethics is expected to increase the sensitivity of bureaucracy or government in the provision of public services (Taufiqurokman et al., 2024).

There are various definitions of ethics, such as WJS Poerwadarminta (1986), ethics is the science of moral principles. Meanwhile, Sonny Keraf (1991), ethics is a critical and rational reflection on moral values and norms that determine and show in attitudes and patterns of behavior in human life, both in individuals and in groups. In the context of professionalism, ethics provides answers and responsibilities for moral teaching, especially how a person in a profession should act, show good behavior and be responsible for his or her own behavior (Alamsyah, 2016).

On the other hand, the idea of ethics related to public service developed itself in the 1940s through Leys' documentation. Leys said an administrator is ethical when he values and questions the standards used to make decisions and not based on his own decisions but based on customs and traditions that already exist. In the 1950s, a new idea began to develop through Anderson's documentation to complete the standard aspects used to make decisions. The Anderson documentation adds a new point, the standard used as a basis for decisions to reflect the basic values of the public to be served (Engen et al., 2021).

In general, ethics is defined as the composition of moral principles and values. These principles are recognized and accepted by individuals or social groups as regulating and controlling behavior and determining what is good and bad to do. Specifically, these moral principles and values are usually expressed in the form of a code of ethics, as a system of rules or standards that have principles to manage morality and accepted conduct in the social environment (LAN, 2005).

2) Support Theory

Before describing the concept of professionalism and good governance there are arguments that need to be raised to support a good understanding of the meaning of professionalism and good governance. Professionalism theory also supports Max Weber's bureaucratic principles that focus on qualifications, formal rules and impartiality. Support also (support theory) is to assist employees to become professional and ethical, which is important for strengthening the rational legal bureaucracy. Support Theory also makes employees in the institution feel supported which is the basis for doing good and professional work, which contributes to good governance practices. Good governance provides a framework and principles that ensure transparent, inclusive, effective, fair and accountable public services, which strengthen good democracy and effective governance. The institution or organization must provide support for employees or members to be productive and dedicated in their work. This support can come from training, motivation and good resources (Ojasalo & Kauppinen, 2024).

- a) Importance: Organizational support increases employee capacity and morale, which contributes to professionalism and ethics.
- b) Relationship with Public Service: Employees who feel supported, in good working conditions, also increase the quality of service to people.

3) Definition of Bureaucratic Ethics

Sadhana (2010), states that bureaucratic ethics emphasizes the importance of ethical values in the implementation of public administration and public services. In this view, bureaucracy is not only seen as an organizational structure that performs tasks rationally and formally, but also as an institution that must uphold moral values, ethics, and integrity. The effectiveness of bureaucrats in the public service depends heavily on the internalization of moral values and the enforcement of ethical codes without

consistent standards and enforcement, public services will fall short of public expectations (Kumara Dewi, 2021).

More from Kristian, Indra, et al. (2021), stated that bureaucratic ethics plays a strategic role in reducing corrupt behavior among civil servants. By upholding ethical values, bureaucrats tend to reject corrupt practices because they recognize that such actions conflict with morality and integrity. Ethics is not just a passive attribute but an active force in preventing bureaucratic corruption. By building a solid moral culture, internal oversight, and ethical awareness, bureaucracies can make public service a moral calling based on integrity and accountability (Buchanan, 1996).

On the other hand, scholars Pananrangi, A. R., & Sh, M. P. (2017) also stated that bureaucrats not only perform administrative duties with procedures but also implement moral values and public service that is humanistic, professional, and responsible. By internalizing ethics, bureaucracies can move closer to the principles of good governance and healthy and credible public service (Gay, 2020).

Additionally, Darwin (1999) also defines Bureaucratic Ethics (State Administration) as a set of values that serve as a reference and guide for human actions in organizations. Referring to these two opinions, ethics has two functions, the first as a guide and reference, to the state administration (public bureaucracy) to perform its duties and authorities so that its actions in the bureaucracy become a standard to evaluate the nature, behavior and actions of the public bureaucracy is considered good or bad. A set of values in bureaucratic ethics that can be used as a reference and guide for public bureaucracy to perform its duties and authorities include, efficiency, can distinguish personal property and office property, impersonal, merit system, responsible, accountable and responsive (Gay, 2020; Rodi Wahyudi, 2020).

