



REFORM ELECTION MANAGEMENT BUREAUCRACY TO MAKE A DEMOCRATIC ELECTION WITH INTEGRITY IN GORONTALO CITY

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ABSTRACT

During the implementation of the election, there were a number of problems, including the problem of human resources (HR). Attention to human resource management (HRM), namely election organizers is important to do, in anticipation of improving services and success in organizing the 2024 simultaneous elections in the Gorontalo City KPU work environment. Starting from this reason, it is necessary to take several approaches in order to improve the performance of the Gorontalo City KPU. First, the indicators for holding elections in realizing democratic elections with integrity. Second, bureaucratic reform within the Gorontalo City KPU.

Keywords: *Bureaucratic Reform, Democratic Election, Integrity*

INTRODUCTION

There are many challenges that have been faced at the beginning of this millennium. This requires competence or ability as well as the quality of all resources, especially the quality of human resources that are more competitive and professional. Competitive human resources are resources that are able to compete in a healthy manner and respond to new developments in a wise manner. Competitive and professional human resources are a demand and a challenge in responding to phenomena in the context of development and renewal in various aspects of the life of the Indonesian people according to the demands of the times.

To meet the demands of this era, it is very important to make improvements in various professions and specializations in order to increase the empowerment of all existing resources., mainly is the empowerment of human resources.

The implementation reforms that have been carried out since the multidimensional crisis in 1998, have succeeded in laying the political foundation for democratic life in Indonesia for more than two decades. Changes in the state administration system, revitalization of high state institutions, and general elections are carried out in order to build a state government that is able to run well. However, this condition has not been able to elevate Indonesia to an equal position with other countries, both countries in Southeast Asia and in Asia.

In terms of realizing a government that is clean and free from corruption, collusion and nepotism, there are still many things that must be resolved in terms of eradicating corruption. The country of Indonesia since the first time *Corruption Perception Index* (CPI) launched in 1995 has always been a country that is constantly researched, Indonesia's CPI in 2020 is at a score of 37/100 and is ranked 102 out of 180 countries surveyed. This score is down 3 points from last year's 2019 which was at a score of 40/100. Where in 2019 was the highest achievement.

Based on the explanation above, it is deemed necessary to discuss more deeply about the professionalism of election organizers. The title of the paper reviewed by the author is

"REFORM THE ELECTION MANAGEMENT BUREAUCRACY IN REALIZING A DEMOCRATIC ELECTION WITH INTEGRITY IN THE CITY OF GORONTALO".

METHOD

This study will be held in February 2021 in Gorontalo City. Descriptive writing method that focuses on how to realize the 2024 simultaneous general elections and regional head elections that are democratic, professional and with integrity through public services. As for the data used in this study are primary data and secondary data, where primary data is data obtained directly from the first source and related parties by means of observation and interviews while secondary data is data obtained through books, internet, research results, opinions, papers, and newspapers that are relevant to the problem to be studied. The material or data obtained is checked for the validity of the data using the technique of checking the degree of confirmability, dependence, trustworthiness, transferability (Lexi 2002; & Arifin 2011). While the data obtained and collected from the results of the study.

RESULTS AND DISCUSSION

The General Elections Commission (KPU) has implemented Bureaucratic Reform starting in 2013. If you look at the periodization in the Grand Design for Bureaucratic Reform, namely from 2010-2025, the KPU has now entered the third period of implementing bureaucratic reform.

In carrying out bureaucratic reform, the General Elections Commission has won 3 (three) awards, namely in 2014, 2015 and 2017. After that, the General Election Commission did not receive any more awards and tended to experience narratives. This is because the measuring instruments used by the Ministry of Empowerment of State Apparatus are different. For example, compared to 2017, the object of evaluation is wider to work units.

For the KPU, the implementation of Bureaucratic Reform is a necessity. KPU as a Non-Structural Institution has the same role as other institutions in the success of the grand design of bureaucratic reform which is broken down in the form of a five-year bureaucratic reform Road Map. Hierarchically, the KPU has units and work units under it, namely the Provincial General Election Commission (KPU) Work Unit and Regency/City KPU, which automatically have to implement Bureaucratic Reform as well as possible.

The Gorontalo City KPU, as one of the KPU work units (satker), is always ready to implement the General Election Commission (KPU) Decree on technical guidelines for the implementation of bureaucratic reform within the General Election Commission, Provincial General Election Commission and Regency/City General Election Commission. The implementation of bureaucratic reform is not only a form of compliance, it is also a necessity for election management institutions. Because everyone wants to be the best institution. One of the characteristics of a good institution is to serve or provide excellent service to the community. The tagline "KPU Serves" should be inspired by every KPU member, because essentially the main task as an election organizer is to serve

A. Conducting Democratic Elections with Integrity

The implementation of the stages of implementing the democratic party in Indonesia has begun. This is marked by the stipulation by the KPU on February 14, 2024, as the day and date for voting in the 2024 Simultaneous Election. The determination of the voting day

and date for the 2024 General Election is stated in KPU RI Decree Number 21 of 2022. In this regard, it is necessary to become common understanding that basically elections are a political necessity to form a democratic government. Even for most democracies, elections are considered a symbol as well as a benchmark for democracy itself.

