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## The Performance of Indonesia's Election Organizers in a Collaborative Management Framework

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**Abstract.** The purpose of this study is to determine the performance of the organizers of the 2024 Indonesian elections within the framework of collaboration management. This research is important because the facts on the ground show a series of varied problems that obscure the quality of the organizers, namely the KPU, Bawaslu, and DKPP. The further substance of this research is to find out the level of organizers who are actually still far from ideal. Moreover, in the framework of institutional collaboration, which is actually part of an effort to realize public policy, but has not been matched by the competence of election institutions. This research method uses a literature study, whose urgency focuses on the researcher's ability to combine references, theories, and other supporting literature to strengthen the analysis to the findings. The use of the literature study method is important in building a scientific framework, because it utilizes scientific elements from (1) books, (2) journals, (3) newspapers, (4) media news, (5) survey reports, etc. The results of the study show that the performance of the organizers of the 2024 elections is still weak. Weaknesses are evidenced in the pre-election and post-election stages. There are driving and inhibiting factors that weaken performance, one of which is the absence of institutional collaboration management. KPU, Bawaslu, and DKPP still seem to work individually, and a lot of time is spent focusing on internal problems, morals, and codes of ethics of each institution.

**Keywords.** Performance, Collaboration, Election

### 1. INTRODUCTION

Elections are an important milestone in Indonesia's democratic system, periodically determining the direction of development. On February 14, 2024, all Indonesians will once again cast their votes to elect the best leaders and representatives. Mulyadi & Utami (2017) assert that elections are a democratic process that underlies the creation of community representation in the state, both in the fulfillment of needs and the distribution of other rights. The manifestation of people's sovereignty is very strong and inherent in elections, so the deeper essence of elections is not just a place to exchange power between elites.

The implementation of elections depends on the central role of the organizing element, especially in realizing the ideals of fair, democratic, transparent and accountable elections. Directly, the performance of election organizers has a direct impact on the legitimacy of the process to the results. Election organizers must ensure the fulfillment of voting rights, and even protect the public when they have aspirations for complaints or disputes. The governance of the national election system can be seen from system indicators such as: (1) party system, (2)

campaign rules, and (3) strengthening consolidation between organizing institutions (Arifin & Hidayat, 2019). This means that the elements of election organizers do not only play a role as administrative agents. More than that, election organizers carry a substantial duty to commit to the ideals of universal justice in society.

The position of citizens in the implementation of elections can be guided by leading principles in the discipline of democracy, so that the government stands upright. Indeed, citizens and communities are the lighters of the ruling government, so a participatory attitude is necessary. Some of the unique roles of citizens in the rules of participation can be shown through: (1) social mobilization, (2) citizen activism, (3) aspiration channeling, (4) political education and socialization (Skogstad, 2011).

Skogstad (2011) asserts that citizen participation goes hand in hand with the managerial quality of government institutions. Good governance can be driven by citizen participation, including in the electoral process starting from: (1) registration of candidates and political parties, (2) the campaign period, (3) dispute resolution before and after the election, and (4) the integrity of the organizers. Without good management and governance of elections, the state fails to create elements of development.

Udalla (2022) quotes from INEC's Legal Services Department, that Nigeria's Electoral tribunals frequently report petition movements to the National Assembly especially in 2007 (about 1,249 petitions) after the Governorship and House of Representatives elections. Nigeria is an example of a country that has always been characterized by electoral problems, such as various conflicts, uncertainties, and tensions between zones. This fact is strong evidence that the failure of the electoral process in Nigeria arises from the poor preparation of the organizing body.

It is very important to maximize the standardization of elections, so as to create the quality of "minimalist democracy". Democratic election procedures can be pursued through the performance of the organizing body, considering that elections cannot be postponed. The management and performance of election organizers have the potential to be flawed, or can create mistakes that hinder the quality of elections (Winarno & Kumalasari, 2023).

The performance of Indonesia's election institutions in recent years has often been in the spotlight. As it departs from several challenges for elements of election organizers such as the General Election Commission (KPU) and the Election Supervisory Agency (Bawaslu), DKPP (Honorary Council of Election Organizers), namely related to (1) expansion of duties, (2) clarity of authority, and (3) effectiveness of supervision. The tension between these institutions has raised concerns about the system's ability to manage elections properly, transparently and fairly. Therefore, the 2024 elections will not only be a symbolic process, but also a test and evaluation of institutional performance in maintaining integrity and public trust.

