

Performance Bureaucratization from the Administration Public in Timor-Leste (2025)

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Abstract

Introduction: Based on CRDTL Article 137/1 and 2 which deals with public administration and aims to pursue of interest public, in the Respect by the rights and interests legitimate interests of citizens and constitutional institutions. Public administration is also structured to avoid bureaucratization, bringing services closer to populations and ensure the participation of stakeholders in its effective management. Therefore, the Constitution guarantees or authorizes the bureaucratization system that operates in public administration within a national territory and excludes bureaucratization in the face of the supremacy norm.

Research Objective: To understand and explore the bureaucratization of public administration in East Timor.

Research Methodology: We used the documentary research method, that is, the deductive method in which data were collected through bibliographic references (books, articles, the internet, etc.) and the ideas and opinions of our jurist in Timor-Leste and Global star references.

Research Results: It should be carefully borne in mind that the result derived are based on the Constitution of RDTL, and in its article 137, on general principles of administration public following the public administration has aims to pursuers the public interests of citizen and people. Respecting the rights and legitimate of population and constitutionally organizations. Public Administration is structured to avoid-ed the bureaucratization, bringing services to closer the people's lives and ensure the participation of interesting things to parties in its effectiveness management. The regulation establishes the rights and guarantees that administrative experience in particularly against the acts of kindness harmed theirs rights on legitimately for interest of public administration and management.

Conclusion: *The Democratic Republic of Timor-Leste is a democratic state under the rule of law, as proclaimed by its Constitution, which stipulates in Article 137 the general principles of public administration regarding the avoidance of bureaucratization. Therefore, to ensure good administration, a bureaucratization system exists with means to expedite public service to serve citizens cited by (Corte Real AG., et al, 2025).*

Keyword: Bureaucratization Performance of Public Administration, Principles of Public Administration, Decentralization.

Introduction

The concept of Bureaucracy is a form of administrative organization based on a well-defined hierarchy, functional specialization, formal norms and predominantly written communication. The term refers to both the public and private sector administrative systems. Currently, bureaucracy is the dominant administrative system in both public and private institutions. Hierarchical structures such as hospitals, universities, companies, politicians, and professional entities follow the bureaucratic principle. According to Weber, however, bureaucracy makes the organization efficient and effective, ensuring speed, rationality, homogeneity in the interpretation of standards, reduction of friction or discrimination and standardization (equal decisions in equal situations).

As we know, bureaucracy always dominates public administration and private institutions. Because bureaucracy has structures, rules, and hierarchy, the functioning of bureaucracy within public administration or private institutions, as well as this system, is considered to improve the well-organized nature of this institution. Sometimes, the structure of bureaucracy can guide... service follow the rules and act well, and we know how to respect the hierarchy of services, on this guarantee the efficiency of services for provide to the population.

Second, FERNANDA PAULA OLIVEIRA says, the principle here in reference determines the need

for the administration public to be structured of form the that their services are geographically located as close as possible to the populations they aim to serve.

Agree with her idea about bureaucratization which consists of public administration. But she says that it must be avoided bureaucratization, which means that structured public administration brings services closer to the population and ensures stakeholder participation within the administrative body. Furthermore, public administration, as an administrative body, has the role of promoting good administration for the better functioning of the institution. Furthermore, to ensure the better functioning of the public institution, public institution employees must use system electronics within from the administration public as means to expedite public service services as quickly as possible. Finally, it guarantees efficient and effective public services. And on the other hand, to guarantee citizen participation in public administration and the fundamental right to respect citizens' legitimate rights, as enshrined in the RDTL Constitution, article 137/2. Therefore, public administration agents who work in public state institutions, do not engage in bureaucratic acts, but must bring services closer to the population and respect the legitimate interests of citizens.

Naturally, the events that arise in public admin-

istration and their implications cause the will of citizens to be regrettable for the services public and not bring citizens closer, and regarding the act referred to, it is considered a violation of citizens' rights before the administrative body that normally exercises its services for public or common interests, but unfortunately a situation arises in the administration. According to no. 1 of art. 137

CRDTL, it says that, Public Administration aims to pursue the public interest, respecting the legitimate rights and interests of citizens and constitutional institutions.

Second, deputy Nurima Alkatiri, says in newspaper STL in parliament national, 07/04/2024, says the Ministry of Justice's passport processing system, is considered more bureaucratic but worse to overcome a lot of time but could not treatment notebook of passport, Second, it says deputy Nurima. On the other hand, Nurima emphasizes that the Minister of Justice made a statement about the use of the online system, which was launched with the aim of facilitating the passport processing process as quickly as possible, but unfortunately this system does not it works Well, according to information from citizens, this online system cannot produce passport books. Therefore, according to CRDTL, art. 137/2, it states that, Public Administration is structured to avoid bureaucratization and bring services closer to the population. and ensure the participation of the interested parties in your management effective.

