



# SWOT Analysis in Facing the Quality 2024 Elections at the Regional General Election Commission of Kubu Raya Regency, West Kalimantan

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## ABSTRACT

This study aimed to identify internal and external factors at the Kubu Raya Regional General Election Commission and what strategies the Kubu Raya Regional General Election Commission took to prepare for the 2024 simultaneous elections. The research method used was the qualitative method. The study results indicate that as a government institution carrying out its primary duties and functions, the General Election Commission of Kubu Raya Regency is influenced by internal and external conditions. Internal conditions include Institutional, Human Resources, Leadership, Planning and Budgeting, facilities and infrastructure, as well as commitments built. Meanwhile, from the external aspect, it is influenced by the presence of stakeholders in the political field, the condition of the general public and related regulations and the strategies carried out by the arrangement of programs and activities of each work unit; Implementing employee arrangements in accordance with job analysis and employee workload analysis; Increasing the quality and quantity of HR of the General Election Commission of Kubu Raya Regency; Availability of an integrated performance management system; Optimizing the monitoring system and internal control over budget management; Implementation of activities under standard operating procedures (SOP); Availability and implementation of public service standards and notices; Availability of electoral logistics distribution maps; Improvement of modern office facilities and infrastructure; Optimizing the use of information technology; and Availability of an adequate budget ceiling.

## ABSTRAK

Penelitian ini bertujuan untuk mengidentifikasi faktor internal dan eksternal KPUD Kubu Raya dan strategi apa yang dilakukan KPUD Kubu Raya dalam mempersiapkan Pilkada serentak 2024. Metode penelitian yang digunakan adalah metode kualitatif. Hasil penelitian menunjukkan bahwa sebagai lembaga pemerintah yang menjalankan tugas pokok dan fungsinya, KPU Kabupaten Kubu Raya dipengaruhi oleh kondisi internal dan eksternal. Kondisi internal meliputi Kelembagaan, Sumber Daya Manusia, Kepemimpinan, Perencanaan dan Penganggaran, sarana dan prasarana, serta komitmen yang dibangun. Sedangkan dari aspek eksternal dipengaruhi oleh keberadaan pemangku kepentingan di bidang politik, kondisi masyarakat umum dan peraturan terkait serta strategi yang dilakukan oleh penyusunan program dan kegiatan masing-masing unit kerja; Melaksanakan pengaturan pegawai sesuai dengan analisis jabatan dan analisis beban kerja pegawai; Peningkatan kualitas dan kuantitas SDM KPU Kabupaten Kubu Raya; Tersedianya sistem manajemen kinerja yang terintegrasi; Mengoptimalkan sistem pemantauan dan pengendalian internal atas pengelolaan anggaran; Pelaksanaan kegiatan sesuai dengan standar operasional prosedur (SOP); ketersediaan dan penerapan standar dan pemberitahuan pelayanan publik; Tersedianya peta distribusi logistik pemilu; Peningkatan sarana dan prasarana perkantoran modern; Mengoptimalkan penggunaan teknologi informasi; dan Tersedianya pagu anggaran yang memadai.

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## I. INTRODUCTION

Elections are an interesting mechanism as a democratic system designed as a means of succession and transfer of power. In elections, the people are gathered to cast their votes and their aspirations regarding who their next chosen leader will be. Components of political parties, components of legislative members, and even in the options component of presidential candidates, there are several objects which then become options provided in an election implementation.

The definition of Democracy is described by (Oduntan, A. A., Azeez, A., Oladipo, T., & Akanmu, 2022) as a system of government that includes four factors: (1) A system for conducting elections and replacing government with elections; (2) People who participate in political life; (3) Protected people's human rights; and (4) democratic laws and procedures that apply fairly to all people.

According to (Morlino, 2012), a country can be considered to meet the criteria of a democratic state not only in terms of the procedures and contents of Democracy but also must fulfil the two main goals of Democracy, namely freedom and political equality for all people.

In terms of state institutions (Rowley & Schneider, 2008) argue that good Democracy is one of the practical tools to monitor and hold accountable representatives of the people elected through democratic elections.

