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### Optimization of Performance Management of the Bogor Regency General Election Commission Ahead of the 2024 Election: Realizing Clean and Good Governance

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ARTICLE INFO	ABSTRACT
<p><i>Historis:</i> Submit 2 December 2024 Review 21 January 2025 Revision 20 February 2025 Accepted 15 March 2025 Publish 29 April 2025</p> <hr/> <p><i>Keywords:</i> Performance Management, Clean and Good Governance, 2024 Election, Bogor Regency KPU, Transparency</p> <hr/> <p><i>Corresponding Author:</i> Mugnaini email: <a href="mailto:mugnaini@unja.ac.id">mugnaini@unja.ac.id</a></p>	<p>This study aims to explore the steps taken by the Bogor Regency General Election Commission (KPU) in preparing for the 2024 Election by implementing the principles of Clean and Good Governance (CGG). The main focus of this study is to analyze how the Bogor Regency KPU manages the election process by ensuring transparency, accountability, and participation in every stage of the election. Based on the results of in-depth interviews with the Head of the Bogor Regency KPU, KPU members, and election supervisors, this study found that the Bogor Regency KPU has made efforts to strengthen its organizational structure and increase human resource capacity through systematic training, to ensure that the implementation of the 2024 Election runs smoothly and without any potential irregularities.</p> <p>Despite various challenges such as lack of human resources (HR) and delays from political parties in submitting prospective DPRD candidates, the Bogor Regency KPU continues to strive to optimize performance through the application of information technology and strict supervision. The use of technology and social media such as Instagram to increase transparency and facilitate public participation in elections is an integral part of the Bogor Regency KPU's efforts. It is hoped that with the consistent application of the CGG principle, the 2024 Election in Bogor Regency will run successfully and be able to produce legitimate leaders and increase public trust in a more democratic election system.</p>

### INTRODUCTION

The Unitary State of the Republic of Indonesia (NKRI) is a country that adheres to the principle of democracy, where the highest power lies in the hands of the people. Democracy provides space for the community to participate in political decision-making through various mechanisms, one of which is general elections (Pemilu) (Ferdian et al., 2021). Elections function as a vital means to realize people's sovereignty and ensure democratic governance, where every citizen has the same

rights in determining the direction of state policy. The implementation of elections that are carried out directly, generally, freely, secretly, honestly, and fairly, is a reflection of the quality of democracy itself (Andreana & Wirajaya, 2018). Therefore, election organizers with integrity, professionalism, and accountability are very important to maintain the credibility and quality of the elections carried out (Putra & Doho, 2022).

In this context, the General Election Commission (KPU) has a very vital role in organizing elections in Indonesia. The KPU, as a responsible state institution, must ensure that all democratic principles are implemented in the election process (Nima et al., 2024). The KPU at the provincial and regional levels is tasked with regulating and supervising all stages of the election, from preparation, nomination, campaign, to vote counting and determination of results (Seran et al., 2024). The quality of the KPU's performance greatly affects the course of the election and, ultimately, the success of the democratic system in Indonesia (Fitriyah & Alim, 2022).

The performance of the Bogor Regency KPU is key ahead of the 2024 Election, considering that they play a central role in ensuring that the election runs according to the expected democratic principles (Waruwu et al., 2024). The results of the Bogor Regency KPU's work will be one of the determining factors for the success of the election, not only in terms of the process but also the results (Wahyudy, 2024). Therefore, the Bogor Regency KPU is required to work with high professionalism and make all necessary preparations to ensure that the election can be carried out properly (Widyastuti et al., 2022). Through optimal performance, the Bogor Regency KPU is expected to be able to ensure that all stages of the election run smoothly, transparently, and accountably (Indrawati, 2012).

The Bogor Regency KPU is part of the organizational structure of the KPU at the West Java provincial level, and is responsible for organizing elections in its region (Seran et al., 2024). With increasingly complex challenges in the digital era, the Bogor Regency KPU must be ready to face technical and logistical problems that may arise, including ensuring that the election process continues to run with transparency and fairness (Waruwu et al., 2024). All efforts made by the Bogor Regency KPU must be able to answer the public's expectations for a quality election (Kusuma, 2022).