Therefore, the aforementioned act is considered a violation of a standard practice in public administration. According to the RDTL constitution, it states that public administration should avoid bureaucratization. However, on the contrary, this does not mean that bureaucratization arises in admin-

istration, which harms the lives of citizens who need urgent treatment, such as passports, such as diseases. Unfortunately, there was a situation where bureaucratization arises, causing a negative effect. This can be considered a service of the Ministry of Justice, which practices its bureaucratic public service.

The principle of good administration, which includes the principle of efficiency, is expressly applicable to the public or business sector. Therefore, every public administration activity has its own importance; the suggestions that public administration determines must be guided by criteria of efficiency, economy, and speed. and being what, to the effect, adds from the administration public he must be organized in such a way as to bring services closer to the population and in a non-bureaucratic manner 4. Therefore, public administration, as an administrative body, has a variety of structures and also has a hierarchy. for the avoiding bureaucracy simplifies public administration services as a means to achieve effectiveness and ensure good administration and also provide public service as quickly and efficiently as possible in the process of processing citizens' documents.

Therefore, public administration must pursue public interests to provide prompt service to citizens. To ensure good administration, it must also pursue the common interest before the administrative body. Furthermore, public administration aims for the common interest and must respect the legitimate rights of citizens in the collective interest. Therefore, these actions are intended to ensure the well-being of ordinary citizens. This means that public administration's fundamental objective is to prioritize and provide high-quality services to citizens quickly, so as not to compromise its services,

but also to apply a system of expedited service delivery to satisfy ordinary citizens in local and globally cited by (Corte Real AG., et al, 2025).

When we talk about bureaucracy in public administration, it has several structures, that is, hierarchy. Therefore, there is bureaucracy in public administration aims to ensure efficiency in public management in a more structured manner. According to bureaucracy, there are rules in public administration that apply to public institutions. follow established standards. This means ensuring the proper functioning of public institutions, because through bureaucracy, however, there is a broader and more organized structure to direct services to better serve citizens.

According to CRDTL, article 137/2. It states that, Public Administration is structured in such a way as to avoid bureaucratization, bring services closer to the population and ensure the participation of interested parties in its effective management. 6 therefore According to our constitution it says what, in the administration public to avoid bureaucratization, because bureaucratization is the act that harms the service processes and that causes a negative effect on the process of serving citizens, and in particular the approximation of services of populations as quickly as possible to satisfy citizens. On the other hand, bureaucratization is an act that should be avoided in order to bring services closer to the population. Therefore, Timor-Leste faces several challenges in its public administration, including the need to improve efficiency and transparency. Bureaucratization and a lack of resources are issues that can hinder the provision of quality services. However, the country also it presents the opportunities significant, as the possibility to implement reforms that promote the modernization and digitalization of public services.

The principle of bureaucratization, on the one hand, involves a concern for simplification, efficiency, and organizational rationality in public administration, avoiding the duplication of organizational structures and overlapping procedures, facilitating the relationship between citizens and the administrative machine. Perhaps the bureaucratization's that arise in public administration should bring people closer together to facilitate their interests. of citizens in public administration, there is a system of bureaucratization in public administration to simplify public administration services. Therefore, the system of bureaucratization in public administration to improve and organize and address citizens' interests must be treated efficiently and effectively. Therefore, bureaucratization is very important in public administration because it improves the administrative system and facilitates services as quickly as possible, ensuring the efficiency of the modernization process of the system of service to ordinary citizens. However, bureaucratization is part of public administration as a useful need to simplify and ensure transparency and speed. This means reducing bureaucracy, and therefore, when public administration functions well, it promotes efficiency within public administration. This means that bureaucratization in public administration requires modernizing and developing various aspects, such as advanced equipment technology, to ensure proper functioning within public administration. On the other hand, the public administration system in Timor-Leste previously faced challenges and obstacles, and many problems arose from the administration, which could be considered slow. Therefore, these administrative reforms are a fundamental objective to develop a higher-quality and more compatible public administration system that meets all citizen demands. Our public administration system will prove efficient

and delivers through activities that are carried out. It is part of a mechanism to simplify the administration process with efficiency and speed and guarantees transparency, equality and proportionality. in order to guarantee the well-being of the citizen.

Research Objective: To know and explore the act of bureaucratization of public administration in Timor-Leste.

