



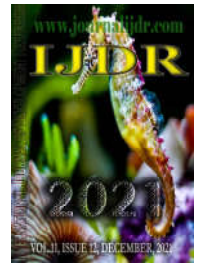
ISSN: 2230-9926

Available online at <http://www.journalijdr.com>

IJDR

International Journal of Development Research
Vol. 11, Issue, 12, pp. 52833-52838, December, 2021

<https://doi.org/10.37118/ijdr.23617.12.2021>



RESEARCH ARTICLE

OPEN ACCESS

THE ROLE OF RECTORATE LEADERSHIP IN ENHANCING PROFESSIONALISM AND EMPLOYEE EMPOWERMENT (STUDY CASE EAST TIMOR COFFEE INSTITUTE, ERMERA TIMOR-LESTE, ETCI-TL)

*Albertino De Jesus, Dr. Lucas Da Costa, S.E, Jose Cornelio Guterres

Faculty of Social Science and Humanity, Department of Politic Development, Universidade Da Paz

ARTICLE INFO

Article History:

Received 14th September, 2021
Received in revised form
20th October, 2021
Accepted 27th November, 2021
Published online 28th December, 2021

Key Words:

Leadership Increases
Professionalism at ETCI.

*Corresponding author:
Albertino De Jesus

ABSTRACT

O This thesis is entitled: "The Role of Rectorate Leadership in Improving Professionalism and Employee Work Empowerment, Case Study at the East Timor Coffee Institute. For this reason, the author wants to know more about the leadership strategy in running the East Timor Coffee Institute Higher Education Institution, Academically, ETCA was established in 2003 and received Accreditation in 2008 and changed to ETCI in 2012 with a program of three faculties including Agriculture, General Management (Public) and Education, consisting of nine (9) departments/departments. In this thesis the theory used by the author for the writing process such as the role theory" Tead (1990: 243) states that the role is an activity to influence and foster other parties to want to work together in achieving the desired goals together" the theory of Professionalism" Ashke&Thoha (1997:16) "A professional and modern organization strives to always be customer-oriented (the public) and tries to encourage and appreciate the creativity of members" as well as other theories. In analyzing the data, the author uses descriptive research theory. Singarimbun (1987:4) argues that: Descriptive research usually has two objectives, namely the first to determine the development of certain physical facilities or the frequency of occurrence of certain aspects of social phenomena. The second objective is to describe in detail certain social phenomena, for example social interactions, kinship systems and others. The results in this study are that the East Timor Coffee Institute still lacks facilities and infrastructure, needs to pay attention to employee welfare, provide incentives, increase empowerment through formal education to a higher and non-formal level and need to listen to all suggestions and constructive criticism. At the end of the research, the author concludes that in solving problems through consensus deliberation, the salary is not in accordance with the workload but in accordance with government standards, suggestions that must pay attention to employee welfare, increase empowerment, especially human resources, and improve the evaluation system, employees must deepen their knowledge through opportunities existing ones, and must increase accountability at work and improve good relations between peers and superiors (linear vertical and horizontal). So from the results of the above writing, the author can draw the conclusion that employees who work at ETCI receive their rights according to applicable standards or in balance with government regulations, even though they are not in accordance with their workload, in providing incentives carried out by the Institute, it has not been maximized so that it has an impact on work motivation. At present, ETCI's HR empowerment has started quite well, such as formal and informal education for lecturers and administrative staff and it is recommended that, paying attention to employee welfare, add facilities and infrastructure for the future.

Copyright © 2021, Albertino De Jesus et al. This is an open access article distributed under the Creative Commons Attribution License, which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.

Citation: Albertino De Jesus, Dr. Lucas Da Costa, S.E, Jose Cornelio Guterres. "The role of rectorate leadership in enhancing professionalism and employee empowerment (study case east timor coffee institute, ermera timor-leste, etc-tl)", *International Journal of Development Research*, 11, (12), 52833-52838.