4) The Concept of Public Service

The concept of public service was first introduced by David Osborne and Ted Gaebler (1995), in their book "Reinventing Government". Its main focus is the importance of improving public services through government bureaucracy by empowering the private sector to participate as public service managers. To improve the implementation and improve the system in relation to the implementation of public services, Osborne concluded ten principles referred to as decisions for the new style (Satibi & Ediyanto, 2020; Wijaya, 2018).

Furthermore, Delly (2012) stated that the service provided to the community needs to demand its quality. These services are provided by the government through its employees, although not for profit, but must always give priority to the quality of service according to the people's demands, hopes and needs. Employees should be aware of their position and role as agents of public administration. If in front of the public it is seen that this is not the case, it means that the service received so far is not a wholehearted service, but services based only on obligations as civil servants (Azmi, 2023; Dewi, 2021; Wulandari & Hapsari, 2022).

On the other hand, Santosa (2008) declares that public service is the provision of services, by the government, private parties on behalf of the government, or private parties to the community, with/ or without payment to respond to the needs and/or interests of the community (Puspitasari et al., 2021).

Thus, not only government agencies provide public services to communities, but also the private sector. In this regard, Widodo (2001) gives its meaning of public service as meeting the needs of the public who are interested in public organizations according to regulations and procedures that exist (Ojasalo & Kauppinen, 2024).

Additionally, Lewis and Gilman (Hayat; 2017), stated that public services are the trust of the public. The above concept is as follows:

- a) When bureaucratic ethics is good, the quality of public services will be good, and when bureaucratic ethics is bad, the quality of public services will be bad.
- b) When professionalism is good, the quality of public services will be good, and when professionalism is bad, the quality of public services will be bad.

METHOD

1) Research Approaches and Types

This research uses a qualitative research method used to conduct research on natural conditions and in addition the author also becomes an instrument, with models or techniques of data collection with triangulation, data analysis with indicative models and qualitative research results. To suport this research the author using the 32 scientific article where indexed by SCOPUS, Copernicus, and Thomson Reuters, and some thecnical rept and book. The approach technique used by the author in this research is a specific approach that talks about “Bureaucratic Ethics and Professionalism of Public Service Officials”. In this research, the author used a descriptive qualitative type (Sugiono, 2007, 2013; Sugiyono, 2005, 2012, 2014, 2015, 2018a, 2018b).

2) Research Site Presence

The research site that the author finished to conduct research is in the National Directorate of Land Transport (DNTT) Dili Municipality. The researcher will go directly to the research site to conduct observations, direct interviews with key informants and collect relevant documentation. In this research, the researcher decided the key informant or informant of this research is as in the following table:

Informant Table in This Research

Nu	Position	Number of Infromat
1	Diretór	1
2	Chief of Department of Driver Licence	1
3	Staff Civil Servant	2
4	Local Community	5
Total Informant		9

3) Data Analysis

Data analysis is a research activity that is always carried out, each research data is always analyzed and starting from observation data, interview results and documentation have been collected so as to obtain accurate data so as to obtain data that has scientific significance.

Data analysis techniques in qualitative research are carried out after the research, during the research or after the research. Before explaining in more detail about the type of data analysis technique in a scholar named Sugiono (2014:224) that data analysis means the process of setting the results of interviews systematically and structured and can make it easier for the author and others to understand better.

In this research, the author uses data analysis techniques based on the data obtained, then develops and finally draws conclusions. And the technical steps of data analysis are as shown in the figure below.