Elections in Indonesia are not only a democratic party, but also the people have the opportunity to determine who will lead them in the next five years in many leadership hierarchies from both the central and regional levels. Based on reflections from the implementation of the 2019 general election and the 2020 simultaneous regional head election, which presents a lot of drama and problems.

Elections are the stage of establishing a globally recognized representative democracy and carrying out regular government changes. Based on the theory of minimalist Democracy (Schumpeter), elections are a stage TO accommodate the competition (race) between political actors for power, people's political participation in making choices, and liberalization of civil rights and citizenship politics.

(Lijphart, 1994) also explains that the General Election Law, which regulates competition between political parties and formulates strategic considerations for voters, turns out to have a considerable and significant influence on the behaviour of these voters in general elections.

(Medvic.S.K, 2010) Generally, general elections are seen as a mechanism to elect representatives of the people and determine who is entitled to occupy certain positions as an extension of the people's hands

(Kleden, 2004) explains that direct elections in the Indonesian democratic system have a goal that focuses on returning sovereignty to the people. This means that the people are given the opportunity to strengthen their political rights by choosing candidates for leaders who have the ability, constituency, integrity and legitimacy expected by the people as voters.

Many previous studies have discussed studies of democratic consolidation in Indonesia, where several researchers, such as (Al., 2018) and (Ufen, 2008), argue that partisan identity in Indonesia has weakened due to the lack of voter loyalty to the parties they previously supported. This phenomenon is known as the "Partisan Dealignment" (Fossati, 2020). found that the weakening of the attachment of party supporters in the general election was also due to the election system being more candidate-centred. In this way (Huber, Kernell, & Leoni, 2005), it is essential to consider reform in general elections to change the party system (Tomsa, 2014)

It cannot be denied that, in reality, the implementation of the 2019 Simultaneous Elections is still filled with various problems that require serious evaluation. The problems found include; problems regarding the Permanent Voters List or DPT, problems regarding the scope of the workload of KPPS Officers who are already overloaded, problems with data obtained from vote counting results and the emergence of quite a number of lawsuits against the final election results themselves, especially for the Presidential Election. The same situation will most likely appear in 2024 if prevention is not carried out early on.

The General Election Commission of Kubu Raya Regency, an election management institution at the Regency Level, is professional, independent, and permanent and has duties and functions as mandated in Law Number 7 of 2017 concerning Election Organizers. This regulation is a substitute for Law No. 15 of 2011, which underwent improvements in the bureaucratic concept, especially in the independence of election organizers. Completion of these rules should emphasize that the Kubu Raya Regency KPU is an important institution and has a national institution. The Kubu Raya Regency General Election Commission as a representative of the election management body at the district level, has duties and functions that are substantially the same as the General Election Commission of the Republic of Indonesia, which is carried out in accordance with the main tasks established by law.

The performance of an organization can be measured by its success in carrying out its main tasks and functions. As a government institution carrying out its primary duties and functions, the General Election Commission of Kubu Raya Regency is influenced by internal and external conditions.

SWOT analysis (Strength, Weakness, Opportunity and Threat) is a remarkably powerful situational analysis tool for measuring and identifying internal and external factors within the organization, such as the capabilities and deficiencies of organizational resources, market opportunities, and external threats faced by the organization in the future. By utilizing the SWOT analysis, (Pahl, N., & Richter, 2009) explained that an organization would find it easier to get a better vision by considering external factors (Strength and Weakness) and internal factors (Opportunity and Threat).

This is the basis for the significance outlined in this study. The study will be devoted to the Kubu Raya Regional General Election Commission. From the viewpoint of the district-level general election organizers, the Kubu Raya Regional General Election Commission will be the 'mastermind' of all anticipatory strategies and solutions to achieve the overall goal of a successful simultaneous general election in the Kubu Raya Regency.

## II. RESEARCH METHOD

This study identifies internal and external factors at the Kubu Raya Regional General Election Commission in welcoming the 2024 election. This research is a qualitative study that describes the expected results of research to describe the benefits of implementing the system (Gunawan, 2022). Research data sources come from in-depth interviews, observations and library research, namely books, scientific journals, laws and regulations and relevant internet sources. To conclude the study, the author uses descriptive analysis.

