PERFORMANCE IMPROVEMENT STRATEGY FOR BANJAR CITY ELECTION COMMISSION EMPLOYEES

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Abstract. The implementation of the General Elections Commission programs and activities as a hierarchical part of the General Elections Commission in the context of implementing functions and achieving performance is financed by the State Budget and the Regional Budget. The purpose of this research is to analyze the performance improvement strategy of the Banjar City General Elections Commission employees. This study uses a qualitative approach and collects data through in-depth interviews with 7 respondents who know about Banjar City performance in the city of Banjar. Data analysis was carried out through translation, and the expected conclusions were obtained. The findings show that in improving the performance of Banjar City staff, they coordinate with election monitoring agencies, local governments, and involve staff in staff training.

Keywords: strategy; election commission

I. INTRODUCTION

This study discusses strategies to improve employee performance at the General Elections Commission (KPU) of Banjar City. The KPU as one of the national, permanent, and independent election organizing bodies carries out its duties based on Law Number 7 of 2017 concerning General Elections. The State Budget (APBN) and Regional Budget finance the implementation of KPU programs and activities in Bangal City as part of the KPU hierarchy, in the context of Function Implementation and Performance Implementation (APBD). As an agency that uses government budgets to carry out its duties and activities, performance reporting is needed to prioritize a system of openness, transparency, accountability, and accountability. Sinambela [1] defines performance as the degree of success of an individual or organization in work. According to KPU Regulation Number 11 of 2010 (Chapter I Paragraph 2), the KPU Secretariat is a professional supporting institution whose main task is to assist in administrative technical matters, including election budget management. The executors of the Provincial KPU Secretariat and the District/City KPU Secretariat are civil servants and/or non-civil servants who are tasked with assisting the implementation of the main duties and functions of the field in the organization and work procedures of the KPU General Secretariat. According to Yunus [2] a strategy is needed to improve performance. A strategy is an action plan that outlines how resources and other activities will be allocated to respond to circumstances and help the organization achieve its goals.

According to Stainberg in Pito [3], strategy is the preparation of an action plan, and strategic actions affect its success or failure. Strategy is usually related to vision and mission, but strategy is usually related to the short term and long term. To analyze strategies using theory from according to David [4], the data analysis method adopts SWOT matrix analysis, through a summary analysis of the internal and external environment, with the following factors:

1. Strength is defined as anything that adds more value to the organization (profitable), or as something related to the performance of employees in the KPU Kota Banjar.
2. Weaknesses are things that are of low value (negative) to the organization but not necessarily dangerous because they can be translated into things that are useful for the performance of KPU Banjar City employees.
3. Opportunities are an attractive field of action to improve the performance of Banjar City KPU employees to gain a competitive advantage.
4. Threats are challenges posed by adverse environmental tendencies or developments, which, if appropriate measures are not taken, will lead to a deterioration in status.

Thus, the Matrix can generate four possible sets of strategic alternatives, as shown in the table below.

Table 1. Matrik SWOT (Rangkuti [5])

IFAS / EFAS	*Strength*	*Weakness*
Opportunity	SO STRATEGY Create a strategy that uses strengths to take advantage of Opportunities	WO STRATEGY Create a strategy that minimizes weaknesses to take advantage of opportunities
Weakness	STRATEGY ST Create strategies that use strengths to overcome threats	WT STRATEGY Create strategies that minimize weaknesses to avoid threats

The next step is to develop a strategy to improve the performance of the Banjar City KPU, as shown below:

1. The SO strategy leverages the internal strengths of the performance of Banjar City KPU employees to take advantage of external opportunities. KPU Kota Banjar wants its organization to make maximum use of internal and external strengths. If the performance of the Banjar City KPU has a major weakness in boosting performance, it will be very difficult for the Banjar City KPU to overcome it and turn it into a strength. When the performance of the Banjar City KPU is seriously threatened by the performance of employees, the Banjar City KPU tries to avoid it in order to focus on other things.

2. The WO strategy seeks to address internal weaknesses by exploiting external opportunities. Great opportunities arose, but internal weaknesses in the performance of the Bangal City KPU prevented him from taking advantage of them.

3. ST's strategy leverages the power of the Banjar City KPU to avoid or mitigate the impact of external threats. This does not mean that the strong performance of the Banjar City KPU must deal directly with external threats.

4. The WT strategy is a defensive strategy that aims to improve the internal weaknesses of civil servants' performance while avoiding external threats. The performance of the Banjar City KPU which faces various external threats and internal weaknesses is very risky.

Research on the Performance Improvement Strategy of KPU Banjar City Employees refers to previous studies such as (Yunika **[6];** Risqi **[7]**; Bin **[8]**; Andi Tenri Chahya Sari Entong **[9]**; Eka Suaib **[10]**; Sinaga **[11]**; Zulkarnaen **[12]**; Wati **[13]**; Haryono, **[14]**; Gleko, **[15]**).