Theoretical Framework

As we know, Public Administration (or public management) is defined as the management power of the State, which includes the power to legislate and tax, monitor and regulate, through its agencies and other institutions, always aiming for effective public service. Therefore, Public Administration is very important, consisting of establishing rules and regulations to ensure the efficiency of public services. Thus, it implements state public policies with the objective of serving the public interest. Therefore, we have seen that Public Administration consists of pursuing the public interest, as per article 137 of the CRDTL, which defines Public Administration as focusing on the public interest. This means that public administration can pursue public interests and respect for the rights of citizens in any way, and therefore does not exist arbitrarily, although the exercise of its activity must comply with the principle of legality and the principle of pursuit of public interests.

Therefore, this principle is very important in Law applicable to Public Administration, that is, it is enshrined as a general principle of Administrative Law. As mentioned, this principle is based on the constitutional text, according to article 137, no. 2 CRDTL, administrative bodies are subordinate to

the constitution and the laws that regulate public administration. Second, Diego Freitas de Amaral explained that "administrative guarantees are means available to individuals to trigger control or supervision of their conduct within the Public Administration itself, in a manifestation of giving the Public Administration a chance to correct its act, in terms of legality and/or merit, under the impulse of citizens".¹⁵ Therefore, public administration must guarantee the legality of public administration, therefore, guaranteeing rights and interests legally and protecting private rights. This means that public administration is very important in the functions that guarantee justice to citizens to pursue public interest, and therefore to bring a fair condition for all members of civil servants cited by (Corte Real AG., et al, 2025).

Administrative guarantees this vast group of guarantees is implemented through the actions and decisions of public administration bodies, which have a mechanism to control their activity. This mechanism, created primarily to ensure the defense of the legality of good administration, is also placed at the service of the legitimate rights and interests of individuals. Formerly, they were called "gracious guarantees," since It was a matter of granting a right to an individual by the sovereign, not an effective right of the individual. Therefore, to guarantee the legality of public administration, it must perform its functions and respect the legitimate interests of citizens, while also obeying the rules or norms that are binding within the public administration.

Speed of administrative activity, in the sense that the time for decision-making and action by the Public Administration should last only as long as is strictly necessary for it to achieve its intended goals. The speed of public administration is an im-

portant mechanism at the service of citizens to meet collective needs. It is not a structure at the service of the State, much less of circumstantial ideological or partisan political interests. The mission of serving citizens is entirely instrumental, not an end in itself. Therefore, the excessive growth of an outdated, bureaucratic, self-absorbed public administration that fails to serve citizens is not only useless but also contrary to the constitution. This has sometimes been the case, and has always been the case in the administration of East Timor, but it fails to demonstrate the provision of effective service to the interests of citizens. Unfortunately, the RDTL Constitution, Article 137/2, which prevents bureaucratization, means that public administration pursues the public interest and does not mix private interests to undermine public services, ultimately serving the common interest. Therefore, to ensure the efficiency of public administration, public services must demonstrate quality and focus on the most efficient and expeditious service to serve citizens cited by (Corte Real AG., et al, 2025).

Effectiveness emerged in management theory at a later time than efficiency, because the concern, in the early years of the structuring of administrative science, was to focus on the means and organization of work. The focus on results and objectives was being highlighted in recent theoretical approaches, such as the contingency approach, which sought more effective organizational models (WITT, 2008; MATOS PIRES, 2018). In terms of performance, effectiveness is part of the evolution of management thinking, as it is the notion of performance most closely linked to contemporary management theories (UHLMANN, 2022). This definition refers to the emergence of public administration effectiveness, with the objective of developing or improving the functioning of public institutions that serve the public interest. However, when we speak of public administration effectiveness, we mean the mechanism for guiding public services to achieve their results through decisions.

Improving effectiveness, efficiency and professionalism from the administration public, to the Providing better public services is a crucial factor for implementing development policies and programs that lead to poverty reduction and, consequently, the progress and well-being of the population. For this reason, reforming public administration, with a view to modernizing it and implementing good governance measures, remains one of the government's main objectives. Therefore, Timor-Leste, today through its political government, focuses on significant and thoughtful administrative reform. And fundamentally for the construction of the new country Working harder to reform public administration and essentially guarantee the provision of basic services such as education and health is the government's responsibility to fulfill its important role in promoting quality services to meet the population's needs. Therefore, education needs the government's attention regarding modernization and, essentially, fairer policies.

Research Methodology

We use the literature review method or deductive methodology, reading references from authors of books in the library, scientific journals, field research, through the internet and the ideas and opinions of our jurist national and international cited by (Corte Real AG., et al, 2025).

DISCUSSION

The Civil Service Statute defines the rights and duties of civil servants and establishes rules that promote integrity, merit, and excellence. This legisla-

tion also aims to better manage and utilize human resources in the civil service, ensuring impartial, efficient, and effective public administration. This statute applies to civil servants and agents of the Public Administration who perform their duties in public administration bodies and institutions based in the country or abroad, as well as to administrative staff of the Presidency of the Republic, the National Parliament, the Courts, the Public Prosecutor's Office, the Public Defender's Office, the Ombudsman for Human Rights and Justice, and other institutions. public.