President Joko Widodo in the 63rd Batch of Regular Education Program Seminar at Lemhanas RI, mentioned that there are at least five potential challenges faced by the organizing elements of the 2024 elections, including: (1) technical issues, (2) voter participation, (3) transparency of implementation, (4) accountable election governance, (5) dynamics and campaign period (Heliana, 2022). President Joko Widodo's statement can be corroborated by the experience of organizing elections in the last decade, especially in 2014 where Bawaslu's performance was still weak. Bawaslu's weakness in the 2014 elections was regarding identification and non-responsive preventive measures, even though the authority possessed by Bawaslu in the context of coordination and supervision was getting better. As a result, election violations in 2014 were still rampant. Meanwhile, the KPU's performance in 2014 was still weak regarding the validity of voter data, even though the updating of data had received technological assistance from SIDALIH (Voter Data Information System). There were several

factors that caused the KPU's weak performance, including the lack of coordination with the Ministry of Home Affairs, resulting in overlapping data (Prabowo, 2023).

Institutional collaboration in the context of general elections in Indonesia is an important process involving various relevant institutional entities to ensure the smooth running of elections in a democratic manner. This collaboration involves various parties, such as the KPU (General Election Commission), Bawaslu (Election Supervisory Agency), and DKPP (Honorary Council of Election Organizers). The General Election Commission (KPU) is responsible for organizing elections in administrative matters, the Election Supervisory Agency (Bawaslu) is in charge of monitoring so that the elections are at a sportive level. Meanwhile, other supporting institutions such as the Ministry of Home Affairs (Kemendagri) are tasked with regulating voter administration and the dynamics of community participation in the regions, as well as fulfilling the standardization of elections according to the 4 Pillars, namely Pancasila, the 1945 Constitution, NKRI, and Bhineka Tunggal Ika.

Several phenomena below underlie the strong assumption that the institutional performance of the organizers of the 2024 elections is still weak. Moreover, if examined sensitively to detect the extent of collaboration between election organizing institutions such as KPU, Bawaslu, and DKPP. The three institutions hold the technical implementation of elections from the national to the village level, which leads to the credibility of the 2024 elections.

**Table.1** Highlights of the 2024 Election Organizer's Indication of Carelessness

<b>Numb</b>	<b>Case Type/Area</b>	<b>Explanation</b>	<b>Media</b>
1	Ballot Distribution/Overseas (Taiwan)	The distribution was carried out by the Taiwan Overseas Election Committee (PPLN) carelessly. Distribution was carried out before the KPU's official schedule. Moreover, the delivery was carried out through the POS service. This fact contradicts Article 530 of the Election Implementation Law which should maintain the confidentiality and security of ballots. Another triggering factor is the lack of active supervision from Bawaslu.	Republika (2023)
2	Problems in organizing the 2024 elections	(1) polling stations open later than 07.00 in a total of 37,466, (2) a total of 2,271 polling stations occurred mobilization and / or intimidation of voter choice direction by individuals, (3) a total of 11,233 polling stations were found to have errors in accessing the SIREKAP application.	Bawaslu RI (2024)
3	Destruction of election logistics	In Panilai District of Central Papua on Monday, February 12, 2024 there was destruction of voting equipment at 92 polling stations.	CNN Indonesia (2024)
4	Mixed and missing ballot paper	Mixed up in 388 polling stations spread across 79 districts/cities	

Source: Indonesian Local Media News Association

Based on the explanation above, it can be seen that the performance of election organizers is far from ideal because it leaves many problems. Ideal elections should create strong pressure on organizers to (1) record, (2) monitor, and (3) publish (accountability). It is appropriate for election organizers to set work standards. One aspect that can strengthen work standards is institutional collaboration management.

Collaborative management between institutions is part of public services that were born because the proportion of resources is not proportional to the high public needs. In order to run public affairs, developed countries have developed examples of partnerships between institutions, especially with the private sector (Dwiyanto, 2018). The theory is relevant to the organization of elections, which requires a large fleet to ensure the effectiveness of public needs.