In order to prepare for the 2024 Election, the Bogor Regency KPU has taken various anticipatory steps (Wahyudy, 2024). This preparation includes increasing the capacity and integrity of election organizers, as well as implementing the Clean and Good Governance (CGG) principle which focuses on transparency, accountability, and strict supervision (Purnamasari, 2024). This principle is expected to prevent irregularities and maintain a higher quality of elections (Astuti et al., 2021). By involving these principles in planning and evaluation, the Bogor Regency KPU is expected to produce decisions that can be accounted for and create public trust in the democratic process (Mustaghfiroh et al., 2020).

Finally, the Bogor Regency KPU has a great responsibility to realize elections that are not only democratic, but also of high quality (Jannah, 2016). The success of the Bogor Regency KPU in the 2024 Election is not only measured by the smoothness of the administrative process, but also by the extent to which they can consistently apply the principles of Clean and Good Governance (Sugitanata, 2023). With this effort, it is hoped that the 2024 Election in Bogor Regency can run successfully and strengthen democracy in Indonesia as a whole.

## **RESEARCH METHODOLOGY**

This study uses a qualitative method with a case study approach to analyze the optimization of the performance management of the Bogor Regency General Election Commission (KPU) in facing the 2024 Election. This method was chosen because it can provide a deep understanding of how the Bogor Regency KPU manages the election process by implementing the principles of Clean and Good Governance (CGG), as well as the challenges and steps taken in order to ensure democratic, transparent, and fair elections. The case study approach allows researchers to dive into

the real experiences of those directly involved, both from election organizers and other related parties, in facing and resolving problems that exist during the election preparation and implementation process.

The type of research used is qualitative descriptive research, which aims to describe in detail the performance of the Bogor Regency KPU in organizing elections with the principles of Clean and Good Governance. This study will explore the policies, procedures, and actions taken by the Bogor Regency KPU to prepare for the 2024 Election. Researchers will also identify and analyze various factors that influence the successful implementation of the CGG principle, as well as measure its impact on the quality of the elections to be held.

The research subjects include parties involved in organizing elections at the Bogor Regency KPU, such as the KPU Chairperson, KPU members, and staff involved in the operational process of the election. In addition, interviews will also be conducted with parties who have important roles in election supervision and evaluation, such as election supervisory institutions, the media, and the community involved in the election process. These informants were chosen because they have direct experience related to quality election policies and implementation.

Data collection will be conducted using several techniques, namely in-depth interviews and participatory observation. In-depth interviews will be conducted with members of the Bogor Regency KPU and other related parties to gather information about the implementation of the Clean and Good Governance principles, as well as the obstacles faced in organizing elections. In addition, participatory observation is also conducted to directly observe the activities carried out by the KPU in preparation for the election and how they ensure that each stage of the election runs in accordance with these principles.

Data analysis will be conducted using thematic analysis, where researchers will identify and categorize key themes from the collected data, such as challenges in implementing elections, efforts made to ensure accountability and transparency, and how the application of CGG principles can improve the quality of elections. Data obtained from interviews and observations will be analyzed to find patterns and relationships that are relevant to the performance of the Bogor Regency KPU in organizing the 2024 Election.

Data Validity will be maintained by conducting method triangulation and source triangulation. Method triangulation is done by combining interviews and observations, so that the data obtained can complement each other and provide a more accurate picture. Source triangulation is done by involving various parties involved in the election process, thus providing a broader and more objective perspective.

Research Limitations: This research focuses on the management of the performance of the Bogor Regency KPU ahead of the 2024 Election, by implementing the principles of Clean and Good Governance. This research does not discuss other aspects that are not directly related to the implementation of the election, such as general policies of the KPU at the national level or other political issues that are not directly related to the implementation of the 2024 Election in Bogor Regency.

With this approach, it is hoped that the research can provide in-depth insight into how the performance management of the Bogor Regency KPU can be optimized through the application of the Clean and Good Governance principles, as well as provide recommendations for improving the performance of the KPU in organizing higher quality elections.