General elections are a tangible manifestation of the implementation of democracy, which means that elections are a logical consequence of the adoption of a democratic system. However, what we need to know is that although elections are a tangible manifestation of the implementation of democracy, elections are not always democratic. Therefore, elections as an aspect of democracy must also be held democratically. Democratic elections are not just symbols, but democratic elections must be competitive, periodic, inclusive, and definitive (Muktie Fadjar: 2003).

At the time of holding the first general election in Indonesia in 1955, various efforts to bring quality and integrity elections were initiated. Normatively, the principles of holding elections based on honesty, calm, secrecy, and directness have been guaranteed. This shows that from the beginning the State has had a strong desire to facilitate all the people as the holder of the highest sovereignty to be able to exercise their political rights in a conducive atmosphere.

This means that general elections with quality and integrity have basically been summarized in terms of democratic elections which require at least two things, namely free and fair election. However, the very dynamic development of democracy has made many parties dissatisfied with the two criteria for democracy.

Enforcement of election law is considered insufficient to build and realize elections with integrity. But it is also necessary to build an integrity system specifically for election administrators. Relying on the law alone is not enough, because the legal burden is too heavy and the process takes time. Therefore, it is necessary to build an integrity system for election administrators. The electoral administration integrity system is designed to build public confidence in the results of elections held by election administrators. So if you want the election results to be accepted by all parties, not rejected by the community, trusted, then public trust must be built in the election management institutions. Election organizers consist of three institutions namely KPU, Bawaslu, and DKPP with different main tasks and functions as a system of checks and balances or controls. Everywhere the election organizers are only KPU, supervision is left to civil society. In Indonesia there are KPU, Bawaslu, and DKPP. In the future, Indonesia can become a reference for countries in the world in building an electoral integrity system.

The stages of holding an election will be categorized based on fairness if:

1. High integrity
2. Involving many citizens
3. Based on high certainty law
4. Impartial and fair
5. Independent and professional
6. Transparent
7. On time according to plan
8. Non-violent or free from violence and threats
9. Regular

10. Election participants accept that it is reasonable to lose or win

The State of Indonesia as one of the largest democracies in the world has determined six dimensions of democratic elections, namely direct, general, free, secret, honest and fair (LUBER and JURDIL). This is contained in Article 22 E paragraph 1 of the 1945 Constitution. The Law on Elections and Election Organizers which become its derivatives then adds several more criteria such as being transparent, accountable, professional, and orderly.

In order to implement the six principles of organizing elections, post-reform Indonesia has made a number of improvements, starting from improving the electoral system (electoral system), law enforcement for elections (electoral law), and electoral governance (electoral process).

For improvements in the aspects of governance or management of election management, the KPU of Gorontalo City targets two things, namely election organizers (electoral actors) and election administration (electoral process).

1. Election Organizer

The institutional arrangement and membership of the KPU need to be improved. The constitutionality of the General Elections Commission (KPU) as a state institution that is national, independent and continues to be realized by eliminating the KPU's obligation to convey accountability for the administration of elections to the President. The KPU's obligation is only limited to reporting the implementation of the election to the President no later than 30 days after taking the official oath/promise.

The KPU's institutional nature is hierarchical. The implementation of the work unit (satker) for election organizers, which in carrying out their duties, is responsible to them in stages starting from the RI KPU, provincial KPU and Regency/Municipal KPU. The hierarchical model was chosen to strengthen the independence of election organizers as well as to strengthen the functions of planning, acting, controlling and evaluating national elections.

2. Election Administration

In terms of election management in the 2014 and 2019 elections, many breakthroughs have been made by the General Elections Commission to present elections with quality and integrity. This breakthrough targets at least three main aspects, namely:

- a. managing access to public information
- b. guarantee the constitutional rights of citizens
- c. maintain the authenticity of the people's voice

B. Implementation of Bureaucratic Reform at the Gorontalo City KPU

Along with the nature of bureaucratic reform, the efforts to create the ideal bureaucracy are carried out by improving, strengthening, enhancing, or structuring 8 (eight) areas of change through 9 (nine) bureaucratic reform programs, namely organizational/institutional structuring, change management, structuring laws and regulations (policy deregulation), supervision, public services and quick wins, governance arrangements, human resource management systems, strengthening accountability. This report on the implementation of the bureaucratic reform of the Gorontalo KPU contains data and information on the achievements of the implementation of bureaucratic reform in each area of change and the problems it faces. Furthermore, the report on the implementation of the bureaucratic reform of the

Gorontalo KPU can provide documentary evidence of the implementation of bureaucratic reform activities.

