

# Leadership Management Based Democratic Conceptual Aspects: An Adoption of Democratic System In Practical Adaptability In Timor-Leste

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## Kata kunci

Leadership management

Democratic Leadership

## Abstrack

The objective of this research to identify the positive and negative impact as part of the gap of human right in mix with management democratic leadership based democratic conceptually in handling the matter through the cultural ways solution and, describe how the implementation of the democratic leadership management which adoption and mix with the human right law in practically based local cultural tradition in Timor-Leste for adaptability with other countries around the world. The method of this research analysis is a descriptive qualitative analysis through direct and indirect observation. (i) Direct observation: in direct observation the writer observing directly in understanding the activities of the national and international police work jointly the Dili Police Watch house for few years observing how the management system democratically based human right management against the victim and suspects in the field or scene. The finding or result of this research: the management system of the democratic leadership in the field in engaging the settlement of the problem based democratic leadership management on practically of human right law in the pluralist societies in Timor-Leste. (ii) Indirect observation: in indirect observation the writer uses analysis based on the data collected from the journal, book or references that compatible with the relevant topic then make an analysis for presentation then published. Finding or results (i) there are some negative and positive impacts in running their duty responsibility, police are forbidden to beat, kick, or physical harassment against the suspects, and there are two system in handling the cases: flagrante delicto means the police arrest a suspect when a suspect create a problem and the police see it at the scene directly; and not Flagrante delicto: another system is a victim logging a case wait for few months because the case is under process than the warrant of arrest is given to police from public prosecutor then go and arrest the suspect. (ii) The handling and the implementation of leadership management based democratic is in well implemented but miss interpretation by the local people mostly the young men

## 1. Introduction

Leadership as a common and interpersonal relation procedure of effect happening in internal of a group. Jean Hartley and John Benington (Harley and Benington, 2010) pointed out that the headship is perceived just in expression of individual features but about what happens between leaders and those being influenced. Leadership is the capability to give the dimension, influence, and inspire personally or groups in direction to achieving common goals. It derived from a basic term 'leader', a person who leads or command a group, an organization, or a country. (Soanes, Stevenson and Smith, 2004); (Mayor, 2002); (Hornby (1995). Leadership is a person who has his or her skill capacity to handle and command a group of people in an organization's team to control, monitor, manage and supervise all the activity issues concern in a team with the purposes for getting the progress, success and advancement of the organizational goals.

According to Hartley and Benington (Harley and Benington, *ibid*, 2010) extend that leadership is in relation of an attention on the person, the job occupation as a manager or the processes for leading the organization. It is valuable to be aware of these different concepts of leadership in thinking about the leadership policy. Each emphasizes different sides of leadership and may be incomplete on its own.

As it defined, democratic leadership is conceptually distinct from positions of authority; (Rachmanayanti and friends, *ibid*, 2020) relatively, it is defined as the performance in showing of three functions: sharing responsibility amongst the subordinates, authorizing group participants,

and in helping the group's decision preparatio process. The concept of democracy has a variety of meanings. (Gastil, 2024). According to John Gastil (Gastil, *ibid*, 1994) explains about three primary functions of democratic leadership conceptions identifies, they are: (1) distributing responsibility within the demos, (2) empowering the membership, and (3) aiding the demos (people) in its deliberations.

The notion of headship itself is much be in debated, (Gastil, *ibid*, 2024) with promoting caring being given to the concept that in exercise it is a dispersed and developing phenomenon involving not only older chiefs but also many others who had donated to leadership over in daily collaborations. The conceptual meaning of leadership is a guidance and perform to direct and manage the subordinate in a team of organization to achieve the principle goals for development and advancement of the organization to end to the future. In this case a leader in his role as runner his or her leadership function effort to manage and leading his or her responsibility in running the main objective to achieve the target goals that already in certainty.

In the beginning explanation of leadership since 1950s is still supportive and helpful: Headship probably measured as the process in action of effecting the activities of an organized group in its struggle hard to face goal setting and goal achievement. (Beninton and Hartley, et al, 2010) and (Stogdill, 1950, p 3). Leadership influence and order the lower members to obey his or her instruction for work development in the departments or section unit of an organization institution. Through a good leadership management in a team of an organization can be successful and benefit for all members in the organization and including the organization goal itself.