INTRODUCTION

East Timor Coffee Academy which was founded on May 17, 2003, under Coffee Foundation "LAHER" which consists of five sub-districts in Ermera District, namely: L : Letefoho, A : Atsabe, H: Hatulia, E : Ermera and R : Railaku . with the objectives as stated in the legal basis in Coffee Foundation "LAHER" article 4, namely: Participate in creating educated and successful people in development in general, especially in the education sector, create cooperation to help each other among humans in order to create a peaceful life both

physically and mentally, create quality life for human beings to take part in managing natural resources in order to maintain the wealth and culture of Timor-Leste in general and in particular the culture of the Ermera district. Within five years of carrying out its activities as one of the academic universities in Timor-Leste, on July 30, 2008 it received accreditation and was ratified based on "Lei 4/2009 and was published in the "Republic Journal in 25th February" while carrying out its activities as an educational institution to educate the community in a period of approximately four (4) years, it takes about four (4) years to improve itself to comply with the academic requirements issued by

the Ministry of Education of Timor-Leste and the National Accreditation Agency. 31./ 2012, East Timor Coffee Academy changed its name to East Timor Coffee Institute from D3 could carry out a Strata one (S1) program, and could add other programs or majors other than agriculture, the Institute changed its name to East Timor Coffee Institute in 2012, the word ETCI in the Mambae language (vernacular) means that you have seen something that is already real, which is a higher education institution in Timor-Leste that is engaged in the education sector which generally has the task of providing services to the community in the education sector to improve Timor-Leste's human resources. in general and in particular the Community in Ermera District. To carry out the role of the East Timor Coffee Institute, it is necessary to provide the best service to students in the community of course, it really requires the involvement of every element in it such as leaders, structural officials, lecturers and employees who must have full awareness and responsibility for their role. To gain awareness, the leadership must try to stimulate one of them by creating conditions and situations that can provide morale for all parts of the institution, because only with such things will have high motivation which is expected to be more effective in achieving purpose. In an organization that has a clear vision and mission, it is very necessary to cooperate between the leadership of the organization and all units within it to determine success in achieving organizational goals, in this case especially the East Timor Coffee Institute. For this reason, rectorate officials need to pay attention and provide encouragement or support, both material and non-material, so that all units in carrying out their work can further increase effectiveness in the teaching and learning process.

Empowerment of subordinates is very important for the success of the organization, especially for the East Timor Coffee Institute, if there is a lack of empowerment for subordinates in carrying out the work given by the leadership, success will decrease, so that the goals of the organization will not be achieved. To achieve the organizational goals of the East Timor Coffee Institute effectively and efficiently, it is necessary to have good management and maximize the use of available resources, this is very important to support the success of the organization. A good leader in carrying out his functions properly, is not only shown from the power he has but is also shown from the attitude of service, giving instructions, coaching for his subordinates in carrying out their duties. The better the relationship between the leader and employees, the more structured the work is done and the stronger the leader's power, the more control over the leader's influence. In addition to leadership style, providing motivation and empowerment is a factor supporting the performance and work effectiveness of an employee. So considering the importance of the role of work professionalism in increasing the effectiveness of employees' work, the researchers are interested in conducting research with the title: "The Role of Rectorate Leadership in the Context of Increasing Employee Professionalism and Work Efficiency". (Case Study at East Timor Coffee Institute Gleno Ermera District).

Formulation of the problem: Based on the background above, the writer can formulate the problem as follows: "What is the Role of Rector's Leadership in Increasing the Professionalism of Employees at East Timor Coffee Institute"?

Research Objectives: To find out and analyze the Leadership Role of the Rectorate, East Timor Coffee Institute in the Context of Increasing Professionalism and Work Efficiency of Employees in Gleno, Ermera District.

Benefits of research

The benefits of this research can be expected as follows:

1. Academically, can contribute a scientific knowledge about good service in general and in particular the academic world at the East Timor Coffee Institute.
2. Practically as input for leaders, both government agencies and private organizations looking for forms of empowerment for

each subordinate in increasing effective and efficient work results for the community and the academic world.

Role: The view of Soerjono Soecanto (1990: 243) states that the role is an activity to influence and foster other parties to want to work together in achieving the desired goals together. Based on the definition above, it can be concluded that the role is an action taken by someone based on the task being carried out. The view of Soerjono Soecanto, (1990: 243) states that the role is an activity to influence and foster other parties to want to work together in achieving the desired goals together. Based on the definition above, it can be concluded that the role is an action taken by someone based on the task being carried out.

The role includes three (3) things, namely:

- Roles include norms associated with a person's position or place in society. This role is a series of rules that guide a person in social life.
- Role is a concept of what individuals in society as an organization can do.
- The role can also be said as individual behavior that is important for the social structure of society.

While the view of Weinstock (1990: 123) defines the role is an identifier or series of obligations played by an individual in a social organization. The scope of a job role is an obligation in a work organization. The higher the status of the job, the more and more specific the elements of the role in it.