In accelerating the implementation of bureaucratic reform within the Gorontalo City KPU, a Bureaucratic Reform Team has been formed which has been established by the Gorontalo City KPU Decree Number 01/SDM.02.2-Kpt/7571/Sek.Kot/I/2021 concerning the Establishment of a Bureaucratic Reform Team and an Action Plan. in the Secretariat of the Gorontalo City General Election Commission in 2021. The achievements of the 2021 Gorontalo KPU bureaucratic reform from each area of change are as follows:

1. Change management

Changes in mindset (mindset) and culture set (work culture) is one of the important areas in bureaucratic reform. Changes in the mindset and work culture of the bureaucracy are aimed at realizing an increase in bureaucratic performance and high integrity. Change management in the bureaucratic reform process at the Gorontalo City KPU has been carried out in accordance with the guidelines for implementing change management as regulated in the PAN-RB Ministerial Regulation Number 25 of 2020 and the PAN-RB Ministerial Regulation Number 26 of 2020.

The indicators used as measures or criteria for the success of change management programs/activities in the implementation of bureaucratic reform are:

a. Bureaucratic Reform Planning

At this stage, the Gorontalo City KPU as the election organizer at the Gorontalo City level, has established a bureaucratic reform team with an action plan that has been prepared every year.

b. Implementation of Change Management

In the implementation of change management, the Gorontalo City KPU has made and disseminated the Work Plan Document to all employees. In the implementation of activities, the Work Culture and Mindset of Election Organizers have been developed in the Work Environment. The role of a leader acts as a role model in the context of managerial improvement. The role of the Secretary as the head of the KPU secretariat has been carried out starting with the division of labor and employee responsibilities in accordance with established procedures.

c. Monitoring, Evaluation and Reporting

Monitoring, evaluation and reporting activities are routinely carried out every week, month, quarter and semester. Regular plenary meetings are held to carry out activity planning every week and are evaluated for the following week.

2. Human Resource Management.

This human resource management program aims to improve the professionalism of the human resources of the apparatus which is supported by a recruitment and promotion system as well as the development of competency-based and transparent quality apparatus. The target to be achieved through this program is to increase the professionalism of human resources in the technical and administrative fields in the implementation of elections/elections. The achievements of the HR management system arrangement carried out by the Gorontalo City KPU, include:

a. Merit system development

In this case, the Gorontalo City KPU has compiled the employee needs that have been prepared in accordance with the job map and workload analysis, where the Gorontalo City KPU secretariat consists of 4 sub-sections which include, general finance and logistics sub-section, program and data sub-section, sub-section technical and public relations, as well as the legal sub-section. The placement of employees / staff has referred to the needs of employees that have been arranged per position. No less important is the placement of employees in accordance with the disciplines and training that they have attended. Operators have also been equipped with knowledge and skills, where the implementation of the stages of organizing elections at the KPU has been based on applications including the SAKTI Application (Agency Level Financial Accounting System), SIDALIH Application (Voter Data Information System),

b. ASN professionalism

In terms of employee professionalism, the level of knowledge of employees is equipped with knowledge and skills related to election management, legal analysis, administration, internal security, protocol and public relations as well as various fields of knowledge in accordance with their respective main tasks and functions. In the finance, general and logistics sub-sections, ASN who hold the position of Treasurer, Commitment Making Officer and Payment Order Billing Officer, and Procurement Officer have been provided with competency certificates and are continuing to carry out refresher training. In the Program and Data Sub-Section, Operators of Voter Data Updating Information Systems and Operators of SMAT and e-Monev Applications have participated in training but do not yet have certificates. In the Technical Sub-section, ASN has attended technical training both related to candidacy, Alternating between time and public relations training. Meanwhile, in the legal sub-section. ASN and supporting staff are equipped with knowledge related to legal dispute resolution

3. Management Arrangement

Management is an important pillar in the bureaucratic reform of the Gorontalo KPU. Governance Arrangements have developed and organized governance in order to provide a solid basis for the preparation of standard operating procedures (SOPs) that are simpler, more effective, and efficient as well as productive and accountable. This work program aims to improve the efficiency and effectiveness of business processes in the working mechanism of the organization's management system. The achievements of the management arrangement in 2021 are:

a. Improved management of business processes and SOPs within the Work Unit

As an election organizer who is always in contact with the public regarding voter data, political party data and data on vote acquisition results, the Gorontalo City KPU has compiled a standard operating procedure (SOP) that refers to agency services and is understood by all employees. The SOP that has been set by the KPU is the SOP for voter information services via the link <https://s.id/infoPPID>, Public complaint form on the website

b. Implementation of public information disclosure

Regarding the disclosure of public information, the KPU has compiled a flow of requests for public information through the PPID. As a public body, the Gorontalo