Leadership is an unstable procedures of following a vision for change in which the leader is assisted by two main groups: followers or the participants within the headships personal organization, and influential players and other organizational groups in the leader's broader, external environment. (Goodwin, 2006, p 22).

Democracy is a word which is rather roughly used by many people around the world and use a variety of meanings. Used in a political logic perception, it means democracy in the government has its own perception in the dimension of every citizen member of the state has the right to control, monitor and observe directly the details of the government entities. Even then, of course, it was not absolutely democratic, because woman had no voice in the government that was in the past. The democratic system's provision of equal rights for all citizens under the law. The system known as *demokrta*, which meant governance by the public, was the original personification of democracy. (Olorunlana, 2023).

The notion of John Gastil (Gastil, 2014) he defines that there are three types of democratic leadership: As defined herein, democratic leadership is conceptually distinct and from positions of authority; rather, it is defined as the performance of three functions: distributing responsibility among the membership, empowering group members, and aiding the group's decision-making process. As he adds that the democratic leadership are inconsistent and inadequate, so it is easy to apply to social groups both large and small. Different leadership styles, such as transformational, transactional, and servant leadership, cater to various contexts and team dynamics. Great leaders not only focus on achieving results but also on the development and well-being of their team members. All those are objectively commonly used for serving the people in an organization team in an institution private or government, in a country.

According to Kofi Annan (Counsel of Europe, 1949-2024) "no one is born a good citizen, no nation is born a democracy. Rather, both are processes that continue to evolve over a lifetime. Young people must be included from birth." Kofi Annan. "We should endeavor for our common purpose of developing democracy and good authority of the maximum excellence, countrywide, regionally and locally for all our citizens. The Warsaw Summit of the Council of Europe (2005)."

The effective leaders possess various qualities, in the organization institutions, including:

Vision: A leader has a clear idea and dimension of the future and the practical ability and engage the leadership possession to communicate in persuading, respecting, tolerance and kindness to the followers in the critical vision compellingly. The objective is to achieve the main goal of the future

organization. A good leader is a good visionary of leadership to promote the organization successfully and achieve an advancement. His followers must be given a special award to his successful staff members who excellence in the working service in a team he leads.

Hartley and Allison (2000) have conceptualized leadership from the three perspectives of 'person, position and process'. In this threefold typology of leadership concepts to reflect the relative emphases placed on:

[i] The personal qualities of the leader;

[ii] The leadership positions in the organization;

[iii] The social processes and interactions of leadership. Jean Hartley and John Benington (Hartley and Benington, et.al., 2010).

**Integrity:** an effective leader in possessing and upholding and maintain strong ethical principles and being honest and transparent with the commitment in front of the subordinates. Clear knowledge and skill for innovative provision and good personal performance, integrity relationship amongst other and always strength of team work flexibility. Leadership can be viewed "as the performance of those acts which help the group achieve its preferred outcomes. (Beninton and Hartley, et al, 2010).

**Empathy:** Understanding and valuing the feelings and perspectives of others. (Yuanita and her colleagues, 2023) And proofing the faithfulness perception, has critical thinking, readiness to order and manage the participants as his or her followers. Collective comprehension between one to the other in joint work in a team in perfect skills and knowledge for leading the followers in a group team of an organization institution. Leadership is behavior, not position (Bass.1990); (Gastil, 1994; 2014) and this is certainly true of the democratic method of leadership.

**Decisiveness:** Making informed decisions promptly and confidently. (Odete Leh V. and Caragos, D.M., 2017). The functions of leaders in decision making is very important and strategic. In a study, it was exposed that leaders have a distinctive leadership style, which often becomes a pattern in decision making. (Yuanita and her colleagues, 2023). A leader must follows the corrections and perfection in the leading and decision making to his or her team of an organizational institution. He or she is a decision makers on the democratic way for collective decision and not to make a single decision by him or herself. A leader must not make a wrong decision because can make an occurrence of a negative impact will be able to hamper the progressiveness of the organization.