Whether intentionally or unintentionally, the management of collaboration between election organizing agencies can measure Indonesia's level in the international eyes. As one of the largest democracies, in 2024, election organizers manage a big responsibility. In the context of institutional collaboration management, organizing elections will be more effective because there is a rigid task division plot.

Therefore, it is important to conduct research on the performance of the organizers of the 2024 elections in Indonesia within the framework of collaboration management, amidst the varied problems that are still difficult to overcome without building institutional collaboration.

## **2. METHOD**

The method in this research uses literature study, which focuses on the researcher's ability to integrate many references, theories, and other scientific supporting literature. Some of the stages of literature study research are: (1) preparing equipment/tools, (2) allocating time to understand the research material, (3) reading in depth. Various sources sought by researchers must contain elements of scientific research, usually obtained from books, journals, newspapers, competent media, institutional reports, etc.

The next step is to analyze deeply and critically so that the function of the references that have been collected can form scientific ideas. The proportion of researchers is absolute and becomes the main capital in the literature study method, so it is necessary to build an ideal construction. Literature study research has advantages that are directly proportional to the quality of research because of the low mobility of researchers in the field, the level of discipline of researchers' concentration tends to be higher to build a scientific framework.

Adini et al (2022) explain in more detail about the stages in the literatur study method including:

- a. Identification of Research Problems: The researcher begins the process by formulating the problem to be studied based on certain phenomena, discourses, or issues that are academically relevant. The formulation of the problem becomes the basis for the direction of the literature search.
- b. Defining Objectives and Research Question: Once the problem is identified, the research objectives and key questions to be answered through the literature review are established. This guides the selection of references and the analytical framework.
- c. Reference Source Collection: Researchers searched and collected relevant sources, such as:
  - 1) Academic books,
  - 2) National and international scientific journals,
  - 3) Research reports or official institutions,
  - 4) Articles from credible mass media,
  - 5) Verified online sources, which must be of academic quality and directly related to the research topic.

- d. Literature Selection: Not all literature collected was used immediately. The researcher evaluated the validity, reliability and relevance of the sources. Only references that met scientific standards were included in the analysis.
- e. Critical Reading and Notetaking: This stage involved intensive reading of the selected literature, along with note-taking of important ideas, direct quotations and summaries, and marking of connections between concepts.
- f. Analysis and Synthesis: The researcher analyzes the content of the literature thematically and critically to:
  - 1) Identify patterns, theories or approaches used,
  - 2) Comparing various views,
  - 3) Develop a new synthesis or theoretical framework that supports the analysis in the research.
- g. Preparation of a Framework of Thought and Argumentation: Based on the results of the synthesis, the researcher develops a conceptual framework as a basis for explaining the research problem. Arguments are arranged logically and systematically based on valid references.
- h. Drawing Conclusions: The final stage is to conclude the research results based on the literature review that has been done. The conclusion must answer the research question and can lead to theoretical and practical implications.

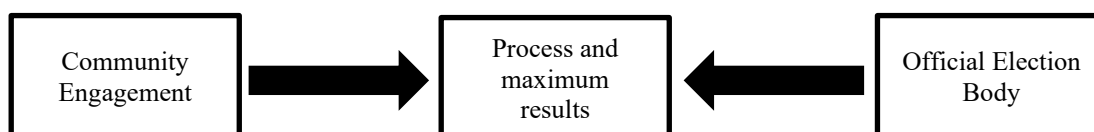
Library research has advantages that are directly proportional to the quality of the research. Due to the low mobility of researchers in the field, it creates discipline and strong concentration to build quality research. The literature study method has advantages in time effectiveness and depth of theoretical review. Despite the low physical mobility of researchers, this method demands high discipline, critical analysis skills, and concentration to produce quality research. The active role of the researcher in building arguments and integrating literature sources is the key to the success of this method.

### 3. Results and Discussion

#### a. Drivers of Election 2024 Institutional Performance Management

The Legislative Body (Baleg) of the House of Representatives (DPR) is pushing for institutional rearrangement of election organizers through the idea of amending Law No.7/2017 on General Elections. The three election organizers are KPU, Bawaslu, and DKPP. The issue highlighted is about the lack of neutrality and disharmony between the organizers, which is triggered by the weak code of ethics of each institution (Suwiknyo, 2021).