City KPU also provides information that can be accessed by the public by coming in person or in writing to the Gorontalo City KPU Office which is located at Jalan Sawit 1 in Buladu Village within the West City District, Gorontalo City or accessing information through:

- i. Gorontalo City KPU PPID website: www.kota-gorontalo.kpu.go.id
- ii. Facebook account: <https://www.facebook.com/ppid.kpukotagorontalo/> and <https://www.facebook.com/kpukota.gorontalo.92>
- iii. Gorontalo City KPU Instagram: https://www.instagram.com/kpu_kota_gorontalo/
- iv. Twitter: @kpukotagorontalo
- v. Youtube KPU Gorontalo City

4. Performance Accountability

Strengthening performance accountability is an important indicator in the implementation of a good accountability system that can encourage more performance and be able to account for performance in accordance with all the sources used. The achievements of strengthening accountability in 2021 are:

- a. Strengthening the performance accountability system of government agencies
In strengthening performance accountability, the Chairperson and Secretary of the Gorontalo City KPU are directly involved in the preparation of performance determinations as evidenced by the signing of a work agreement between leaders and employees. The performance accountability monitoring and evaluation report has been prepared and approved by the leadership. The planning documents have been well structured, namely: Budget Work Plan, KPU Strategic Plan, TOR along with procurement support data.
- b. Performance accountability management
Performance accountability management is carried out by competent human resources because they have attended training but are not supported by training certificates. The performance report (LAKIP) has been prepared on time and has provided information on the performance of the Gorontalo City KPU.

5. Supervision

One of the causes of deviation indicators that occur in the bureaucracy is the weakness in the supervisory system. The weakness of the supervisory system encourages the growth of negative behavior or other corrupt behavior which is increasingly becoming so that it turns into a habit.

The achievements in strengthening supervision that have been achieved by the Gorontalo City KPU in 2021 are:

- a. Integrity zone development in work units
The integrity zone at the Gorontalo City KPU satker has been built, and at the beginning of every year an integrity pact is signed for all employees of the Gorontalo City KPU environment.
- b. Implementation of KPU gratification control
The socialization of KPU's gratification control has been implemented with reports on receipt of gratuities, applications for reporting on receiving gratuities and a recap of the LHPKN.

c. Implementation of KPU complaints

The implementation of the KPU complaint has been carried out to the maximum

d. Increased SPIP in Gorontalo City KPU work units

The Government's internal control system within the Gorontalo City KPU Satker has been implemented on time. This is evidenced by the achievement of 100% monthly SPIP and Control Card reporting. The control indicators include: personnel field (recap attendance, recap of official travel, recap of SKP, rank list), state finances and grants (budget realization report, budget use accountability report, minutes of cash checks, general and assistant treasury books, travel recap service, NPHD, working group report recap, follow-up progress reports, review results, financial reports and notes to financial reports), procurement (reports on procurement of goods and services both routine and grants), inventories and state-owned assets (inventory reports, minutes stock taking, news of Sakpa recon and see BMN,

e. Follow up on KPU community complaints

The results of the handling of public complaints have been followed up and have been handled properly.

f. Individual integrity enhancement

g. Increased accountability for goods/services procurement

6. Public service

The indicators of the implementation of the service management system have not been fully able to encourage the improvement of service quality which is faster, legally enforceable, cheap, convenient, clear, safe and affordable as well as maintaining the professionalism of service officers. Therefore, the aim of this program is to improve the quality of public services in the professional Gorontalo City KPU Work Unit. The achievements of the Gorontalo KPU in public services are:

a. Strengthening excellent service within the JDIH Management work unit.

Gorontalo City KPU has carried out socialization/training on the application of a culture of excellent service. The excellent service of the Gorontalo KPU has been carried out in various kinds of activity programs that have been determined through routine plenary meetings, these programs include voter pick-up, voter data verification, webinars, podcasts, regulation talks, Friday safaris, online discussions, KPU Teaching.

b. Increasing innovation in the electoral and administrative service sector within the work unit

The innovations in the electoral and administrative service sector carried out by the Gorontalo City KPU which have been determined in routine plenary meetings are:

i. Voter shuttle innovation

After being designated as a second-ranked area at the National level in the Continuous Voter Data Updating category, the Gorontalo City KPU continues to make breakthroughs and activities in generating and maintaining accurate voter data. These breakthroughs include the Facilitation of Public Shuttle Services in the management of e-KTPs and Death Certificates

ii. Voter Data Factual Verification

iii. Webinar

- iv. Teaching Commission
- v. Friday Safari (Socialization by visiting houses of worship).

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