**Adaptability:** Being flexible in the face of change and willing to adjust strategies as needed. Victor Arthur (Arthur, 2020) a leader must be easy adaptable with the cultural condition and situation, respect the cultural diversity and avoid the sexual harassment against the opposition sex in this case the women. Sometime a leader misusing his position to press the followers in engaging the persuasive approach against the women who are working as his membership in his group team. Franke, Katherine M. (1994) Sexual harassment is a form of misconduct that involves unwanted and inappropriate behavior of a sexual nature. It can occur in various contexts, including workplaces, educational institutions, and public spaces. (Aji, Adamu, Kefas, Godwin, and Hassan, 2024). Sexual harassment is a complex and evolving practice. The rise of the sexual discrimination in cyberspace is only one of the most recent and most striking. (Mary Nanne Franks, 2012).

**Communication Skills:** Effectively sharing ideas, listening to others, and fostering open dialogue. (Schuetz, Agnieszka, et.al., 2016). To achieve professional success managers must be effective and convincing as communicators. It is an essential part of relationship amongst others, a leader or a manager can have a unique characteristic to engage with communicative, persuasive, collaborative, respective, obedience approach to the staff members, to other unit leaders or managers as a part of hierarchical structures as internal relationship, and to the public societal as a part of the external relationship to achieve the goals of organization. Satisfaction is highly subjective criterion, is influenced by qualities that define an excellent leader like honesty, delegation skills, communication, confidence, creativity, integrity, decisiveness, and more. (Naqfi, Anjum, 2024). Leadership is leading

to Serve Others and the Organization. Communication is sharing the meaning. John A. Kline (Kline,\_\_\_) If you can't communicate don't try to lead.

It is defined as a process whereby an individual influences (Johansson, 2023) other individuals

to act to fulfill a common goal. Leadership is difficult to envision without communication. In short, any goal or common purpose needs to be verbalized, become known, be understood, and be accepted before anyone can act to accomplish it. Communication skills is to enhance the relationship among other leadership management, from top leadership to the subordinate staff. In holding the position to supervise, control and monitor all concern activities in the unit or sections team. Good communication skills has a benefit to the essential parts of the target to the vital and sensitive relation with other respectfully, persuasively verbally and written in using communication approach methods.

Inspiration: Motivating others through encouragement, support, and recognition of their contributions. Leadership is seen here not just in terms of individual characteristics but about what happens between leaders and those being influenced. Stogdill's (Gastil, et al, 2024) definition is about an organized group, although there may be arguments that leadership can have wider impacts, for example, outside as well as inside the organization. The definition also links leadership to purposes – goal setting and/or goal achievement. "The democratic leader," explain Krech (Krech, et al.1962). "Seeks to evoke maximum involvement and the participation of every member in the group activities and in the determination of objectives." Leader can also help develop members' emotional maturity and moral reasoning abilities.

The most famous to achieve to leadership, (Schuetz, Agnieszka, 2016) think in group with the notion of positive leadership, present selected factors influencing leadership effectiveness, including principles of a personal contract, and give 'food for thought' for present and future leaders willing to succeed in more and more demanding environment. This expect is perfectly correspond to a good leader for a group of people to enhance them to achieve the target for a successful work, leader performance, well professional skills in leading the management system of a group team to gain the future development.

A leader should give the motivation as a force that gives someone spirit to do a job and allow them to work individually or in group effectively with all effort to get satisfaction in his job. This aim to get successful in his organizational management effectively based on his leadership management. The leading of his work to identify the weaknesses and strength in his effort to finalist immediately the job. The weaknesses should be solved efficiency and effectively for having the success in the organization. Whereas factors which may influence employees in his workplace is job motivation from the employee himself and the leader's support on the motivation towards the employee. Motivation is very important in enhancing employee's performance. According to Gilley (Ann Gilley, 2008).