The threat to quality elections in 2024 is becoming more and more inevitable when an institution like the House of Representatives comes under intense scrutiny. Two aspects highlighted are non-neutrality and disharmony. Critical thinking is very important to minimize shortcomings, negligence, and mistakes in performance. Especially when doing a big job at the national level such as elections, which are directly oriented towards the fate of the public in the future.



**Figure 1.** Election Participatory Monitoring Model  
Source: Researcher Analysis

Indonesia has the world's only pilot model that relies on community participation to monitor elections. The concept of participatory monitoring that involves the community is actually ideal for measuring conditions in each region. In addition to measuring, the participatory supervision model is able to reach remote points in the accumulation of national territory.

Research by Qoyimah et al (2023) revealed that the participatory monitoring model in Indonesia was born due to limited human resources and a large area coverage. These conditions allow for alternatives to mobilize individual organs of society to play a role. The role taken is ideally oriented towards common interests by equalizing the standardization, vision, and goals that have been set previously.

When referring to the laws and regulations contained in Law No.7 of 2017 concerning General Elections, Article 448 paragraph (3) states several essentials of community participation such as: (1) not taking sides that benefit or harm election participants, (2) not disrupting the process of organizing the election stages, (3) increasing public participation and encouraging the realization of fair elections. Based on this mandate, the community and the government are encouraged to come together in a collaborative framework.

Bawaslu Indonesia has long since built supporting instruments in the form of technology to manage the election process. Gowaslu is the name of a digital technology-based portal that is easily accessible to the public. The support of advances in information technology is a ball-picking follow-up, especially anticipating the distribution of information on violations in the election implementation process. The claim stated by Bawaslu is that community involvement is increasingly widespread, systemic, and integrated in the system.



**Figure 2.** Concept of Technology-Based Surveillance  
Source: Bawaslu.go.id (2017)

The technology-based monitoring model designed by Bawaslu utilizes collaboration with elements of society in a dialogical and participatory manner. The spaces that are utilized are independent community associations, in order to socialize the material for monitoring the implementation of elections. Some of the material strengthening developed by Bawaslu is the importance of conducting supervision, preventing violations, technical reporting when suspected violations are found, and maintaining the formation of online and offline dialog forums.

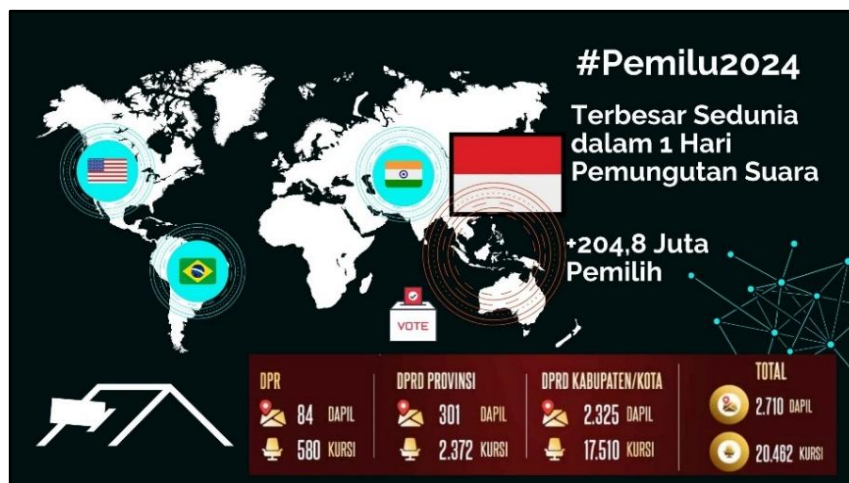
The breakthrough in participatory supervision launched by Bawaslu since 2017 has a strong essence in the collaboration framework. The target groups that are used as collaboration partners are:

- a) Hobby community
- b) Women's groups
- c) First-time voters
- d) Religious groups
- e) Disability groups
- f) Government officials
- g) Community empowerment organization
- h) Organizations
- i) Other peer organizations, etc.

