

Organizational Structure and Human Resources Management at The West Java Provincial Election Supervisory Body

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Abstract

Bawaslu as a state auxiliary bodies, in charge of election supervision affairs must certainly have a good institutional structure from the central level to the Regency/City level, especially the target of this study, namely Bawaslu Provinsi Jawa. The purpose of this study is to analyze the management or governance of Bawaslu institutions within West Java Province and the management of Bawaslu human resources in West Java Province in improving employee performance. The method used is qualitative-descriptive. The results showed that Bawaslu of West Java Province must improve the secretariat status of each Regency/City to strengthen the institutional structure and increase the competence of human resources.

Keywords: *Increasing Institutional Structure Competency, Improving Employee Performance, Managing Human Resources.*



A. INTRODUCTION

The institutional history of election supervision began with the implementation of the 1982 elections under the name "Panitia Pengawas Pelaksanaan Pemilu" (Election Implementation Supervisory Committee, abbreviated as Panwaslak Pemilu). However, in reality, its implementation fell far short of expectations as it was heavily "controlled" by the New Order regime. The Election Supervisory Board (Bawaslu), hereinafter referred to as Bawaslu, is an additional state institution. The position of Bawaslu is stipulated in Article 22E paragraph (5) of the 1945 Constitution concerning General Elections: "General elections are conducted by a national, permanent, and independent election commission".

Article interprets the term "election commission" (with lowercase initials) as capable of being divided into two election organizing bodies, namely the General Election Commission and the Election Supervisory Board based on Constitutional Court Decision Number 81/PUU-XV/2011. This interpretation suggests that the clause "a general election commission" in Article 22E Paragraph (5) of the 1945 Constitution does not refer to a specific institutional name but rather denotes the function of organizing general elections on a national, permanent, and independent basis. Therefore, according to the Court, the function of organizing general elections is not solely carried out by the General Election Commission (KPU) but also includes the election supervisory institution, namely Bawaslu, and the Election Organizer Honor Council (DKPP), as a unified function of organizing general elections that is national, permanent, and independent.

Technically, there are three election organizing bodies: the General Election Commission (KPU), the Election Organizer Honor Council (DKPP), and the Election Supervisory Board (Bawaslu). These three institutions conduct democratic election contests based on the principles of Direct, General, Free, Secret, Honest, and Fair elections. Both the KPU and Bawaslu serve as election organizing bodies operating from the national level down to the Polling Stations (TPS). Each of these levels has specific tasks, authorities, and responsibilities according to its territorial scope.

The presence of Bawaslu also aims to safeguard the democratization process that has significantly evolved since the post-New Order era. This is based on the characteristics of State Auxiliary Bodies, which ideally should be independent institutions, meaning they are free from interference from any branch of power and are outside the scope of executive, legislative, or judicial authority. Bawaslu's position as a State Auxiliary Body is interpreted through the "interpretation of the organs of the 1945 Constitution grouped into two parts, namely main state organs (main state institutions) and auxiliary state organs (additional state institutions).

The existence of Bawaslu as an institution supervising the conduct of elections is responsible for overseeing all processes and results of the elections. The presence of Bawaslu reflects society's lack of trust in entrusting oversight functions solely to the KPU/KPUD, making it a specific part of the election organizers tasked with overseeing the electoral process stages to ensure that elections are conducted according to regulations and schedules.

Bawaslu's organization must have an efficient and effective design to achieve its goals, demonstrated through organizational structures that support its activities. The success of elections heavily relies on Bawaslu's performance. Therefore, it's crucial for the West Java Provincial Bawaslu to refine its organization and institutional structure, including updating the structure of Bawaslu at the district/city level to no longer be ad hoc. The establishment of Bawaslu aims to prevent the KPU from becoming a superbody institution and to avoid arbitrary actions against the constitutional mandate. Bawaslu's existence as an election supervisor demands strong human resources and governance to create democratic elections. Refinement of Bawaslu is essential to enhance more democratic electoral mechanisms and build public trust in this institution. The purpose of this research is to understand and analyze the management or governance of the Bawaslu institution in the West Java Province environment and the management of human resources of the West Java Provincial Bawaslu in improving employee performance.

The refinement of ASN human resources in Bawaslu currently only occurs at the provincial level. To ensure that the principles of good governance are implemented effectively, further analysis and implementation regarding human resources in Bawaslu at the district/city level, especially in West Java, are necessary. This is important to maintain the values of Bawaslu's independent institution that must be free from the influence of any branch of power, with the primary goal of supporting public interests. Clarity in the concept and implementation of these refinements is essential to ensure that public interests are met as expected.