II. RESEARCH METHODS

This research was conducted at KPU Banjar City, The approach in this study used qualitative descriptive research. According to (Moleong **[16]**) qualitative methodology is a research procedure that produces descriptive data in the form of written or spoken words of people and observable behavior. In this study, data collection techniques were carried out using three methods, namely observation, interviews, and document analysis. As for research instruments using human instruments. According to (Sugiyono **[17]**) qualitative researchers as human instruments function to determine the focus of research, choose informants as data sources, collect data, assess data quality, analyze data, interpret data and draw conclusions on their findings. Therefore, in this study the researcher is a key instrument of qualitative research. Data analysis techniques used in this study are data reduction, data presentation, and conclusions. Triangulation is a technique of checking the validity of the data used in this study.

III. RESULTS AND DISCUSSION

Grand strategy analysis by assigning a score (value) of 1 to 3 each SWOT points in IFAS (Internal Factors Analysis Summary) or summary of internal factors analysis and EFAS (External Factors Analysis Summary) or summary of external factors analysis as in the table below.

Table 2. IFAS (Internal Factors Analysis Summary)

Strength	3	2	1
1. Banjar City KPU employees in carrying out their duties in accordance with government regulations.	√		
2. Competence of employees is quite good		√	
3. Good employee qualifications		√	
4. The high KPU of Banjar City has full support on increasing employee competency	√		
	2	2	0
	2x3 = 6	2x2 = 4	0x1 = 0
TOTAL *Strength*			+ 10
Weakness	3	2	1
1. Financial capacity is still lacking.		√	
2. There are still high school educated employees		√	
3. Has inadequate facilities or infrastructure.			√
4. Lack of employees with secretarial skills.			√
	0	2	2
	0x3 = 0	3x2 = 6	2x1 = 1
TOTAL *Weakness*			- 7

(Note: the + and - symbols on the total results indicate the axis in the SWOT quadrant)

Table 3 EFAS (External Factors Analysis Summary)

Opportunity	3	2	1
1. Support from the Central Secretary General.	√		
2. Collaboration with Local Government	√		
	2	0	0
	3x2 = 6	0x2 = 0	0x1 = 0
TOTAL *Opportunity*			+ 6
Threat	3	2	1
1. The institution is still new.			√
2. There are still some members of political parties who do not have competence		√	
3. Public demands for the professional performance of the Banjar City Election Commission.		√	
	0	2	1
	0x3 = 0	2x2 = 4	1x1 = 1
TOTAL *Weakness*			- 5

(Note: the + and – symbols on the total results indicate the axis in the SWOT quadrant)

The next step is to add up the scores/scores for each IFAS and EFAS, namely:

$$IFAS = S + W = (+10) + (-7) = +3$$

$$EFAS = O + T = (+6) + (-5) = +1$$

These results are for finding points in the SWOT quadrant and the results obtained are as shown in the image below.
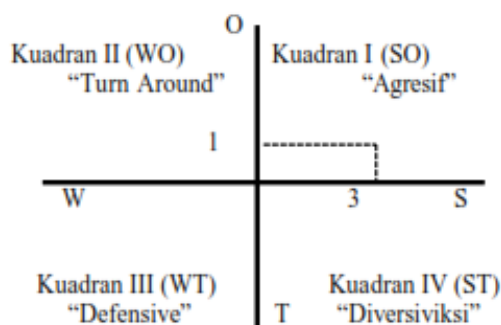

Figure 1. Grand Strategy Matrix

the preferred strategy to be carried out in improving the performance of KPU Banjar City employees is the "Aggressive" Strategy (SO) which is a favorable situation where the KPU organization still has opportunities and strengths so that it can take advantage of existing opportunities. The strategy that must be carried out in this condition is to support an aggressive growth policy, the strategy carried out by the performance of KPU Banjar City employees is shown in table 3

Based on the swot mastrik above, there are several alternative strategies taken by the Banjar City KPU in improving employee performance, namely:
1. Alternative SO (Strength Opportunity) Strategy
a. Improved coordination with the Central KPU, KPU Secretary General, Provincial KPU, and District/City KPU.

KPU Kota Banjar is a new institution, so to improve the performance of its staff, especially the Secretariat, it still needs coordination for the smooth running of daily activities. The Banjar City KPU always coordinates with the Banjar City Bawaslu, this is done to equalize understanding of the regulations that are the basis for conducting elections, so that in the implementation of elections can be prevented and minimized errors and violations. This was realized by coordinating visits to the KPU and BAWASLU Banjar City offices to discuss and learn with existing regulations, mapping the potential vulnerability of each stage and activity carried out by the Banjar City KPU. The Banjar City KPU also opens the widest possible services and information to the Banjar City Bawaslu in organizing the election stages so that the supervision process by Bawaslu can also run well. This is in accordance with what Hasibuan [18] argues that coordination

is a synchronous and orderly effort that provides digital and immediate implementation to produce integrated and harmonious actions towards predetermined goals. Prevent confusion, conflict and twinning or job openings. With good coordination, it is hoped that the implementation of all stages of the 2024 elections in Banjar City can run smoothly and safely without election irregularities in administrative and moral violations.