The data analysis diagram according to the qualitative research method of Milles & Hubberman (2017:247) is as follows:

RESEARCH RESULTS AND DISCUSSION

1) Research Data Presentation

Based on the formulation of the problem, the research results are as follows:

a) Implementing Ethics

Bureaucratic ethics plays a very important role in determining the quality of interaction between employees and the public. An effective and efficient public service depends not only on the procedures and policies in place but also on how employees carry out their duties with good ethics. Based on an interview with respondent, it was found that there are weaknesses in the aspect of communication and clarity of information in the DNTT public service. The respondent expressed her confusion when it comes to processing vehicle documents due to the lack of clear information from employees regarding the requirements to be met.

This condition illustrates the existence of a gap between ideal and factual conditions in public services. Ideally, employees are supposed to provide clear and complete information to the public to facilitate the service process.

Previous research by Alamsyah (2016) suggests that the development of public administration paradigms, such as New Public Administration, New Public Management, and New Public Service, emphasizes the importance of ethics in public service. Alamsyah states that this paradigm focuses on improving service quality through the application of strong ethical principles in the bureaucracy (Alamsyah, 2016).

Moreover, a study by Anggita Putri Rachmawati, Hermuningsih, and Wiyono (2023) highlighted the influence of competence, performance allowance, and work ethic on accountability through transparency as an intervening variable among civil servants in Bantul Local Government. This study emphasizes the importance of work ethics in enhancing accountability and transparency in the public service (Rachmawati et al., 2023).

Azmi (2023) also highlights the issue of ethics and neutrality of the state’s civil apparatus in the era of bureaucratic reform. He emphasized that consistent application of ethics and strong neutrality are essential to ensure fair and non-discriminatory public services (Azmi, 2023).

b) Practicing Bureaucracy

According to an interview with respondent, bureaucratic practices in DNTT Dili Municipality are based on Ministerial Diploma No. 49/2019 and the Ministry of Transport and Communications No. 75/2023. Despite DNTT’s efforts to ensure transparency and efficiency in services, there have been complaints from the public regarding discrimination and lack of sensitivity towards vulnerable groups, such as pregnant women. This suggests the existence of a gap between the expected ideal conditions and the factual conditions occurring on the ground.

Ms. Veronica da Silva, a member of the Vila-Verde community, expressed her dissatisfaction with bureaucratic practices in DNTT Dili Municipality. In the interview, she stated that the document management process takes a long time and there are no adequate facilities for pregnant women. In addition, the lack of clear policies and SOPs in providing services to clients, especially pregnant women, suggests a breach of bureaucratic ethics that is supposed to guarantee fair and non-discriminatory services.

Research conducted by Buchanan (1996) highlights the importance of ethical theory in bureaucratic organizations to ensure that all processes have a strong legal basis and are accountable. Moreover, the study by Chokprajakchat and Sumretphol (2017) showed that the implementation of a professional code of conduct is essential to improve the quality of public services. However, in the case of DNTT, there are still many challenges in applying bureaucratic ethics effectively.

Dewi (2021) in her study on bureaucratic ethical violations in Indonesia, emphasized that ethical violations are often caused by a lack of organizational commitment and job satisfaction of employees. This is in line with the findings of Fachri (2023) who showed that organizational commitment and job satisfaction have a significant influence on civil servants' work ethos. Therefore, it is important for DNTT to improve organizational commitment and job satisfaction of employees to ensure better application of bureaucratic ethics.

Engen et al. (2021) in his study on the logic of public services, highlighted the importance of sustainable development in public services to prevent the occurrence of value destruction in services. In the context of DNTT, the increasing volume of work and documents from clients on a daily basis suggests the need for the development of a system that is more efficient and responsive to community needs.

c) Employee Professionalism

Bureaucratic ethics are not only concerned with professional appearance, but also include competence, clear communication, and readiness to help customers. According to Gay (2020), bureaucratic ethics should be a calling for every civil servant, where they not only perform administrative duties but are also committed to serving society with integrity and responsibility. In a study conducted by Kumara Dewi (2021), bureaucratic ethics violations in governance in Indonesia showed that there are still challenges in applying consistent ethical standards across government institutions.

