Developing an Improvement Plan for Organizational Leadership, Management Functions, Interpersonal and Intrapersonal Skills for a Government Ministry

Elisa Maria Da Silva¹, Sirichai Preudhikulpradab² and Maria Socorro Fernando*¹

¹Embassy of Timor-Leste in Thailand
²Graduate School of Business, Assumption University, Bangkok, Thailand
*Corresponding author, E-mail: mariaFernando@au.edu

Abstract

This study examined the current conditions of the Civil Service Commission of Timor-Leste in terms of the organizational leadership, management functions, and interpersonal and intrapersonal skills and proposed an improvement plan to enhance the four variables. Data were collected using structured questionnaires and interviews. Thirty-five participants completed the questionnaires, of which six participants were interviewed based on purposive sampling. The interview transcript was validated by three coders; the responses from the structured questionnaires were analyzed using descriptive statistics. The quantitative and qualitative analysis results showed the participants understand their current situation and recognize the need for a capacity building program to enhance their competence and skills in four areas of organizational leadership, management functions, interpersonal skills, and intrapersonal skills.

Keywords: Civil service commission, Organizational leadership, Management functions, Interpersonal skills, Intrapersonal skills

1. Introduction

Many organizations around the world including Timor-Leste are considering enhancing organizational leadership, management functions, interpersonal skills and intrapersonal skills because the success of the organization depends very much on capabilities organizational leadership and its human resources -as important aspects of every activity (Sobratee and Bodhanya, 2018).

This research was carried in the Civil Service Commission of Timor-Leste which is an independent body established in 2009. Their task is to ensure that there no political intervention or guarantee that is politically biased and should be impartial, be based on merit and high standards of professionalism, and capable of providing quality services to the state and the people of Timor-Leste. Thus, reforms in the public sector are needed to improve service delivery of the civil service that is more efficient, works with more rigor, quality, responsibility, and less bureaucracy (Government, 2015). The Civil Service Commission mandate is for five years and is renewable for an equal period.

Based on the interviews results, Timor-Leste is facing many challenges such as problems with law, structure, evaluation performance, training curriculum, corruption, political intervention, lack of budget and human resources, unclear interview questions, merit system, and gender equality. The study examines the current situation of the organization in relation to its organizational leadership, management functions, interpersonal and intrapersonal skills and proposes an improvement plan to enhance the four elements.

Organizational leadership is a process that contributes to the development and achievement of organizational purpose (Zaccaro and Klimoski, 2001) There are three different clusters of organizational leadership namely, an administrative form that sustains the effectiveness of the organizational operations; the leadership form from the middle management levels that involves the elaboration and operationalization in the formal structures. Organizational leaders need 21st century skills to achieve success such as cognitive skills which refer to fairness in problem-solving and have analytical thinking; interpersonal skills such as communication skills, social skills, teamwork, and cultural sensitivity and; intrapersonal skills which refer to self-management, time management, self-development, self-regulation and adaptability (Koenig, 2011).