Collaboration in conducting election supervision is growing in each period of implementation. This fact is evidenced by several human resource competency developments by Bawaslu as an election institution. One of the innovative programs is the implementation of the Participatory Supervision Cadre School (SKPP). The SKPP program is allegedly part of electoral management that collaborates with young people who have high interest. The SKPP program is an alternative to prepare future cadres who also build a reliable election management system construction (Rakhman, 2023). The School of Participatory Supervision Cadres (SKPP) has begun to be implemented in various regions. The level of enthusiasm of participants is quite high in several regions, especially the DKI Jakarta area. The form of management carried out is strengthening in all sectors including training and technical guidance.

**b. Measuring the Aspect of Collaboration Between Election Institutions in 2024**

The national supervision mechanism contained in the joint regulations of the KPU, Bawaslu, and DKPP Number 13 of 2012, Number 11 of 2012, and Number 1 of 2012 concerning the "Code of Ethics for Election Organizers" is actually quite clear in underpinning the collaborative performance between election organizing institutions. The joint regulation states several binding rules and principles in order to maintain the honor of election organizers by strengthening cooperation between institutions. The main purpose of the joint regulation is basically to create independence, integrity, and credibility of the election organizing body.



**Figure 3.** World's Largest Indonesia's 2024 Election Infographic  
Source: (Indonesia Election Portal, 2023)



**Figure 4.** India's Election Attention Slogan  
Source: Images by Google

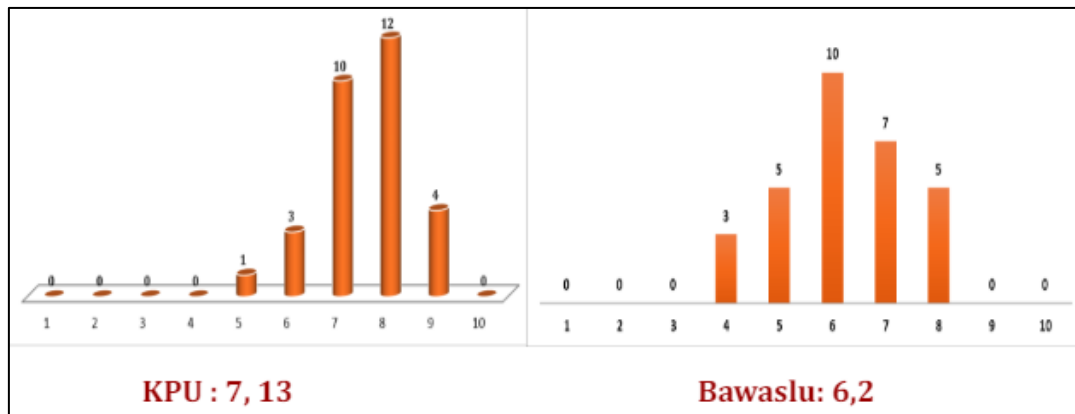
Indonesia is positioned as a country with a large democratic climate, in 1 voting day there are 204.8 million voters. The large number of voters should be supported by the performance of quality election organizers. Indonesia's election attention and enthusiasm is similar to that of India, where the demographics of the population are much larger. As democratic countries, both countries cannot be separated from the international spotlight.

The explanation above is in line with the Stufenbau theory which places legal norms as a solid construction principle to be obeyed together, both by individuals and institutions/groups. Stufenbau thinking as quoted by Haryanti (2015) has been developed by many western thinkers such as Hans Kelsen and Merkl, who converted the legality of a basic rule (grundnorm) as an initial ideology before carrying out performance practices. The size of the region as a mechanism cannot be used as a basis for generalizing the problem of holding elections. When the country has been independently established, the system should run and get new improvements.

A survey by Indonesia Corruption Watch (ICW) found that the level of collaboration between the KPU and Bawaslu is still not optimal. The survey, which was conducted in 2016, was based on the views of the public from the backgrounds of academics, practitioners, journalists, NGOs, and other Civil Society who have concern knowledge or expertise to observe the dynamics of Indonesian elections. There are 6 indicators that were used to measure the quality of the two institutions (KPU and Bawaslu), including:

- a) The principle of election organizer
- b) Preparation of technical regulations
- c) Internal institutional management
- d) Election information disclosure
- e) Socialization of implementation of the public
- f) Patterns of relations and coordination with various elements of supporting stakeholders

These six indicators have long been a concern to unravel what needs to be maintained, improved, and repaired by the organizers. From all aspects asked to the public, the two institutions are fairly unsatisfactory with an average score of 7.13 and 6.2. Coordination between election organizing institutions is in the spotlight quite sharply, exacerbated by the lack of involvement of supervisory participation from the public and other law enforcement agencies.