B. LITERATURE REVIEW

1. Concept of Political Science

Political science is a continuously evolving discipline. Its function is to criticize the implementation of governmental functions carried out by various governmental institutions within a country. The dynamics within political science can be understood through an understanding of its essence and development. The essence of political science demands a profound understanding of the basic principles of governance and how the state is structured and operated. Meanwhile, the development of political science reflects the evolution of the tasks and roles of governance in society, including in addressing various challenges and changes over time.

2. Concept of State Supporting Institutions

Various forms of government organs encompass highly varied structures. These organs generally have quasi-governmental characteristics and can be given singular functions or regulatory functions and even punitive functions, such as judicial institutions mixed with the legislative. These newly formed state institutions are commonly referred to as State Auxiliary Organs/Bodies/Institutions, which support the state and carry out mixed functions of regulatory, administrative, and juridical nature, usually conducted separately but simultaneously organized. Generally seen from the type and function of their administration, there are three main types of specialized state institutions:

- a. Regulatory and Monitoring Bodies (These are bodies that perform regulatory and monitoring functions). 2) Those agencies responsible for the management of public services (These are bodies responsible for providing public services); dan 3) Those agencies that engaged in productive activities (These are bodies involved in production activities). The formation of these new state supporting institutions embodies the idea of slimming down bureaucracy, and this idea should serve as the basis for various state auxiliary bodies in Indonesia to streamline organizational and institutional structures by utilizing existing systems, facilities, and authorities to achieve this idea efficiently and effectively. Principles of organization by Henry Fayol. Henry Fayol, a mining engineer from France, proposed 14 organizational principles: division of work, authority and responsibility, discipline, unity of command, unity of direction, subordination of individual interest to general interest, remuneration, centralization, line of authority/hierarchy, order, equity, stability of personnel, initiative, and esprit de corps.

- b. Open Government

Open government, this movement gained popularity after the Memorandum on Transparency and Open Government by the Obama Administration in 2009, followed by the launch of data.gov.uk by the UK government in 2010. Then, government data portals began to emerge, created by governments and multilateral independent teams collaborating with governments aiming to develop summaries of government open data. Alternatively, open government

can be defined as a multilateral, political, and social process, specifically including transparent, collaborative, and participatory actions by governments and administrations. Policy adaptation is not merely a passive response to external pressures but an active approach to innovation, contextualization, and implementation. Policy innovation means fresh and new ideas that have been tested and incorporated into strategies to achieve better and different outcomes. But it's not just about new ideas in the form of contextual sketches; it's also about practical policies that make dynamic governance a reality.

c. Human Resources Performance Concept

James E. Neal states that performance measurement includes elements of knowledge, skills, motivation, professionalism, achievement, responsibility, quality, creativity, cooperation, and reliability. Performance evaluation will also state performance measurements including elements of knowledge, skills, motivation, professionalism, achievement, responsibility, quality, creativity, cooperation, and reliability. As well as aspects such as loyalty, honesty, creativity, leadership, initiative, responsibility, work results, discipline, cooperation, personality, and competence.

C. METHOD

The approach used in this research is a qualitative approach, which is a research procedure that produces descriptive data in the form of spoken or written words and observable behavior from the individuals (subjects) themselves. Qualitative research methods focus on the researcher's ability to collect data, analyze inductive/qualitative data, and provide generalizations. In addition to using qualitative research methods, the research is descriptive. Descriptive approach is research with the ability to reveal phenomena in detail to provide enlightenment. In other words, it is a method of researching the status of a group of humans, an object, a set of conditions, a thought system, or a class of current events.

Qualitative-descriptive research methods propose research procedures that produce descriptive data in the form of written or spoken words from informants and aim to understand phenomena about what the research subjects experience holistically. Essentially, research is a systematic effort to uncover truths and make what was previously undisclosed explicit, and it can also describe the condition of the research subject/object at present based on empirical facts and as is.

Testing the validity or validity of data in qualitative research is highly diverse, but to support prime results and the use of methods in this research, the author uses the "Data Triangulation" method. Data triangulation is a technique for checking data validity that utilizes something outside the data (being studied) for checking purposes or as a comparison to the data being studied, data triangulation is divided into three, namely: 1) according to sources, the researcher compares the interview results obtained from each source or research informant; 2) according to methods, Comparing research data results with various data collection methods; and 3) According to theory, by using data checking and comparing it with the theory used.