Timor-Leste is a new state as same as a young boy was born on May 20th 2002, it is just achieve a 24 years, however, the country was occupied by three parties of the foreign countries, Portuguese (4 ½ centuries); Japan 3 ½ years and Indonesia for 24 years occupation. (Silva, 2024). The leadership of the state has been implementing practically and adaptability the democratic systems in the country since November 1975 as preliminary self-determination which hampered by the Indonesia military operation was supported by the foreign military forces (secret document of G. Forth, 1976). The distrusted and suspicious influence issues of information was led by the spreading out of communism from Indonesia since 1965 former Indonesian party G30S/PKI into the island state of Timor-Portuguese in 1975. (Vasconselho, 2003); (Chega, 2005: p. 12).

## 2. Method

There are some methods such direct and indirect observation research methods; direct observation: (i) Direct observation, the writer is also a former United Nations National staff more than 10 years' service with both institution United Nations police (UNPOL) and Policia Nacional de Timor-Leste (PNTL). The researcher uses to identify some impacts in positive and negative impact as weaknesses on the implementation of the human right law in the territory. The writer also helped and assisted problem solution at Dili police watch house together with the national and International

polices. (ii) Indirect Observation: in indirect observation use the relevant documents that the writer uses to support this writing for getting well result for the publication about the article. All the data are used as descriptive qualitative analysis method in gathering the relevant references, articles and so on. The writer collects some relevant information data from the websites and additional skill knowledge from the writer himself before presented this article for publication.

### 3. Result and Discussion

The finding of this article is the positive and negative impacts as part of weaknesses of human right. The positive impact of the human right law is seen to make people in freedom of their movement without any harassment one to be against other. Everyone has a right to live, be free, and not threat each other (Article: 1 and 2). The negative impact is the weaknesses of the practical implementation the law into the society less of socialization. The lack of socialization can be given the negative impacts to all the people in Timor-Leste because how the law can be used in whole societies in East Timor. Therefore very often the young people miss interpret the human right laws for another way. Including the police officer is restricted to make punishment against the young who are involved into violence. Police do their job based on the mandato de capturação (warrant of arrest) for a suspect after the case is logged until 2 or 3 moth later. *Flagrante delicto* is a measure to be used by the police to arrest without warrant of arrest then the suspect is directly detained for 72 hours then process his or her case until the court for a trial in the court for solution.

The human right law does not solve the insult or abuse matter against the victim without protecting a victim for insult or abuse case by someone. Most young people miss interpreting the law on the wrong way. The practical implementation of the human right law is contradict with the cultural norms in the wide societies in the whole territory in East Timor. Most of the matters are solve in the cultural traditional ways of solutions. Democratic leadership use to practically implement from the people of the people and by the people (Abraham Lincoln). (Escobar, 2017) the focus is on three prominent models in contemporary democratic theory and practice, namely: representative, participatory and deliberative.

Diversity: Pluralistic societies are characterized by a variety of cultural, ethnic, religious, and ideological groups. This diversity enriches (Lanzaro, et al., 2004) the social fabric and promotes a wider range of perspectives and experiences. Coexistence: Different groups in a pluralistic society coexist peacefully, respecting each other's rights and beliefs. This coexistence is often facilitated by laws and norms that promote tolerance and inclusivity. Mutual Respect: A foundational aspect of pluralism is the mutual respect among different groups. Recognizing and valuing differences helps to foster dialogue and understanding, reducing tensions and conflicts. Active Participation: Pluralism encourages the active participation of various groups in political, social, and economic processes. This participation can take many forms, including advocacy, community organizing, and representation in government. Compromise and Collaboration: Pluralistic societies often require negotiation and compromise to address conflicts and achieve common goals. This collaborative approach can lead to more equitable and representative decision-making

The main factors identified in the relevant literature as capable of opposing the process of de-democratization—a strong judiciary, an established tradition of democratic rule and a thriving civil society—are not present in Timor-Leste. (Feijó, 2024).