Understanding the Role of Leadership the view conveyed by J. Riberu (1987:36) provides a definition that: "Leadership" is managing a person or group of people to a goal while using existing means, always adhering to the existing moral code. From the opinion above, it can be seen that the leader is the focus or the center point of everyone, whether it is government officials or private organizations or the general public. Furthermore, Handayaningrat (2002:146) said that, the characteristics that must be possessed by leaders are as follows: "(a). Honest (b). Knowledgeable (c). Mentally (d). Able to make decisions (e). Trustworthy (f). Wise (g). Firmly (h). Fair (i). Be an example."

It is also said by RDAgaraw (1982:37) that leadership is the art of influencing others to exert their will, ability and effort to achieve the leadership's goals, in terms of relationships with organizations, leadership lies in influencing individual and group efforts to achieve organizational goals. optimally.

Organization (Institution)

Expression of opinion by Chester I. Bernard (1998:14) says that: Organization is a system of cooperative activities carried out by two or more people. From the understanding of the organization above, it can be concluded that a goal to be achieved will shape the characteristics of its members to suit these goals. An organization is a collection of people who work together by using certain resources to try to achieve their goals. In other words, the organization consists of people who work in a system to achieve goals.

In order for the organization's goals to be achieved, it is necessary to make these efforts to manage the organization, in managing this organization it is definitely inseparable from managerial aspects that are closely related to activities to:

1. Planning what the organization and its sub-units want to achieve over a certain period of time.
2. Coordinate all plans and their activities from all existing sections in order to achieve work harmony that leads to the same goal.
3. Processing information contained within each organizational unit as well as between existing units as well as information originating from the external environment for decision making.

4. Evaluate the information to be compared against what is desired and take certain actions to correct the deviations that occur.
5. Influence the behavior of people in the organization to be directed at its goals.

Organizational Role: The opinion of Colombes and Wolfe (1999:131) related to the role of government organizations both nationally and internationally which states that: The role is a description of the work or the expected rules of behavior for the president, ministers, high-level bureaucrats (officials) and other elites and elites who influence the formulation and implementation of policies. Meanwhile, roles related to psychological conditions Coulombis and Wolfe (1999:29) provide an explanation that regardless of a person's profile if he holds a specific role, the results of his behavior are modified by public expectations or expectations of that behavior.

Professionalism and Empowerment: Professionalism theory requires a common understanding and perception of the terms of the profession and its characteristics. Ornstein, Livence and Daniel U. (1984: 34), said that: Profession is to serve the community, is a career that will be carried out throughout life and does not change jobs. Requires certain fields of knowledge and skills beyond the reach of the public, meaning that not everyone can do it. Then it requires special training with a long time and even has an organization and is regulated by a professional organization. Amos Perlmutter (2000:1) says that: The meaning of a profession is a job that requires perfect training and education in a specialized field. The level of professionalism of a job is measured through the implementation, methods, character, status, and standards of the people involved in it. In the same case, Eric A. Nordlinger (1994) says: the higher the level of professionalism of the employees/educators, the lower the desire to intervene in other fields. This means that the level of professionalism of employees/educators can be measured by their desire to continue to carry out their duties properly without intervening in issues that are not their duties and expertise. A professional has three characteristics, according to the view: Frans Magnis Suseno, (1975:36). which include:

1. The work carried out by a professional is solely to realize virtue for the sake of upholding the honor of the profession in which he is involved.
2. A professional in carrying out his work must be based on high-quality technical skills.
3. The work of a professional is measured by technical quality and moral quality and must be subject to a developed and agreed code of ethics.

Empowerment Theory: If the internal efficiency of cooperatives has been achieved, for the sake of higher efficiency, cooperation between cooperatives and between cooperatives and other business entities is needed. From the description above, it is clear that cooperatives as business entities are actually nothing more than a method of organizing (Goodwind and Doormund, 1982:34).

Some views on community empowerment, among others, are as follows: (Ife, 1996:59)

1. Structural, empowerment is an effort to liberate, structural transformation fundamentally, and the elimination of operative structures or systems.
2. Pluralism, empowerment as an effort to increase one's power or group of people to be able to compete with other groups in a 'rule of the game' particular.
3. Elitist, empowerment as an effort to influence the elite, forming alliances with these elites, as well as trying to make changes to the practices and elitist structure.
4. Post-Structural, empowerment is an effort to change the discourse and value subjectivity in understanding social reality.

The definition of work according to Hasibunan (1990: 105), states that "Work is a number of physical and mental activities carried out by

a person doing a job." Meanwhile, according to **Harold Koozt quoted by Sukarja (1992: 11)** states "work is completing a task that is developed both individually and in groups in families and organizations."