This statement addresses human resources in the civil service, as we know they are important for the state machinery to function well. They must perform their public administration functions and provide quality services within the public interest to ensure efficiency and effectiveness. Therefore, the Civil Service, as public institutions of the state, aims to serve the public interest by improving the quality of the human resources of Timorese employees, who work in state institutions, and by training resources and promoting integrity and being a credit to the country of Timor-Leste.

Second, Paulo Viera e Moura explained that, 'the concept of the Public Service is made up of a group of individuals who, in a subordinate and hierarchical, they provide their work, as specialized professionals, in the performance of their own and permanent functions of the various services and legal entities that make up the Public Administration.' Therefore, it refers to the capacity of workers in public administration, they must show the obligation to fulfill their service provision to serve the population, but also within the public administration there are no workers to serve private interests, but ultimately, they must protect collective inter-

ests. Law No. 5/2009 of 15 July (first amendment of Law No. 8/2004 of 16 of June) was approved as the Special Statute of the Timorese Civil Service. In general form the status and the law organic, or it is, the regulation of one entity that defines its forms of operation and establishes its own rules. 30 In this situation, the new regime applicable to public servants, that is, agents of the public administration, therefore have the effect of ensuring transparency and, on the other hand, reinforcing the principles of merit, professionalism, and impartiality within the public service. Administrative Procedure establishes the rights of citizens, allowing their participation in the administrative process and ensuring protective mechanisms to safeguard and exercise these rights.

With the approval of Procedure Administrative the Government intends to regulate the organization and functioning of public administration, streamlining service activities, and regulating the formation of the administration's will, respecting the legitimate rights and interests of those under its jurisdiction. In this context, the public administration procedure in Timor-Leste is useful because it is a fundamental reason to avoid bureaucratization within the public administration and thus bring services closer to the population. On the other hand, to safeguard the legitimate interests of citizens and also ensure transparency in the administrative process, while demonstrating the quality-of-service provision to serve the interests of citizens. An administrative procedure conveys administrative or process information. Administrative procedure is the sequence of interconnected administrative activities aimed at achieving a specific end result established by law. It is the way in which public administration

makes its decisions, whether initiated by an individual or on its own initiative. This procedure is the administrative activity, which typically exists in public administration with the objective of identifying processes that follow the rules, are structured, and are well-executed cited by (Corte Real AG., et al, 2025).

Public service, being the first point of contact between the citizen and the administration, was presented as a strategic function that requires 'innovation, training continues and, above of all, empathy and commitment'. The sharing of good practices and the creation of solutions with the professionals themselves were identified as essential paths towards more humane, efficient and inclusive services. Therefore, public services are those that provide services in the interests of citizens, who typically process documents in public institutions. Public administration entities must work to effectively meet citizens' needs, and therefore, concern themselves with citizens' problems.

The Constitution of the Democratic Republic of Timor-Leste, hereinafter CRDTL, and in its article 137, on "General principles of administration Public Administration" following: Public Administration aims to pursue the public interest, respecting the rights and legitimate interests of citizens and constitutional institutions; Public Administration is structured to avoid bureaucratization, bring services closer to the population and ensure the participation of interested parties in its effective management; The law establishes the rights and guarantees of those administered, particularly against acts that harm their rights and legitimate interests. Constitution Timorese, consecrates node principle and standards what he does part with fundamental basis of administrative law cited by (Corte Real AG., et

al, 2025). Namely, these principles prevail all activity administrative aim to guarantee the performance of service public before the population. Thus, the service of the administration pursuit of public interest. However, achieving the objective administration with fundamental values stipulated by law. Therefore, public administration must respect the values it attributes to services to serve the citizen. Unfortunately, public administration is obliged to pursue the public interest, that is, to respect the principle of legality, one of the most important general principles of public administration. According to Gomes Canutillo and Vital Moreira, "the principle of legality points to a principle of broader scope: the principle of administrative jurisdiction, since all law—all rules and principles of the Portuguese legal-constitutional order—serve as a foundation and prerequisite for the activity." of Administration" 38. Therefore, the principle of legality is found in public administration, is fundamental to carry out any administrative activity, legality must follow the law and the norm that it establishes.

Conclusion

The Democratic Republic of Timor-Leste is a democratic state governed by the rule of law, proclaimed by its constitution, which stipulates in Article 137 the general principles of public administration regarding the avoidance of bureaucracy. To ensure good administration, there are systems of bureaucratization with means to expedite public services to serve citizens cited by (Corte Real AG., et al, 2025).

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