The opinion is put forward that in parallel to legal-constitutional conceptual, Timor-Leste combined elements of deep-rooted traditional political culture, including a prominent presence of leaders endowed with Weberian charismatic legitimacy, with modern forms of organizing the running of the state, generating a complex set of conventions. The plasticity of these arrangements holds part of the responsibility for the early success of democratic progress.

Ineffective government in 1975 a nongovernmental, international think tank, 'The Trilateral Commission,' published a report called *The Crisis of Democracy* in which it claimed that democracy in North America, Japan, and Western Europe had lost the ability to pursue common goals due to several 'dysfunctions' caused by democracy itself (Crozier et al. 1975); (Cunningham, et al., 2002). A government is ineffective when it does not or cannot take appropriate measures to achieve the goals of the society it governs. The Trilateral Commission's deepest charge was that democratic societies had become 'anomic,' by which was meant that they had lost the ability to formulate and pursue

common goals at all and democratic politics had become mainly ‘an arena for the assertion of conflicting interests’.

East Timor as called currently Timor-Leste in Portuguese term was born in the various type of political conflict used by the foreign countries become pressures the political arena movement since Portuguese colonial and seriously suffered during the war world II in Asia regional arena. The population were slaughtered by the Japanese armies at least 40. 000 to 80.000 souls away, (Silva, 2018), then the Portuguese government captured the native who supported the Japanese military forces threw away into the Ataúro prison of the island after Japanese troops surrendered to the Australian coalition forces and left the island in 1946. The foreign colonialists unrecognizable about what is democracy and what is human right law that is implemented in various fragile country in the recent time. They killed many people from baby to elderly native innocents in the whole territories of the island state as Timor-Portuguese for that period. Empty of human right officers to reach the location of the violence for settled. The colonial occupation just to create underpinning the fragile situation become worst just left the violence, killing, arson all the house buildings, raped, looting and devastated against the native population. No leaders comments, the Portuguese government has no idea and obey, bow and respect the neutrality to follow the rules of Japanese troop’ commanders (Gusmão, 2002).

In the transitional period between the independence referendum of 30 August 1999 and the restoration of self-determination on 20 May 2002, Timor-Leste has experienced a serious negotiation phases and defined the main views of its political system. (Quinn, 2023); (Feijó, et. al., 2024). For one, it created a Constitution defining the country as a democratic republic based on political pluralism and free and fair regular elections providing the basis for a “legal-rational” model of political legitimacy.

As in advance, Arend Lijphart’s (2004) seminal article on “constitutional design for divided societies”, in which he strongly supports the need to create power-sharing mechanisms, the emerging Democratic Republic of Timor-Leste (DRTL) (Constitution of RDTL 2002), took a number of bold decisions. Arguably, the notion of power-sharing and its correlate idea of broad political inclusion inspired constitutional provisions such as the design of an electoral system based on apportioning elected officials on a proportional representation basis (contributing to institutions such as the National Parliament being composed of multiple political families and preventing the growth of disenfranchised protest) or the adoption of a semi-presidential form of government. Against formidable odds of democratic survival, the new country has fared relatively well over the twenty-odd years since independence (Feijó, 2022b).

### **3.1 Positive Impact**

The positive impact is good for everyone has right based on the human right law. According to the declaration of Universal of human right first paragraph of preamble stated that whereas recognition of the inherent dignity and of the equal and inalienable rights of all members of the human family is the foundation of freedom, justice and peace in the world..... and article 1: All human beings are born free and equal in dignity and rights. They are endowed with reason and conscience and should act towards one another in a spirit of brotherhood. And Article 2: Everyone is entitled to all the rights and freedoms set forth in this Declaration, without distinction of any kind, such as race, color, sex, language, religion, political or other opinion, national or social origin, property, birth or other status. (Kaci, 2015).

All the articles of the Universal declaration of human right is helpful and protecting people’s right in freedom of movement, has right to work, to associate, to what a citizen wants to do for positive way of activities or movement including no discrimination against other on sex, race, ethnicity, it is harmful and violate the rules of human right. Every citizen has to respect each without any negative issues against others.