The definition of work according to Sondang P. Siagian (1989: 135) is "the implementation of all organizational activities that ensure that all work carried out goes according to a predetermined plan." Factors Affecting Work Effectiveness Many factors can affect the level of work effectiveness and according to: Tarwaka (2004:10) details the factors that can affect work effectiveness in general.

1. Discipline

While Good's view (1959:21) in the Dictionary of Education defines discipline as follows:

- a. The process or result of directing or controlling desires, impulses or interests in order to achieve goals or to achieve more sanctified (good) actions.
- b. Seeks the chosen course of action tenaciously, active and self-directed, even in the face of obstacle.
- c. Direct and authoritarian behavior control with punishment or reward.
- d. Restraint of urges in an uncomfortable and even painful way.

Definition of Work Effectiveness The definition of effectiveness, according to The Random House Dictionary (2006:39), "effectiveness is being able to produce the desired effect". Based on this definition, it can be concluded that effectiveness is producing or getting the desired effect. In relation to the work environment, Hidayat (1986:7) suggests that: "work effectiveness is a measure that states how far the work targets (quality, quantity, time) have been achieved. So the greater the percentage of work targets achieved, the higher the effectiveness."

Meanwhile, according to Sondang P. Siagian (1987:155), suggests that:

"Work effectiveness is completing work on time, meaning that whether the implementation of a task is considered good or not, it really depends on whether the task is completed or not, especially answering the question of how to implement it and how much it costs". the meaning of the opinion above it can be concluded that work effectiveness is a measure that states the extent to which work can be completed according to predetermined targets, both in terms of quality, quantity and working time.

Definition of Work Effectiveness

The definition of effectiveness, according to The Random House Dictionary (2006:39), "effectiveness is being able to produce the desired effect". Based on this definition, it can be concluded that effectiveness is producing or getting the desired effect.

In relation to the work environment, Hidayat (1986:7) suggests that: "work effectiveness is a measure that states how far the work targets (quality, quantity, time) have been achieved. So the greater the percentage of work targets achieved, the higher the effectiveness."

Meanwhile, according to Sondang P. Siagian (1987:155), suggests that:

"Work effectiveness is completing work on time, meaning that whether the implementation of a task is considered good or not, it really depends on whether the task is completed or not, especially answering the question of how to implement it and how much it costs". the meaning of the opinion above it can be concluded that work effectiveness is a measure that states the extent to which work can be completed according to predetermined targets, both in terms of quality, quantity and working time.

Research Locations and Sites: This research was conducted at the East Timor Copy Institute (ETCI) higher education institution in Gleno, Ermera district, with the aim of knowing and analyzing in depth the role of the Rectorate leadership in order to improve the work empowerment of its subordinates. To determine the indicators or characteristics of these variables, so that it is expected to make it easier to evaluate them. The site in this study consisted of 4 people from the East Timor Copy Institute structure, 4 lecturers and 2 administrative staff, so a total of 10 resource persons were key informants.

Data source: In this study, the data sources needed are based on:

- a. Primary data, namely data obtained directly from the object of research, among others; respondents, informants and direct observations.
- b. Secondary data, namely data in the form of documents, notes, minutes obtained from the ETCI Campus Location, namely the Academic and Administrative Structure Board through the available document archives.

Data Collection Procedure: Data collection is an important step in scientific research and for field research, several techniques are used in research, the following techniques are used.

Observation: Observation is direct observation of the phenomena that occur in accordance with the research problem. After the researcher observes the problems that occur, recording can be done.

Interview: The interview is a direct question and answer process by the subject or resource person so that it is considered more free and complete so that researchers can ask questions more freely and broadly to resource persons, thus filtering information that may not be obtained through observation.

Documentation: Documentation is a way to obtain data by means of the site researching and studying records, documents and matters related to this research.

Research Instruments: According to Arikunto (1989: 137) "The instrument is a tool when researchers use a method". From this opinion, the instrument in this study is the researcher himself and is assisted by tools in the form of ballpoint pens, notebooks.

Data analysis technique: The technique used in analyzing the data, which was collected from the field, was analyzed by descriptive-qualitative method, namely digging in-depth information obtained directly from the field, then making empirical generalizations. This qualitative approach is used to analyze the data more deeply, then it is hoped that it will produce useful findings for increasing the work motivation of lecturers and staff at the East Timor Copy Institute (ETCI) and other parties as input to be used in conducting further studies. Meanwhile, the stages of analysis of the data obtained from the field will be studied in depth, so the authors will use the following stages:

- a. As a first step, the data that has been obtained from the field will be simplified and edited in such a way with in-depth analysis in order to sharpen or clarify the problems studied.
- b. The second step is to examine and adjust the data to be collected so that the data can explain a certain phenomenon or event that can be trusted.