## III. RESULT AND DISCUSSION

General elections are a strategic starting point for the promotion of democracy. This means that elections are the most important instrument to measure the level of democratization of a country. Kubu Raya Regency was the first regency in West Kalimantan Province to hold direct elections for the regional head of the Regent and Deputy Regent in 2008. In its journey, the General Election

Commission of Kubu Raya Regency has conducted 2 (two) elections for the regional head of the Governor and the Deputy Governor of West Kalimantan. , 3 (three) elections for the regional head of the Regent and Deputy Regent of Kubu Raya Regency and 3 (three) general elections.

The General Election Commission (KPU) officially opened the 2024 General Election stage on June 14, 2022. KPU chairman Hasyim Asy'ari announced this at the KPU office in Central Jakarta. All stages and schedules regarding the implementation of the 2024 General Election are listed in General Election Commission Regulation (PKPU) Number 3 of 2022 concerning the Stages and Schedule of the 2024 General Election. The schedule and stages of the General Election have been determined, namely the National Election on February 14, 2024, and the Regional Head Election on November 27 2024, which will be held simultaneously. Learning from experiences in the 2019 and 2020 elections, several essential things need to be paid attention to by the Kubu Raya Regional General Election Commission in preparing for both.

The General Election Commission of Kubu Raya Regency, an election management institution at the Regency Level, is professional, independent, and permanent and has duties and functions as mandated in Law Number 7 of 2017 concerning Election Organizers. This regulation is a substitute for Law No. 15 of 2011, which underwent improvements in the bureaucratic concept, especially in the independence of election organizers. These regulations should emphasize that the General Election Commission of Kubu Raya Regency is a vital and national institution. The General Election Commission of Kubu Raya Regency as a representative of the election management body at the district level has duties and functions that are substantially the same as the General Election Commission of the Republic of Indonesia, which is carried out in accordance with the main tasks and functions stipulated by law.

In order to analyze the existence of the General Election Commission of Kubu Raya Regency so that it can carry out its main tasks and functions optimally, it is necessary to identify and analyze the potential and problems faced by using a SWOT (Strength, Weakness, Opportunity and Threat) analysis.

With this SWOT analysis, (Pahl, N., & Richter, 2009) explained that an organization would find it easier to get a better vision by considering external factors (Strength and Weakness) and internal factors (Opportunity and Threat). "Strength" in the SWOT analysis was first proposed (Luong, 2019). They emphasized that Strength is a characteristic that must be possessed by an organization and is considered one of the integral capabilities. Fundamentally, all organizations will use many strategies to take advantage of internal strengths and reduce internal weaknesses to improve organizational performance. (Sanny, Simamora, Polla, & Atipa, 2018) divides five different criteria that determine the level of StrengthStrength of an organization, namely relative market situation, relative financial structure, relative production and technical capacity, comparative research and development potential, relative human capacity and management effectiveness. In this Strength factor, an organization must understand its potential and advantages before acting to face problems or seize opportunities. Thus, the StrengthStrength of this organization plays a vital role in achieving the main goals of the organization. Without this StrengthStrength, the opportunities that the organization can achieve will be missed, and the problems faced will be challenging to overcome.

Not only StrengthStrength, but the SWOT factor also includes aspects of weaknesses, such as limitations or lack of human resources, skills and abilities. These three things, of course, will significantly hinder the progress of the work of an organization. In addition, sources of weakness in terms of facilities, financial resources, management capabilities, marketing skills, and corporate image will affect the organization's performance.

Then, the definition of Opportunity in the SWOT analysis is explained (Christian, 2021), which emphasizes external conditions that can help organizations to gain profits, overcome organizational deficiencies or weaknesses, and prevent threats that the company may face. Opportunity is an aspect

that an organization must immediately realize as a consequence of environmental changes. That way, an organization must be able to respond creatively to seize the opportunities that exist.

Finally, in the SWOT analysis, what is meant by Threats is an unfavourable situation for the organization created due to environmental changes, so that the threat will slow down or make it difficult for the organization to maintain its competitive advantage (Asfiansyah, 2015)

By understanding all the factors that exist in SWOT, such as Strengths, Weaknesses, Opportunities and Threats, (Kibe Charles.N, 2008) assert that organizations can evaluate several things, namely: (1) adjusting organizational strategy with resources and opportunities; and (2) the urgency to understand the weakness of specific resources in the organization/institution and to keep the organization away from external threats that could affect the organization's performance. (Sharma, 2000) explains that threats in the organizational environment are closely related to opportunities and strategy development and how organizations identify possible risks for strategic alternatives.