**Figure 5.** Election Institutional Coordination Index Survey Release  
Source: (Indonesia Corruption Watch, 2016)

The composition of human resources and the institutional framework are still imperfect, so improvements are recommended. Improvements recommended by ICW include collaboration with the community starting from the stages of (1) socialization, (2) education, and (3) field supervision. Meanwhile, coordination between institutions at the central and regional levels needs to be integrated and more informative, supported by advances in information technology. Institutional relations with the Police and the Attorney General's Office are also needed, to support efforts to report and handle alleged election customers.

However, at the end of 2023, the performance of election organizers still does not meet public expectations. This fact is evidenced by a report from the Honorary Council of Election Organizers (DKPP) which summarizes the negligence of election organizers in carrying out professional responsibilities. Details of complaints regarding violations of the KPU and Bawaslu code of ethics are as follows:

**Table. 2** Details of Reports of Violations of the Code of Ethics of Election Organizers

Numb	Type & Number of Reports	Source of Reporter	Action/Response
1	Selection of ad hoc level organizers (170 complaints)	The complainants came from several elements such as the community (voters) as many as 269 complainants, from the organizers themselves as many as 28 complainants, and from political parties as many as 2 complainants.	-118 cases were heard and decided with various sanctions. Of the 449 individuals complained, the decision stipulated: dismissal of 10 organizers, 7 were removed from office, 4 were temporarily dismissed. -177 individuals from the organizers received written warnings (mild, moderate, and severe). -The remaining 251 complainants were rehabilitated.
2	Immoral acts and sexual harassment (54 complaints)		
3	Disputes over the selection of KPU and Bawaslu members (32 complaints)		
4	Professionalism of organizers: dishonest (13 complaints), not independent (10 complaints)		

Source: DKPP Performance Report of the Republic of Indonesia (2023)

The findings above confirm that the performance of Indonesia's election organizers is still at a stagnant level. Internal problems from each party have the potential to hinder the optimization of performance and erode public trust. Like it or not, the performance of the KPU and Bawaslu will always be in the public spotlight. Strong assumptions regarding doubts about the quality of the performance of election organizers can be justified, considering that the distribution of case complaints occurs at almost all institutional levels ranging from the village, district / city, provincial, to the national level. Such conditions will certainly create irony and pessimism from many parties, and may even become an international conversation.

**Table.3** Distribution of Organizing Agency Complaints

<b>Numb</b>	<b>Name/Level of Institution</b>	<b>Number of Complaints</b>
1	KPU Regency/City	288
2	Bawaslu Regency/City	114
3	KPU of the Republic of Indonesia	32
4	Bawaslu of the Republic of Indonesia	18
5	Panwaslu	23
6	Provincial KPU	17
7	Sub-district Supervisory Committee (PPK)	9
8	Voting Committee (PPS)	4
<b>Total</b>		<b>514</b>

*Source:* DKPP Performance Report of the Republic of Indonesia (2023)

In terms of management theory according to Kardini et al (2023), management is a specific effort through planning, organizing, mobilizing, and supervising work carried out to achieve effective and efficient goals. The ideal mechanism in carrying out management activities is to utilize resources, organized collaboration, and leadership guidance. Kriyantono (2017) popularized the theory of crisis management as a result of the fading of an organization's reputation, usually a crisis management condition caused by improper decision making.

Based on the two theories above, the performance management of Indonesia's election organizers is doubtful. When the internal condition of the organization is still unstable, especially the resources in it, efficiency and effectiveness are difficult to achieve. A collaboration requires the main prerequisites, namely: (1) strong trust, (2) strong relationships, and (3) strong reputation.

Strengthened by the analysis of the Independent Election Monitoring Committee (KIPP) as reported in the BBC News Indonesia media February 07 (2024) that as an independent institution, KIPP emphasized that it is difficult for Indonesian election organizers to have a culture of integrity and independence because they are influenced by the culture of "intimidation" of certain parties. The potential for intimidation can be channeled through physical presence (forum meetings) with other institutions such as the Police, TNI, village / sub-district / village officials, who are feared to represent a hidden status as a certain party cadre.