Data analysis technique: The technique used in analyzing the data, which was collected from the field, was analyzed by descriptive-qualitative method, namely digging in-depth information obtained directly from the field, then making empirical generalizations. This qualitative approach is used to analyze the data more deeply, then it is hoped that it will produce useful findings for increasing the work motivation of lecturers and staff at the East Timor Copy Institute (ETCI) and other parties as input to be used in conducting further studies.

Meanwhile, the stages of analysis of the data obtained from the field will be studied in depth, so the authors will use the following stages:

- a. As a first step, the data that has been obtained from the field will be simplified and edited in such a way with in-depth analysis in order to sharpen or clarify the problems studied.
- b. The second step is to examine and adjust the data to be collected so that the data can explain a certain phenomenon or event that can be trusted.

Another indicator of employee rights at the East Timor Coffee Institute, Respondents such as Mr. Ramalhino Belo, who is the head of the Forestry Department at the East Timor Coffee Institute, said that the salary or entitlement is right or at the same level, but the workload is too burdensome or the work is duplicated, making it difficult for subordinates to start working. . (10/10/2013: 12.00-13.30). Also conveyed by the Dean of the Faculty of Agriculture at the East Timor Coffee Institute, namely Mr. Cornelio Gago, Yes but the performance process of administrative employees who always make work delays so that the leadership is late in making decisions, but rights are always fulfilled. (10/10/2013: 10.00- 12.30). The same thing was said by Mario M. Soares, who as The Head of Finance (Treasurer) said yes because of the acquired rights depending on the obligations performed, (11/10/2013: 10.00-12.00). The opinion of Antonio Monteiro, who is the head of the general administration that yes the rights received from this Institute are good because the status of this Institute is Private but the rights granted are the same as in the government, which is a standard salary. . (11/10/2013: 12.00-13.00) Incentive giving indicators, respondents give perceptions, such as, Mr. Ramalhino Belo, who is the head of the Forestry Department at the East Timor Coffee Institute, said that there was not enough, because of the heavy workload, but we as subordinates always obeyed the campus rules, sometimes there were incentives such as for example after a major activity was completed or running. well just given silence. (10/10/2013: 12.00-13.30).

Also conveyed by the Dean of the Faculty of Agriculture at the East Timor Coffee Institute, namely Mr. Cornelio Gago, Yes so far the leaders of the rectorate have always provided Stimulus/Incentives according to extra activities/programs given by the Institution for each person according to the decision of the meeting and the relevant tasks assigned according to responsibility. each of them answered by making a responsibility report in front of the rectorate leaders. (10/10/2013: 10.00-12.30). Mr. Mario M. Soares, who is the Head of Finance, also conveyed that the incentives are given according to the workload and responsibilities outside of campus activities. (11/10/2013: 10.00-12.00) Antonio Monteiro, who is also the head of the general administration, said that yes, because at the East Timor Coffee Institute, the Rector always motivates and encourages us through incentives or stimuli to work well in this institution. (11/10/2013: 12.00-13.00). Other indicators regarding facilities and infrastructure, Mr. Ramalhino Belo, who is chairman of the Forestry department at the East Timor Coffee Institute said that it was enough, only the lack of transportation, (10/10/2013: 12.00-13.30). It was also conveyed by the Dean of the Faculty of Agriculture at the East Timor Coffee Institute, namely Mr. Cornelio Gago, for the time being it has not been overall but has gradually improved all facilities at this Institute. (10/10/2013: 10.00-12.30). It was also conveyed by Mario M. Soares, who as head of Finance, said that the reasons were not sufficient because transportation facilities were not sufficient, space was not sufficient, so that administration was piled up. . (11/10/2013: 10.00-12.00) The same thing was said by Antonio Monteiro, who is the head of general administration that currently there are not enough examples: transportation, work space, etc., . (11/10/2013: 12.00-13.00).