D. RESULTS AND DISCUSSION

1. Institutional Arrangement in the West Java Provincial Election Supervisory Board as State Auxiliary Bodies

This discussion delves into: division of work, authority and responsibility, discipline, unity of command, unity of direction, subordination of individual interest to general interest, remuneration, centralization, line of authority/hierarchy, order, equity, stability of personnel, initiative, and esprit de corps, supplemented with units of analysis: transparency, collaboration, and participation, which are useful for strengthening the research substance. Generally, this discussion aims to analyze the process of institutional arrangement in the West Java Provincial Election Supervisory Board (Bawaslu).

The analysis results of the institutional arrangement in the West Java Provincial Election Supervisory Board reveal a series of important steps to optimize institution management. Changes in the secretariat structure at the district/city level are expected to bring efficiency improvements in internal management, with clear responsibilities and authorities referring to relevant regulations and the implementation of decisions made through consensus. Although there are shortcomings in terms of standardizing operational procedures, the need for risk management implementation is acknowledged as a way to strengthen institutional management. Furthermore, the organizational structure's orientation towards bureaucratic reform encourages a focus on better public services, supported by an effective salary system to motivate employees.

Leadership in the West Java Provincial Election Supervisory Board adopts a collective collegial approach in seeking consensus, and must strengthen bureaucratic reform for better management. Progressively, governance is expanded through a deeper understanding of laws related to electoral supervision and the application of transparency and accountability principles in all activities. Employee positions are tailored to their skills and competencies, both at the provincial and district/city levels, supporting the creation of a conducive work environment and effective human resource development. In terms of public services, efforts continue to be made to improve openness and ease of information access.

Finally, continuous efforts to enhance transparency, accountability, and institution effectiveness are made through the development of e-government systems and the application of good governance, marking significant steps forward in institutional arrangement at the West Java Provincial Election Supervisory Board (Bawaslu).

2. Human Resources Management at the West Java Provincial Election Supervisory Board as State Auxiliary Bodies

The research findings on the improvement of human resource management at the West Java Provincial Election Supervisory Board (Bawaslu) indicate several concrete steps taken to enhance the quality and capability of employees. First, Bawaslu RI and West Java Province have committed to enhancing employee capacity by

providing facilitation for continuous learning, being responsive to market and technological developments. Second, employee placement is carried out meticulously according to human resource planning, including recruitment of civil servants (CPNS), contract-based civil servants (PPPK), and honorary workers in accordance with applicable personnel regulations. Third, a high work ethic is instilled through various incentives such as leadership motivation, conducive working environments, provision of good facilities, and recognition of employee performance. Fourth, employee integrity is strengthened through ethics and compliance training, application of a code of ethics, monitoring and self-assessment systems, as well as reporting and whistleblowing mechanisms. Fifth, the enhancement of employee responsibility is driven through accountability mechanisms, continuous training, and rigorous supervision. Sixth, performance quality is measured through regular training, strict supervision, systematic evaluation, as well as assessment of self-potential, optimal work results, work processes, and enthusiasm. Seventh, employee creativity is encouraged through conducive work environments, critical thinking skills, and personality factors such as curiosity, self-esteem, self-confidence, independence, risk-taking courage, and assertiveness.

Finally, to build good working relationships, an approach involving open communication, professional development, and team bonding activities is key. These steps together form a solid foundation for effective and efficient human resource management at the West Java Provincial Election Supervisory Board (Bawaslu).

E. CONCLUSION

Institutional Arrangement: Changes in the secretariat type at the district/city level have brought improvements in the management of the West Java Provincial Election Supervisory Board. The implementation of clear responsibilities and authorities, good work discipline, and the adoption of a collective collegial system at the leadership level have strengthened the organizational structure. However, deficiencies were found in terms of Standard Operating Procedures (SOP) and there is a need for risk management and deeper bureaucratic reform to support effective supervisory functions.

Human Resource Management: The research indicates that Bawaslu RI and West Java Province have committed to enhancing the capacity and capability of their employees through systematic and structured approaches. Initiatives such as continuous professional development, implementation of work ethics, and reward systems have helped improve employee motivation and performance. Employee creativity and cooperation have also been enhanced through the creation of conducive work environments and team development approaches.

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