According to David (Nicolas David and his colleagues, 2014) among the fundamental human rights that every state must guarantee its citizens is the right to life, which includes the right to security of the person, both in terms of physical and psychological integrity. While abuses of this right are usually associated with very serious human rights abuses, including extrajudicial killings, the use

of lethal or excess force, torture, and cruel, inhuman, or degrading treatment, there are other aspects of this right that may relate to ordinary business activities but involve coercion, fraud and extortion that affect the livelihoods of individuals, or may even be life-threatening. David (Nicolas David and his colleagues, 2014: p. 31). The status and exact scope of labor rights as 'human rights' is highly contested both at the level of international law and within the EU.

### **3.2 Miss interpretation and the weaknesses as negative Impact**

Many young people use to miss interpreting the human right issues on lack of conscience in the public societies. Like disturbing, noisy, house throwing, abusing others freely and lack of habitual respect, low of moralities, reject or not following the ancestors' doctrines. The lack of the good behavior against their parents freely, insulting and make defamation with no reasons. Provoking the others as their right and also useless the right in practically to other person as in different organizations of martial arts. Less of control, low respect and emotional to do badly against other do something without commitment and responsibility. The ancestors advices that no ones can threat or harmful against other. No insult, no harassment toward other person because they are still our neighbor, don't say bad words against them.

When a police arrest suspect use "flagrante delicto" who is in involving the violence, a police has no right to torture the suspect who is being suspected a kill to a person in front of them. When a officer torture, punch, or assault against them, the human right officers come and ask many questions to the suspects related to the police attitudes toward the suspects. The suspects must not be interrogated by producing hard acts, tortured, beat or assault by physically against him or her. Many times the police officers are victimized by the human right law article 1 and 2. The police officers are able to interrogating and do the job to discover the victims' condition from the violation that was created by the suspect or suspects in the scene.

Flagrante delicto (Ximees, 2005: p. 34) is a rule of the police officer that a (prisoner incident report, 2007) suspect is being captured by the police because of he or she is involved in any serious assault case that the police arrest for 72 hours detention in the cell against he or she directly at the scene of the problem has happened because of the incident that he or she created toward a victim. The police officers must provide the well condition such as full of foods, sleeping mats, take a bath every morning and afternoon, the suspects must estimate free from torture, physical offenses from the polices. Without a flagrante delicto a suspect can be waited for the mandato de capturação (warrant of arrest) until three or more months then police officers are able to arrest the suspects based on the logged in a case reported by a victim from a location of incident. This is enable a suspect can do more problems or can repeat any cases after a case was reported and give the chance to him or her to repeat or do some more matters in an environment they live. The victim re-victimized sometimes with the act of bad behavior of the suspect himself oppose the victim.

The doctrine of the ancestors say show obedience to each other cannot do some harassment against each other including the women, cannot insult each other, no sexual harassment, don't touch any girl, do not abuse him or her somewhere else, do not say bad words against someone in the family or outside family. It is a bad behavior that should avoid from everyone in any place or anywhere they live as a member of the community. A man who violate the verbal cultural doctrine in using some negative or bad words, causing damage the relationship against someone can be sanctioned seriously.

Referred to this many cases are settled down by family solution because the cultural respect and think that not the continuation violence happened in the future. The police prepares some forms are used for making the statements to the suspect who creates the violence the aim the problem will not be occur anymore in the future then signed by both parts, suspect and victim. The victim is worried and fear too much toward the suspect probably the relative of the suspect keeps revenge against the victim's family one day in the future. In reality the suspects are given more opportunity in this way and create more problems in the community against someone else. One suspect can make more than three cases in a year but the solution is provided an agreement by the police to both parts, suspect and victim solve the matter in the court very often and sometimes take the suspect into the prison for few years depended on the rate of cases.