The following are some aspects that have a significant contribution to the performance of the KPU in Kubu Raya Regency as an election management body at the Regency level (KPUD Kubu Raya, 2020) :

### **Aspects of Strengths and Opportunities**

Based on Election Law Number 7 of 2019, Regency KPU is a work unit of the General Election Commission of the Republic of Indonesia. The institution is nationally independent and free from any intervention. The Regency General Election Commission is also committed to the program of the General Election Commission of the Republic of Indonesia to carry out bureaucratic reform toward a professional and independent election organization.

Human Resources who become personnel in the General Election Commission of Kubu Raya Regency consist of organic civil servants and seconded regional civil servants. The combination of DPK civil servants with organic civil servants is a potential that supports the existence of the General Election Commission of Kubu Raya Regency.

The leadership of the General Election Commission of Kubu Raya Regency is collective, collegial and open, prioritizing the values of togetherness to build a shared commitment. Each individual is given space and opportunity to innovate, express ideas/suggestions, and criticize. Every decision taken by the leadership is an aspirational decision will be comprehended and supported by every person so that it becomes a strong foundation for implementing activities.

The General Election Commission of Kubu Raya Regency refers to the results of the organization's evaluation of planning and budgeting aspects that serve as guidelines for the Kubu Raya Regency General Election Commission as the results of further analysis on the strength of planning and budgeting aspects can be described as a process of planning activities and budgets carried out by involving active participation all elements of the organization, budget governance meets the principles of transparency and accountability, and budget management is carried out by applying Government Accounting Standards.

From the aspect of business processes and policies, the General Election Commission of Kubu Raya Regency has tried to accommodate all needs related to the needs of electoral services both to the general public and election stakeholders in particular. The General Election Commission Regulation, which provides detailed arrangements covering planning, implementation and monitoring of evaluation of activities, is an adequate reference as a basis for decision making.

The General Election Commission of Kubu Raya Regency, located in an urban area, has adequate infrastructure and information technology to support the implementation of its main tasks and functions. The building used by the General Election Commission of Kubu Raya Regency is quite

adequate. However, until now, the building is still on loan status from the Kubu Raya Regency Government.

The relationship between stakeholders of the General Election Commission of Kubu Raya Regency is quite good. Local governments provide adequate support related to facilities and infrastructure. Different expectations from stakeholders of the General Elections Commission are trying to be accommodated by promoting communicative relationships with all stakeholders, including elements of political parties, NGOs, Community Organizations and society in general.

### **Aspects of Weaknesses and Threats**

In carrying out the duties and functions of organizing General Elections in Kubu Raya Regency, the General Election Commission is faced with various problems, both from within and outside the organization. The dimensions of the problem also vary, ranging from institutional to operational. Therefore, the identification and diagnosis process of the existing problems refers to the factual conditions of the Regency General Election Commission. The problems of the General Election Commission of Kubu Raya Regency based on the dimensions of the process can be described as follows:

Problems with the working mechanism relationship between government institutions that lack synergy, among others, with the Regency Panwaslu and the Government, Regions regarding policy issues for the administration of elections and voter lists in elections, Unclear boundaries of authority in the implementation of tasks and functions between work units, resulting in overlapping programs and activities that lead to organizational work inefficiency, The workload between organizational units has not been balanced, so there are still work units with a relatively large volume of work. At the same time, there are still work units whose workloads are inadequate as an organizational work unit. The process of internalizing regulations and organizational culture is still weak.

Some of the Civil Servants at the General Election Commission of Kubu Raya Regency are seconded personnel (DPK), causing several problems, including: The dependence of the General Election Commission of Kubu Raya Regency on the local Government for the relevant civil servants, both in staff and official positions, is considerable. This composition creates problems in practice, There is a double loyalty of related civil servants, where compliance and performance accountability are not to the General Election Commission of Kubu Raya Regency but superiors in the original agency, Unequal distribution of organic civil servants in each district/city in West Kalimantan, There are civil servants, both DPK and organic, who are less than optimal in carrying out their duties, functions and work, The number and composition of employees are not following their duties, functions and workload. The comparison between the number of employees and their workload is not proportional, The reward system for employees is not adequate, so it indirectly affects employee performance, The commissioner, as a public official who has the same position as the highest civil servant position at the Secretariat of the General Election Commission of Kubu Raya Regency, does not understand the rights and obligations that are binding as a consequence of that position, Not all commissioners understand their position as elements of policymakers, so the operationalization process of activities is hampered due to slow decision-making.