The explanation above further obscures the prospect of KPU and Bawaslu performance management within the framework of collaboration. The meaning of collaboration between KPU and Bawaslu is not in a convincing prospect, due to the emergence of potential inhibiting factors. Collaboration in conducting elections still needs to be evaluated in line with the rather poor reputation of the KPU and Bawaslu.

The issue of the integrity of organizing institutions, especially in the 2024 elections, still occurs in the field, as claimed by Bawaslu RI, which found around 13 problems through the digital supervision of the Election Supervision Information System (Siwaslu). From a total of 38 provinces, there are several case findings such as:

- a) 2,271 polling stations that became places for non-ethical actions, namely intimidation of voters and election organizers.
- b) 37,476 polling stations opened later than 7 a.m.
- c) 12,294 polling stations did not provide assistive devices for people with disabilities (braille templates)
- d) 8,219 polling stations were found to have special voters who used their voting rights not in accordance with the domicile of the KTP-el
- e) Incomplete voting logistics at 10,496 polling stations
- f) 6,084 polling stations experienced mixed ballots
- g) 5,836 polling stations were found to have disabled companions who did not sign the statement form
- h) 5,449 polling stations did not explain the procedures for the implementation of voting and vote counting
- i) The announcement board of the Permanent Voters List (DPT) was not installed at 3,274 polling stations
- j) 3,252 polling stations found witnesses wearing special attributes with elements of candidate pair figures and political parties
- k) In 2,509 polling stations it was found that witnesses could not show a written letter from the campaign team
- l) 2,413 polling stations were found to have voters exercising their right to vote more than once

Some of the case findings above show that the KPU and Bawaslu do not have sufficient collaboration management. The negligence of organizers at thousands of polling stations indicates that the institutional performance of the two institutions is poor. Although the administrative structure of the management has been formed starting from the central to the village level, the quality of performance is disappointing. In the concept of crisis management theory according to Saepurohman & Komsiah (2023), the pre-crisis phase should be utilized to seek symptom identification and preparations to evaluate internal quality before taking action. The consequences of the poor quality of election organizers in a country will be oriented towards the legitimacy of the government, even the instability of the direction of the country's development. The urgency of having incompetent election organizers will be prone to creating various problems such as: (1) fraud, (2) vote forgery, (3) intimidation, (4) vertical conflict. Collaboration management between KPU and Bawaslu is increasingly losing its direction, reinforced by several examples of tension conflicts between KPU-Bawaslu such as:

**Table.4** Data on Tension Cases Between Indonesian Election Organizers

<b>Numb</b>	<b>Conflict Cases</b>	<b>Media Source/Year</b>
1	The act of expulsion carried out by the KPU against Bawaslu until the two institutions threatened to criminalize each other	Inilah.com (2023)
2	Bawaslu vs KPU heated up after differences in perceptions and decisions on the decision of legislative candidates with former convict backgrounds	Hukumonline.com (2018)

3	KPU's distrust of Bawaslu's legitimacy in conducting supervision and reporting	Ipol.id (2023)
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Source: Indonesian Online Media Coverage

### **c. The Concept of Collaborative Governance in Building KPU-Bawaslu Collaboration Management**

Efforts to collaborate with election organizers have actually been strengthened since the recruitment period, which means preparing the best resources through the involvement of academics and the community. The formation of the selection team is at most 6 months before the expiration of the previous organizers (Bawaslu and KPU), as mandated in Law No. 17/2017 on General Elections. Fit and proper test is conducted by involving the DPR (Werh et al., 2024).

Although the final decision is authorized by the President, the DPR plays an important role as the internal selection mechanism applies in the DPR. The mechanism in the DPR also involves the community and academics as a fair collaboration effort. The election organizing body is a functional unit bound by a code of ethics, so the selection (recruitment) process should pay close attention to the track record. Starting from the issue of appropriateness, integrity, morals and ethics is a philosophy that requires regulatory management.

Collaborative Governance theory provides insight into the perspective of public administration, which can then be reduced to interpret collaborative management between state institutions. The term Collaborative Governance itself is a government management by involving the consensus of many parties outside the government / state (non-state) through collective consensus (Hardi, 2020). The purpose of Collaborative Governance is to implement public policy as well as possible, because each institution carries out activities with the same orientation. Collaborative Governance transcends formal organizational boundaries, because its main focus is management in performance relationships (Bingham, 2011). Collaborative Governance always requires management and structural processes in order to formulate decisions to attract constructive actors, so that it has an impact on the quality of public policy (Emerson et al., 2012).