In relevant with this Mr. Larry Bush, a vice Commissioner of United Nations Police (UNPOL) in 2000, he was from Canada, he extended his statements to the National Police general commander, Mr. Paulo Martins on March 2000 before started the preliminary recruitment for the first new ETSPS (East Timor Police Service) members in the training issues to the National Police. Mr. Larry Bush stated that, “the police must not punish all the suspects in whatever cases that they make, but the police should see the scale level of the matters, some small cases like a person just steal a piece of bread because he or she is hungry and must not solved in the court. Some small problem can be solved in the family way through suco chief or through chief of aldeia in the suco to get the final solution. The relevant information is proposed by the local language assistants who are employed by the International police better knows and familiar about the matters that occur many times in the societies related to the traditional habits should be done in connection with cultural issues.

The human right law is less socialized in the public society after Timor-Leste get self-determination in 2002 by the Transitional government as called as United Nations Transitional Administration in East Timor (UNTAET). The lack of motorization and training to the police officers including to the wide society henceforth the young people do not understand well on the law. The lack of socialization and motorization is an impact to the community who are living and dominate the land of Timor. Without a socialization of the law and its rules make people still lack of comprehension toward the law itself. The judgment of the human right law is proper practical implementation to the community environment. Because they want to know a clear understanding about the human right law in proper condition for the generation in the wide society in East Timor.

### **3.3 Cultural contradiction in the whole territories in Timor-Leste**

One day a girl was insulted by a boy in front of crowds at an area called Colmera in 2007, that girl was screaming and crying reached the police station (Dili Police Watch house) to logging the case. But the International station police commander who was in charged at that time, Mr. Shan Rice and his subordinate namely Salomon Ketu, expressed to the local language assistant, Mr. Salomon Ketu said, “there is no case for insulting or abusing or other bad words against someone according to the International law.” But according to the general East Timor traditional custom it is very serious problem in the community. Because insult a girl or anyone else that is minimizing the dignity absolutely of a person in the public and can create more problem and family of the victim furious against the suspect (the person who insulted). A person has a right not to be harassed or abused by anyone, according to the traditional cultural doctrine (Silva, 2023). Everyone has a dignity must be up righted and respected fully. Someone who violate this rule the consequence is given sanctioned to suspect such as penalty uses traditional clothes as called ‘tais’ or killing an animal to say sorry to the victim. Then the meats are shared to the participants who are involved to solve the problem in the family of a village.

Jesus in Mathews (Mat., 22:39; Mat., 19:19) expressed that, “Love your God more than everything, and love other as same as yourself; Love your parents and love other as same as yourself” The dignity of someone is as same as gold, no one can impose anyone, make suffer, threat, assault without any reason at all. That is why the war and conflict never end in the lives of people since the ancient until the present day. The group of powerful people attack the one do not has any kind of automatic weapons, rifles or gun just use traditional weapons then the native are suffered because the powerful armies create various kinds of crimes no solution can kill many people freely because no law prohibit them as World war I and II. (Sword Gusmão, 2002); (Silva, 2018).

The settlement of the matters mostly solved in the suco part or family solution approach. It purpose to respect each other as a neighborhood in the societal living environment not to impose the other person into a jail. Because this is a habit that descended by the ancestors of the people of Timor island-state. The young people are given time to have conscience toward other doing the good effect toward others for not repeat the problem in the community environment.

## **4. Conclusion**

Management leadership is a kind of leadership has power to manage, coordinate, control, planning in an institutional organization with the effort to achieve the main goal of the organization. With the good management a leader become a success in an organization. Democratic leadership has

never been make a singular decision in a group team of an organizational institution. Democracy is a form of “demos” and “kratein” people and govern or to rule, from the Greek origin term. The human right are implemented based on the cultural management approach for problematic solution to make people always in good relation amongst other in a community environment. A leader must has a good communication and a leader cannot communicate with other people must not be a leader. Human right law is purposeful to protect the human right from the violence against other. Diversity: Pluralistic societies are characterized by a variety of cultural, ethnic, religious, and ideological groups. The concept of human rights acknowledges that every single human being is entitled to enjoy his or her human rights without distinction as to race, color, sex, language, religion, political or other opinion, national or social origin, property, birth or other status. The concept of human rights acknowledges that every single human being is entitled to enjoy his or her human rights without distinction as to race, color, sex, language, religion, political or other opinion, national or social origin, property, birth or other status.

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