Indicators regarding the working relationship between lecturers, employees and the Head of the Rectorate, Mr. Ramalhino Belo, who is the head of the Department of Forestry at the East Timor Coffee Institute, said that until now good relations have been in the process of daily activities. (10/10/2013: 12.00-13.30) Also conveyed by the Dean of the Faculty of Agriculture at the East Timor Coffee Institute,

namely Mr. Cornelio Gago, the relationship that has been carried out / fostered at ETCI based on the principle / kinship between superiors and subordinates (10/10/2013: 10.00-12.30). Mario M. Soares also stated: the relationship is good because we have a shared sense of responsibility in managing the institution. . (11/10/2013: 10.00-12.00). Also the perception of Mr. Antonio Monteiro, that the relationship between lecturers, staff, students and the rectorate Leader has always been going well in this institution, so far there have been no problems. (11/10/2013: 12.00-13.00). The character applied in ETCI is related to the theory of Marray and Lewin in Sutaryadi, (1990: 97) saying that the work climate is a set of characteristics that distinguish one individual from another that can affect the behavior of the individual himself, behavior is the result of the relationship between the individual and the individual. environment. Indicators to put forward critical ideas or suggestions for the progress of the Institute, all respondents gave perceptions such as, Mr. Ramalhino Belo, who is the head of the Forestry Department at the East Timor Coffee Institute said that sometimes yes and sometimes no, ideas are conveyed but sometimes ignored, but subordinates are ready to carry out orders but sometimes we also have the opportunity to implement ideas such as extra-campus activities (courses) computer, English, and Portuguese internet). (10/10/2013: 12.00-13.30). Another opinion by Mr. Mario M. Soares, said that he, because we always conduct evaluations, is open to hearing various inputs and criticisms as well as suggestions for building this Institute, (11/10/2013: 10.00-12.00). The same thing was also conveyed by Antonio Monteiro, that the East Timor Coffee Institute always makes evaluations for all lecturers and staff, in terms of suggestions or criticisms to the rectorate to take policies in solving problems at this Institution. (11/10/2013: 12.00-13.00).

Also conveyed by the Dean of the Faculty of Agriculture at the East Timor Coffee Institute, namely Mr. Cornelio Gago, said that all lecturers, staff were given the opportunity to express opinions, suggestions and criticisms for the progress of the institution, namely through meetings of all lecturers and employees or written suggestions to the rectorate Leadership (10 /10/2013: 10.00-12.30). The results showed that the East Timor Coffee Institute in the process of daily activities to solve existing problems implementing a democratic leadership system provides opportunities for subordinates to express opinions, but it is still lacking in implementation, subordinates hope that in the future the Rectorate leadership should listen to input that for the improvement of this Institute. The leadership style applied at ETCI is in accordance with the view by G. L. Freeman & E. K. Taylor, (1950: 13), says Leadership is the ability to create group activities together to achieve organizational goals with maximum effectiveness and cooperation from each individual. Indicators regarding career promotion or positions for lecturers and staff who have good achievements, Mr. Ramalhino Belo, who is the head of the Forestry Department at the East Timor Coffee Institute, said that career promotion is real, but it seems that the decisions taken have not been based on the period of service (one's loyalty) so that over time the ideas from subordinates either cannot be heard or implemented properly. (10/10/2013: 12.00-13.30). Also conveyed by the Dean of the Faculty of Agriculture at the East Timor Coffee Institute, namely Mr. Cornelio Gago, Yes so far ETCI has always held promotions in terms of careers, for example giving positions, increasing salaries and continuing studies to a higher level, (10/10/2013: 10.00 -12.30). The same opinion was also expressed by Mr. Mario M. Soares, who is the head of finance, that there has not been maximum promotion of positions in the department and rectorate this is due to limited human and financial resources (11/10/2013: 10.00-12.00).

From the results of interviews obtained by the author regarding career promotion at the East Timor Coffee Institute, which is often carried out by the Rector, however, it is still affected by the Institute's finances or income so that the position given is not balanced with the allowances obtained in accordance with that position. Indicators of empowerment through education and training, respondents such as, Mr. Ramalhino Belo, who is the head of the Forestry Department at the East Timor Coffee Institute, said that it was not optimal yet, but

there were lecturers and employees who already had the opportunity to participate in training or education at IPB Bogor, Biotrop Australia, Brawijya and Haleloa University Kendari. (10/10/2013: 12.00-13.30). Also conveyed by the Dean of the Faculty of Agriculture at the East Timor Coffee Institute, namely Mr. Cornelio Gago, that for education training the ETCI always sends lecturers / employees to attend training both domestically and abroad at institutions that work together with ETCI. (10/10/2013: 10.00-12.30). The same thing was also said by Mr. Mario M. Soares, that in terms of institutional empowerment, he sent several lecturers to continue post-graduate programs, extra-curricular training on the development of the quality of institutional administration both at home and abroad (11/10/2013:10.00-12.00). The same statement was made by Mr. Antonio Monteiro, who is the Head of General Administration that the East Timor Coffee Institute always sends undergraduate lecturers to take masters and training for staff both domestically and abroad (11/10/2013: 12.00-13.00).