There are still differences in perception between the Commissioner and the Secretariat of the General Elections Commission of Kubu Raya Regency regarding election management, so the decision-making process becomes slow and Unclear authority boundaries in implementing duties and functions, leading to inefficiency in organizational performance.

The available budget is insufficient for implementing organizational tasks and functions, particularly the budget for programs to strengthen democratic institutions and improve the political process, Implementation of performance planning, performance measurement, performance reporting and performance evaluation has not been integrated into an organization's performance

management system, The monitoring system for managing the state budget is still weak. The discrepancy between the document Operational Activities (POK) and Technical Instructions / Instructions for implementing DIPA programs and activities at the General Election Commission of Kubu Raya Regency, In theory, budget planning is bottom-up, but in substance, it is still top-down, where the proposed budget is not under what is being realized.

There is no Standard Operating Procedure (SOP) and easy-to-understand regulations and The activities carried out tend to be stagnant and less innovative. At the same time, the public need more innovative actions from the General Elect.

The General Election Commission of Kubu Raya Regency, located in the Regency area of infrastructure support, should not be a problem. However, limited facilities and funding are often a particular problem in providing infrastructure and information technology support, The available work facilities and infrastructure have not supported the implementation of the tasks and functions of the organization, The ownership status of the land, buildings and warehouses of the General Election Commission of Kubu Raya Regency is still owned by the local government. This does not support the institutional nature of the General Election Commission of Kubu Raya Regency, which is fixed. In addition, the office of the General Election Commission of Kubu Raya Regency can be moved at any time in accordance with the authority of the Regional Government as the land owner and buildings.

The number of lawsuits over the election results submitted to the Constitutional Court is one indicator of public distrust of the performance of the General Election Commission of Kubu Raya Regency : Stakeholders do not fully understand the working mechanism developed by the General Election Commission of Kubu Raya Regency because the socialization function to the public at KPU Kubu Raya Regency is still weak , Consolidation among Election Management Bodies has not been implemented effectively, In addition to these problems, the General Election Commission of Kubu Raya Regency is also faced with a number of challenges in holding national and local elections that impact the achievement of the organization's overall performance. The challenges are as follows, The development of the people who are the basis of voters in elections is extraordinarily dynamic. Therefore, the demand for improving the quality of public services organized by the General Election Commission of Kubu Raya Regency is very high, including the issue of transparency and accountability of the performance of the General Election Commission of Kubu Raya Regency, The role of the mass media is enormous in leading public opinion , Constrained distribution of election logistics due to different geographical conditions

Based on the identification of these critical factors, the General Election Commission of Kubu Raya Regency, based on the General Election Commission's policies related to the SWOT development strategy that can be taken is a transformative strategy, namely: Organized programs and activities for each work unit; Implementation of employee arrangements in accordance with job analysis and employee workload analysis; Improving the quality and quantity of Human Resources of the General Election Commission of Kubu Raya Regency; Availability of an integrated performance management system; Optimizing the monitoring system and internal control over budget management; Implementation of activities in accordance with standard operating procedures; Availability and implementation of public service standards and notices; Availability of electoral logistics distribution maps; Improvement of modern office facilities and infrastructure; Optimizing the use of information technology; and Availability of adequate budget ceiling.

#### IV. CONCLUSION

The performance of an organization can be measured by its success in carrying out its main tasks and functions. As a government institution, in carrying out its primary duties and functions, the General Election Commission of Kubu Raya Regency is influenced by internal and external

conditions. Internal conditions include Institutional, Human Resources, Leadership, Planning and Budgeting, facilities and infrastructure, and commitments built. Meanwhile, from the external aspect, it is influenced by the presence of stakeholders in the political field, the condition of the general public and related regulations.

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