Meyer-Sahling and Mikkelsen (2022) highlight the importance of codes of conduct and disciplinary codes in enhancing the effectiveness of anti-corruption frameworks. Their study in Poland showed that the application of a strict code of conduct can improve the performance of civil servants and the quality of public services. This is relevant to the findings in DNTT-Akanunu-Hera, where despite the existence of good policies, their implementation still needs to be improved to reduce customer complaints.

Nureny, Risal, and Aqsa (2021) in their study on the influence of bureaucratic ethics and employee performance on public service quality in the Palopo Parliamentary Office, found that good bureaucratic ethics can improve employee performance and, in turn, improve public service quality. This suggests that there is a close relationship between bureaucratic ethics and public service quality, which is also reflected in the DNTT-Akanunu-Hera context.

Buchanan (1996) developed a theory on bureaucratic organizational ethics, emphasizing that bureaucratic organizations should have a clear ethical framework to ensure that all employees act in accordance with established ethical standards. In the context of DNTT-Akanunu-Hera, the application of a strong ethical framework can help address customer complaints and improve service quality.

Chokprajakchat and Sumretphol (2017) in their study on the implementation of a professional code of conduct for civil servants in Thailand, showed that the effective application of a code of conduct can improve the professionalism and responsibility of civil servants. This is relevant to the situation in DNTT-Akanunu-Hera, where increased professionalism and responsibility can help reduce customer complaints.

Engen et al. (2021) highlight the importance of developing a sustainable public service logic to prevent value decay in public services. In the context of DNTT-Akanunu-Hera, the development of a sustainable public service logic can help ensure that all employees act in accordance with established ethical standards and provide quality services to the public.

Fachri (2023) examined the influence of organizational commitment and job satisfaction on the work ethic of civil servants in the Ministry of Youth, Sports, and Tourism. These findings suggest that strong organizational commitment and job satisfaction can improve civil servants' work ethos,

which in turn can improve public service quality. In the context of DNTT-Akanunu-Hera, increased organizational commitment and job satisfaction can help address customer complaints and improve service quality.

d) Technology system, problems with poor internet network

Based on the interviews conducted with the Director of DNTT Dili Municipality, it was revealed that the lack of human and financial resources became the main hindering factor in improving the efficiency of public services. This condition is exacerbated by the limitations of material resources, such as the large number of broken computers and printers, as well as the overcrowded buildings of DNTT thus complicating the service process to customers. Moreover, the low salary level of employees is also one of the factors that affect the motivation and performance of employees in providing services (Kumara Dewi, 2021).

These factual conditions suggest that there is a significant gap between the ideal conditions of public service and the existing reality. In this context, bureaucratic ethics becomes particularly relevant to discuss, given the importance of the application of ethics in improving the quality of public services. Bureaucratic ethics is not only concerned with the individual behavior of employees, but also includes systems and policies that support the creation of good governance (Santoso & Dewi, 2019).

Previous research suggests that the application of an effective code of conduct and anti-corruption framework can improve the quality of public services. The study conducted by Meyer-Sahling and Mikkelsen (2022) in Poland showed that consistently applied codes of conduct and disciplinary codes can improve the effectiveness of the anti-corruption framework, which in turn has a positive impact on the quality of public services. This suggests that bureaucratic ethics has a strong correlation with public service quality.

Moreover, the study conducted by Nureny, Risal, and Aqsa (2021) showed that bureaucratic ethics and employee performance have a significant influence on public service quality. This study highlights the importance of the application of bureaucratic ethics in improving the performance of employees, which will ultimately have a positive impact on the quality of services provided to the public.

2) Data Discussion and Interpretation

Referring to the results of the research and discussion showed that the data collected by the researcher in the field focuses on the ethics of employees when serving customers. Also look at the bureaucracy applied in DNTT Dili Municipality in customer service.

On the other hand, the researcher also collected some data related to the professionalism of DNTT Dili Municipality employees in the process of serving customers both in the central building Balide and in the building Comoro and Akaknu-Hera.