Indicators of thoroughness in doing work: In accordance with the above, the opinion conveyed by Mr. Julio de Jesus Gomes, who serves as the first proRector concurrently II said that Yes, the lecturers and employees at the East Timor Coffee Institute in carrying out their work are quite good, because it is in accordance with the midwife and their profession. respectively, but need to be improved. (23/10/2013: 14.00-15.00 otl). Mr. Lucio Marcal Gomes, Rector of the East Timor Coffee Institute, also stated that basically Lecturers and staff carry out their duties in terms of administration and teaching and learning processes well, because in their placement they are in accordance with their educational background, but need supervision and evaluation from time to time by institutional leaders, because employees have not performed their duties optimally, enter work not on time, coordination between lecturers and staff is still lacking. (23/10/2013: 16.00-17.00 Otl). From the words of the head of the institution above, the author concludes that all employees at the East Timor Coffee Institute in carrying out their duties are going quite well because they are placed in accordance with their expertise, but they need supervision by superiors. Indicators of obstacles - obstacles in carrying out tasks by employees, It was conveyed by Mr. Julio de Jesus Gomes, as Acting Vice Chancellor I concurrently II that Yes, there are obstacles that often occur, they arise because they have something to do with support facilities, especially transportation, facilities and markets at this institute, so that the support is still small. given is still not enough. (23/10/2013: 14.00-15.00 otl).

The expression by Mr. Lucio Marcal Gomes, Rector of East Timor Coffee Institute, that the obstacles that often occur here are mainly lecturers because in the teaching and learning process between lecturers and students in terms of communication, because most lecturers do not understand Portuguese, so students from high school use Portuguese language, eventually led to misunderstandings, also the problem of inadequate support facilities, and others that caused obstacles in carrying out their duties. (23/10/2013: 16.00-17.00 Otl). The conclusion from the above expression is that the obstacles that often occur for lecturers and staff in carrying out their duties are influenced by facilities and infrastructure as well as language problems of communication between lecturers and students, causing misunderstandings for the teaching and learning process. indicators on empowerment policies, It was conveyed by Mr. Julio de Jesus Gomes, as the first and second proRector that the current policy is to promote existing lecturers and employees by capacitating them through higher education levels and following trends both domestically and abroad. (23/10/2013: 14.00-15.00 otl). Lucio Marcal Gomes, as the Rector of the East Timor Coffee Institute, also stated that lecturers were given the opportunity to continue their formal education to a higher level, namely S1 to S2 and staff were given the opportunity to follow trends, such as about a good administrative service system, Portuguese lingua, and others. (23/10/2013: 16.00-17.00 otl). Indicators of success of subordinates in carrying out their duties, Mr. Julio de Jesus Gomes, as Assistant Chancellor I and II said that Yes We are satisfied if the output or education that we print out sells in the job market. Student Alumni Association, because we have only graduated 2 times, a total of 156 new students so it is very easy

to detect. (23/10/2013: 14.00-15.00 otl). As stated by Mr. Julio de Jesus Gomes, as Assistant Chancellor I and II said that yes there is, the demands of students at this institute are related to the administrative service system and others but we always evaluate each semester to see things that are highlighted by students / student after all, there is a nest box attached to the campus itself. And our suggestion box will be opened every semester to evaluate and improve the performance of the institution. (23/10/2013: 14.00-15.00 otl). The same thing was also said by Mr. Lucio Marcal Gomes, as the Rector of the East Timor Coffee Institute, that there were demands from students about the teaching process from several lecturers, in this case an input or indicator for the Institution to improve itself through evaluation of each activity, both from the Rector itself, Faculty level and Administrative Bureau in order to fix the service system in order to achieve the desired goals together, because this institution carries out social activities for the sake of humanity. (23/10/2013: 16.00-17.00 Otl).

CONCLUSION

In accordance with the research objective, namely to determine the role of the Chancellor in increasing the professionalism of employees at the East Timor Coffee Institute, then by sharing ways starting from data collection and data analysis, the authors can conclude that based on an in-depth descriptive analysis using a description of sentences according to the results of research in the field. on various indicators in accordance with the main problems that exist, the conclusions are as follows:

1. Employees who work at ETCI receive their rights according to applicable standards or in balance with government regulations, even though they are not in accordance with their workload.
2. In the provision of incentives carried out by the Institute, it has not been maximized so that it has an impact on work motivation
3. For problem solving in ETCI, it is quite good, because there are many methods of solving problems through the sound system,
4. In general, facilities and infrastructure are adequate, but need to be added.
5. Empowerment of human resources at ETCI is currently quite good, such as formal and informal education for lecturers and administrative staff.