## **RESULTS AND DISCUSSION**

### **Results**

This study aims to explore the steps taken by the Bogor Regency General Election Commission (KPU) in preparing for the 2024 Election by implementing the Clean and Good Governance (CGG)

principle. Based on the results of in-depth interviews with informants consisting of the Head of the Bogor Regency KPU, KPU members, and election supervisors, it was found that the Bogor Regency KPU made great efforts to ensure transparency, accountability, and participation in every stage of the election. The Head of the Bogor Regency KPU explained that one of the main steps taken was to strengthen the organizational structure and increase human resource capacity through systematic training. This was done to ensure that the election process runs transparently and without any potential for irregularities. In addition, the Clean and Good Governance principle is the main guideline in every activity carried out by the KPU, including in the management of voter data, nominations, and supervision of activities carried out by political parties.

The Head of the Bogor Regency KPU emphasized, "As the Bogor Regency KPU, we have made various preparations to ensure that the 2024 Election runs smoothly. We started by strengthening the organizational structure, training KPU staff who are directly involved in the election process, and ensuring a transparent and accountable administration system. In addition, we also prioritize the principles of Clean and Good Governance (CGG) in every stage of the election to ensure an honest, fair, and transparent process." According to him, the main challenge is managing transparency and accountability in facing the digital era, where managing very large and complex voter data is very important. Therefore, the use of technology and information systems is an important step to minimize errors and ensure efficiency in the election process.

However, despite the great efforts of the Bogor Regency KPU, there are several challenges faced during the preparation for the 2024 Election. One of them is the problem of a lack of human resources (HR) which requires KPU members to work harder, even overtime, in order to complete all planned tasks. This is also influenced by the lack of adequate manpower in each division. Along with these challenges, the Bogor Regency KPU also faces obstacles from the presence of political parties that are not on time in the process of submitting prospective DPRD members for Bogor Regency. This delay causes a waste of time, and the KPU must reschedule to ensure that all parties can attend on time. As an effort to overcome this obstacle, the Bogor Regency KPU plans to improve the quality and quantity of HR by involving students in the election preparation process.

Bogor Regency KPU member added, "The training we conducted was very helpful in improving the quality of the election. We ensure that each staff member clearly understands their duties and responsibilities, as well as how to implement the CGG principles in all their activities. This training also provides a better understanding of how to handle problems that may arise and how to resolve them in a professional and transparent manner." Staff training is an important part of ensuring the success of the 2024 Election. With proper training, each staff member is expected to be able to work more efficiently and avoid mistakes that could affect the election results.

In addition, the use of information technology also plays an important role in increasing transparency and efficiency of the election process. One example of its application is the use of a logistics information system and vote counting that can be accessed by the public to ensure there is no cheating in the process. The use of social media such as Instagram is also used to provide clear and transparent information to the public, so that they can follow the election process more easily and actively participate in supervision. Strict supervision of the use of this technology is also part of Clean and Good Governance, where every stage of the election can be monitored in real time by the public.

The Bogor Regency Election Supervisor said, "The Bogor Regency KPU is on the right track. However, I think they need to continue to improve the use of technology, such as a more sophisticated information system to manage voter data and monitor the development of election stages in real time." The supervisor also suggested that the Bogor Regency KPU tighten supervision of logistics distribution and vote counting to ensure that each election stage runs with full transparency. The use of more modern technology and information, according to him, will be very helpful in managing data efficiently and reducing the potential for errors.

Overall, this study shows that the Bogor Regency KPU has worked hard to ensure that the 2024 Election runs according to the principles of Clean and Good Governance. Although the challenges faced are quite large, especially related to human resource issues and delays in political parties, various steps taken, including staff training, use of technology, and increased transparency, have had a positive impact on election preparations. Therefore, although there is still room for improvement, the Bogor Regency KPU has shown a strong commitment to creating a more democratic, transparent, and accountable election. By implementing consistent CGG principles, it is hoped that the 2024 Election can run successfully and produce a legitimate leader who is accepted by the community.