What the researcher detected is the implementation of ethics, bureaucracy and professionalism of employees in DNTT Dili Municipality that makes customer service run smoothly and comply with the legal basis attributed to employees to perform their duties. On the other hand, customers do not always complain and feel dissatisfied with the behavior and attitude of employees when providing services. Because there are some employees who consciously treat unfairly and discriminate against clients when they come to process documents. Some employees do not show empathy, but there is also a lack of sensitivity to the public situation thus causing dissatisfaction from customers.

Referring to the direct observation that the researcher made in the territory showed that, the employees who provide services at each counter to provide services to customers are very small number composed of 1 (one) or 2 (two) people. On the other hand, the researcher also observed that there is no proper place for pregnant women and there is only a balcony for people with

disabilities, but during the observation the researcher did not see and did not find any people with disabilities to process documents in DNTT Municipality of Dili. Therefore, the service counter for people with disabilities is not used efficiently. Because there are few chairs, other clients also use them to sit and wait for the document processing process.

Additionally, the observation that the researcher made in the field showed that in the central building of DNTT Balide does not close the information on the notice board or wall / balcony about the requirements that customers must prepare / bring and the cost that needs to pay for each type of service. This makes it very difficult for new clients who are just the first time bat rata documents. However, in the Comoro and Akanunu-Hera buildings, relevant information (requirements and costs) is posted on the wall and service counter. This application is very helpful to customers when processing documents.

In the implementation of professional service to customers and to increase customer satisfaction must greet and follow the values written by the scholar Mochtar Buchari (2001), defines professionalism as a job or position that requires high special education and intensive training phase and long duration.

Referring to public service services also thought as a scholar, Moenir (2010) declares that public service is an activity carried out by individuals or groups based on material factors through certain systems, procedures and methods to fulfill the interests of others according to their rights.

3) Implications Research

a) Theoretical Implications

From the implications of this theory as the researcher refers to the title that talks about the formulation of problems related to the data that the researcher has collected shows that there are implications for the theory as the researcher also presents the theory of experts Weber, Max. (1947 who considered bureaucracy as a rational-legal form of organization 1) and the most efficient developed in modern society.

b) Practical Implications

Related to practical implications, this focuses on the implementation applied in DNTT Dili Municipality. Practical implications in this area focus on how to improve the process to make services transparent, consistent, and impartial. To achieve these principles, DNTT needs to apply the following guidelines:

- a) Create an official Standard Operating Procedure (SOP) or Checklist for all major processes (eg car registration, driving license) and make it public and post it on the website so that everyone can access it. So that citizens can know what documents are needed with a clear duration of time.
- b) Create a standardized template of official forms and communication, which does not depend on the language or personal views of each employee. In order to increase consistency and clarity. By reducing confusion and the opportunity to make arbitrary decisions.

CONCLUSIONS

a) Ethics of DNTT employees Dili Municipality

The current ethics of employees in DNTT Dili Municipality is already at this level, but there are significant weaknesses in terms of integrity and transparency that arise especially in the long process with unclear costs to customers.

These ethical weaknesses can create negative public perceptions of the institution and can challenge the principle of accountability in public administration.

b) Employee Professionalism in Public Service.

DNTT employees already have sufficient technical knowledge about the rules of transportation, but their professionalism needs to be improved in terms of communication skills and initiative to solve problems. That does not follow the normal process. Lack of initiative means employees do not use their professionalism to achieve good results in the process of serving customers.

c) The Relationship between Ethics, Bureaucracy and Professionalism

DNTT Dili Municipality faces major challenges from a long and complex bureaucratic structure. Inefficiency in the bureaucratic process is the main cause of reducing the professionalism of employees and gives rise to unethical behavior (through compliance with work schedules).

d) Customer Service Level

In the process of implementation of the level of public service in DNTT Dili Municipality has not reached the ideal level that the people want. Because the employees will lack in the aspect of communication, time discipline and respectful attitude to the customer. The fact appears that the principles of ethics and professionalism have not been consistently implemented in everyday practice.

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