If referring to the potential tension of conflict between KPU and Bawaslu so far, the concept of Collaborative Governance is an ideal concept for organizing the 2024 Indonesian elections. The basic rules regarding institutional management and collaboration should be a common focus for the KPU and Bawaslu as organizers. Apart from the two institutions, DKPP has access to reduce the concept of Collaborative Governance as an alternative to overcome problems, obstacles and challenges.

The collaborative management of KPU and Bawaslu in succeeding the 2024 Election does not have a clear direction and concept. It is as if the two institutions do work and spend routines in their respective spaces, without any creative collaboration ideas to be initiated. Even in the National Coordination Online Meeting on Strategy, Monitoring Mechanisms, and Updating Data for the 2024 Elections held on March 09, 2023, the two institutions did not seem to mention the enthusiasm for collaboration. The discourse on collaboration is only verbally recommended with the substance that the KPU and Bawaslu improve each stage, up to the process of handling violations or disputes as applicable laws and regulations (KPU, 2023).

**Table.5** Management of the Indian Electoral System

<b>Numb</b>	<b>India's Election Dynamics</b>	<b>Organizer Management</b>
1	The 2019 General Election saw around 600 parliamentary seats up for grabs, triggering clashes between local party sympathizers. Bomb explosions occurred, resulting in casualties (injuries and deaths).	Deployment of more than 2 million police and military personnel to maintain election security
2	More than 200 parties participated, and nominated more than 1700 legislative candidates	Voting was held in 5 stages over several weeks, not just 1 day
3	Indian elections, according to the Center for Media Studies in New Delhi, cost 2 billion dollars	The Election Commission of India set up more than 1.25 million polling stations and 5.5 million Electronic Voting Machines (EVM).
4	Since 1952, India's election turnout has only ranged from 55-63% or about 945 million voters.	EVM were installed in 28 states and union territories of India
5	Vote buying, rigging and violence persist in every event. This is due to differences in language, ethnicity, culture and social preferences.	Controlling narratives on social media and monitoring hoax news/information

Source: Indonesian Online Media Information Association (2024)

Recognizing the shortcomings in democratic countries that implement electoral systems such as Indonesia and India, including part of the Collaborative Governance principle. Indonesian and Indian elections are relatively large with an explosion in the number of voters in each period. The potential for bad elections is inevitable when reflecting on past experiences. The performance of election organizers will always be tested until they are able to produce positive trends in terms of integrity, assertiveness, competence, mastery of the region, and the application of creative ideas and systems in elections.

Collaborative management between KPU and Bawaslu needs to be strengthened from the start, the steps that are very likely to be taken are:

- a) Learn a lot about the electoral literacy of other countries, if necessary, conduct a comparative study in stages with the organizing unit.
- b) The role of the government and the DPR needs to act as the main pioneer to erode inhibiting factors, if necessary included in the formulation of a binding law between the 2 election organizing institutions.
- c) Recklessness in every implementation of the 2024 Election should be used as a whip for the KPU and Bawaslu, if necessary, make a major overhaul in the rules of overhauling the system, human resources, and loyal new recruitment mechanisms.

#### **4. Conclusion**

The performance of the KPU and Bawaslu as election organizers in 2024 still leaves many problems, especially with the findings of a series of cases ranging from tensions between institutions, thousands of polling stations did not succeed in carrying out professional procedures, and other weaknesses. Various problems in the 2024 elections that have been organized by the KPU and Bawaslu are the implications of the weak concept of collaboration between the two institutions. Whereas collaboration management is very qualified to produce

effectiveness in public affairs, including elections as the forerunner of public policy. The performance of the KPU and Bawaslu displayed to the public so far has actually brought pessimism. Collaborative management is an ideal concept in supporting institutional performance, as confirmed by the theory of Collaborative Governance. There are also limitations in this research that may lie in the lack of supporting references, in terms of comparing the performance, management and collaboration of world election institutions. Therefore, it is strongly recommended that this research be understood as a preliminary result that is open, to further become a scientific reference for other researchers to improve.

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