## **Discussion**

This study aims to explore the steps taken by the General Election Commission (KPU) of Bogor Regency in preparing for the 2024 Election by implementing the principles of Clean and Good Governance (CGG). Based on the results of interviews with the Chairperson of the Bogor Regency KPU, KPU members, and election supervisors, this study shows that the Bogor Regency KPU has made various efforts to ensure transparency, accountability, and participation in every stage of the election (Arpandi, 2023; Budiman, 2023; Ulya & Huda, 2022).

The first step taken was to strengthen the organizational structure and increase the capacity of human resources (HR) through systematic training. This training aims to ensure that all staff can carry out their duties efficiently and with a clear understanding of the CGG principles (Amin et al., 2021). As conveyed by a KPU member: "The training we did really helped improve the quality of the election." However, the main challenge faced by the Bogor Regency KPU is the lack of HR, which affects the speed and quality of work in preparing for the 2024 Election (Wirsa, 2024). The increasingly complex election process requires adequate workforce support, and this limited HR forces KPU members to work overtime (Mahyudin et al., 2022).

The delay from political parties in submitting prospective candidates for Bogor Regency DPRD members is also a significant obstacle (Dahri, 2021). This delay has the potential to waste time and require rescheduling which affects the efficiency of the overall election process. To overcome the shortage of human resources, the Bogor Regency KPU plans to involve students in various election preparation processes, which are considered to help increase the number of existing workers (Nababan et al., 2024). Staff training is also a very important solution to improve the quality of elections (Nawang Sari et al., 2021).

Furthermore, the use of information technology in organizing elections is a key factor in increasing transparency and efficiency. One example of the application of this technology is the use of a logistics and vote counting information system that can be accessed by the public to ensure there is no cheating (Juliasih, 2019). Social media, such as Instagram, is also used by the Bogor Regency KPU to provide clear and transparent information to the public, allowing the public to actively participate in election supervision (Defretes & Kleden, 2023; Mahpudin, 2020). Therefore, technology not only speeds up the process but also increases the openness of information to the public.

Strict supervision of the use of this technology is part of the Clean and Good Governance principle implemented by the Bogor Regency KPU. The use of more sophisticated technology and more modern information systems is essential to monitor the development of election stages in real time (Prayogo, 2022). With stricter supervision of logistics distribution and vote counting, the Bogor Regency KPU is expected to improve the quality of election implementation and create public trust in a fair and transparent election process (Rizal, 2023; Solihah et al., 2018).

In addition, public participation in election supervision is crucial. The Bogor Regency KPU has ensured that every decision and stage of the election can be accessed by the public, so that the public has the opportunity to provide input or report problems that occur (Ramayanti et al., 2023;

Ulya & Huda, 2022). The public who are active in monitoring and participating in the election aim to strengthen Indonesia's democratic system and ensure that the election process continues fairly and without fraud (Alfarisyi et al., 2023; Irma et al., 2024).

Although the challenges faced by the Bogor Regency KPU are quite large, efforts made to improve the system and increase the quality of elections have shown positive results (Tambun et al., 2023). The implementation of the Clean and Good Governance principle through transparency, strict supervision, and staff training integrated with information technology has shown significant progress. By consistently implementing the CGG principles, the 2024 Election in Bogor Regency is expected to be successful, produce legitimate leaders, and increase public trust in the Indonesian election system (Ningsih & Ma'ruf, 2023).

## **CONCLUSION**

Based on the results of this study, it can be concluded that the Bogor Regency KPU has taken strategic steps in preparing for the 2024 Election by implementing the principles of Clean and Good Governance (CGG). Efforts made include strengthening the organizational structure, staff training, and the use of technology to increase transparency and efficiency of the election process. Although there are several challenges related to the lack of human resources and delays from political parties, the Bogor Regency KPU has attempted to overcome these obstacles by involving students in the preparation process and rescheduling activities. This shows the KPU's commitment to ensuring that the 2024 Election can run smoothly and transparently.

In addition, strict supervision of the use of technology, voter data management, and logistics distribution are important aspects in ensuring that the CGG principles are implemented optimally. The public is also given the opportunity to participate in election supervision, which further strengthens the democratic system in Indonesia. With the consistent implementation of the Clean and Good Governance principles, it is hoped that the 2024 Election in Bogor Regency can run successfully, produce legitimate leaders, and improve the quality of democracy at the local and national levels.

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