Suggestions: Judging from the results and discussion of the Rector's Role in increasing the professionalism of employees at the East Timor Coffee Institute, the authors submit several suggestions to become input or reference materials, as follows:

1. For Institutions to pay more attention to:
 - a. Employee welfare
 - b. Adding more facilities and infrastructure
 - c. Increase empowerment, especially HR
 - d. Accumulative constructive ideas
 - e. Improve the evaluation system
 - f. Maintain superior and subordinate relationships as well as students
2. For Lecturers and Staff to:
 - a. Increase the sense of responsibility at work
 - b. Improve the good relationship between linear vertical and horizontal
 - c. Increase the sense of loyalty to the Institution
 - d. Deepen knowledge through the opportunities that exist

REFERENCES

- Abraham Maslow, in Makum Muchlas, 1999, *Organizational Behavior*, Gajah Mada, University Press.
- Abu Ahmadi, *Social Psychology*, Publisher RinekaCipta, 1995
- Adiningsih N, 2002. *Teacher Quality and Professionalism. Thoughts of the People* October 15, 2002. <http://www.PikiranRakyat.com/102002/15> Opinion
- Ali Mufiz introduction to State administration, Jakarta gift publisher, year : 1987
- Arikunto, S. 1993. *Humane Teaching Management*, Jakarta: PT. RinekaCipta.
- As'ad, Moh. 1995. *Industrial Psychology*. Yogyakarta: Liberty.
- Davis, K. & Newstrom, J.W., 1996. *Behavior in Organizations*, Seventh Edition. Jakarta: Erlangga Publisher.
- H. Malayu S. P. Hasibuan, *Human Resource Management*, 2005. PT. Earth Literature
- Harry Hikmat, *Community Empowerment Strategy*, (Bandung: Humaniora Utama Press, 2004)
- Hasan, Ani M, 2001. *Teacher Professionalism Development in the Age of Knowledge*, July 13, 2003. Article.Homepage Education Network.
- Hasibuan, Melayu, SP, 2005, *Human Resource Management*, 5th Revision of Printing, Bumi Aksara, Jakarta.
- Hidayat, 1987, *Basic Concepts and Understanding of Productivity and Interpretation of Measurement Results*, Prisma, Jakarta.
- Hidayat, *Basic Concepts and Definitions of Productivity and Interpretation of Measurement Results*, Prisma Publishers, Jakarta, 1986
- [HTTP://PSYCHOLOGY-ONLINE.COM](http://PSYCHOLOGY-ONLINE.COM), THE ROLE-PRASANGKAN-IN-INTER-ETHNICAL CONFLICT ACCESSED On 03-08-2011
- <http://www.members.aol.com/PTRFWEB/journal1040>, accessed 7 June 2001).
- [Http://www.s.tiwi.staff.Ganadrama.ac.id/download/file/17350](http://www.s.tiwi.staff.Ganadrama.ac.id/download/file/17350)
- Husaini Usman and Purnomo Setwadi Akbar, *Social Research Methodology*, Earth Literacy, Jakarta, 2000.
- Indonesian Civil Service Agency on Basic Personnel, Jakarta, 1977: 2.
- Interet :
- John D. Piffner & Robert Presthus, Martin J. Gannon, *Fundamentals of Administrative Leadership*. (Gajah Mada University Press Publisher), 2006
- Kartono, Kartini, 2004, *Leaders and Leadership*, PT. Youth King Gravidopersada, Surabaya.
- Keith Davis in the book R.A. Santoso Sastrooetro, *Decision Making in Strategy for Non-Profit Public Organizations*, PT. Gramedia Widia Sarana, Jakarta, 1996
- Suharsimi Arikunto, *Research Procedure: A Practical Approach*, Bina Aksara Publisher, 1993
- Sulistiyorini, 2001. *Relationship between Principal Managerial Skills and Organizational Climate with Teacher Performance*. *Educational Sciences*: 28 (1) 62-70.
- Tarwaka, *Ergonomics for Safety, Health, Productivity and Effectiveness*, Surakarta, Uniba Press, 2004.
- Timor-Leste Employment Law No.8/2004 dated 16 June article 3.
- Winardi, 2000, *Leadership in Management*, Edition 2, Publisher PT. RinekaCipta, Jakarta.
- Zahera Sy, 1997. *The relationship between self-concept and job satisfaction with teacher attitudes in the teaching and learning process*, *Educational Sciences*, volume 4 Number 3