Table 3. Classic SWOT Matrix

Internal	Strength	Weakness
	1. KPU City of Banjar In carrying out the task in accordance with government regulations. 2. Competence of employees is quite good 3. The KPU of Banjar City really supports the improvement of employee capabilities. 4. Good employee qualifications	1. A number of employees are still on loan from the local government. 2. The capacity of the financial sector is still lacking. 3. There are still employees who only get high school education. 4. Lack of staff with secretarial skills. 5. Has inadequate facilities or infrastructure.
Opportunity	**SO**	**WO**
1. The Central Secretary General is very supportive 2. Local Government is willing to cooperate	1. Coordination with the general secretary of the Central KPU is improved 2. Cooperation with the local government is also being improved	1. Employee competence is increased through training 2. Competency of employees in finance and secretariat is also continuously improved
Threath	**ST**	**WT**
1. The community demands the performance of the Banjar City KPU to be professional. 2. KPU Banjar City is a new institution. 3. Some members of political parties still do not have competence.	1. Outreach to the Community continues to be carried out 2. Understanding of government regulations continues to be instilled	Secretariat facilities and infrastructure continue to be equipped

b. Increasing Cooperation with Local Governments

Local governments are expected to collaborate to provide professional training for employees, especially in financial management, with a reasonable volume of training that has never been done by the government before. This is in accordance with Rosidah's research [19] that because human resources are very important in running a business or activity in an agency, it must be supported by qualified human resources. To get employees who are professional and with integrity, the process must begin with selection of acceptance, placement, and promotion, then proceed to employee development, where efforts to improve employee work professionalism can be carried out through education and training. The Banjar City KPU will be well received if the Provincial KPU and Local Government carry out supervision and coaching activities for Banjar City KPU employees through continuous Monitoring, Monitoring and Evaluation (Monev) training in the Banjar City KPU program.

2. Alternative WO (Weakness Opportunity) Strategy

a. Increase Education and Training Participation KPU Banjar City strives to improve its performance. Banjar City employees will attend seminars, workshops and training, and those who have not graduated are encouraged to continue their education.

b. Education and training of employees is held within the KPU Banjar City or by other institutions or institutions outside the KPU Banjar City, depending on the goals to be achieved after attending education and training, as well as the condition of facilities and infrastructure. Education and training of employees increases productivity, effectiveness and efficiency. Employee education and training should be provided periodically to ensure that each employee maintains his or her competence.

c. Improving Employee Capabilities Encouraging professional behavior alone is not enough, work morale needs to be maintained and maintained properly. This competency improvement focuses on financial management and secretarial skills.

3. ST (Strength Threat) Strategy Alternatives

a. Conducting socialization with community members

1) Participate in community activities and cross-sector activities in Banjar City. Socialization can be done through print media (brochures, billboards, newspapers) or audiovisual media (through local radio or television).

2) Improve the quality of public services and enable people to participate in elections and regional elections.

b. Increase understanding of government regulations related to elections by participating in government program socialization so that employees actively participate in socialization, seminars, workshops and training related to this matter to ensure the Banjar City KPU program is in accordance with government regulations.

4. WT (Weakness Threat) Strategy Alternatives

The alternative ST strategy is a strategy used by the Banjar City KPU to overcome weaknesses and threats. The strategy taken is to improve facilities and infrastructure as a means of work in the workplace to greatly support the performance of Banjar City KPU employees in carrying out their duties. The application of technology (IT) in the workplace is one of the ways carried out by the Banjar City KPU to improve employee performance. This is very influential because by providing adequate IT facilities such as computer devices, employees can do their work more efficiently.

Based on the grand strategy analysis, the strategy chosen to improve the performance of the Banjar City KPU is an "aggressive" (SO) strategy, that is, a favorable situation for the KPU still has opportunities and benefits that can be utilized. In this case, the strategy that must be carried out is to support aggressive growth policies, the strategy implemented by the performance of the Banjar City KPU is to improve coordination with the secretary general of the central KPU and cooperation with local governments. It was also mentioned earlier that performance is a process by which employees of the Banjar City KPU work closely with their superiors to determine how performance will be measured, identify and plan how to overcome obstacles, and achieve a common understanding of the work. In addition, continuous communication is necessary because communication is the process by which superiors and employees collaborate to share information about their performance development, possible obstacles and problems, solutions available to address various problems, and how superiors can help employees.

IV. CONCLUSION

Based on research findings and disclosures, the Banjar City KPU strategy clearly improves employee performance through SWOT analysis by improving coordination with the Central KPU, KPU Secretary General, Provincial KPU and District/City KPU, strengthening with local governments, and increasing. Participation in education and training activities of the Banjar City KPU aims to improve the performance of Banjar City KPU employees. In this case, it means that the Banjar City KPU plans to comply with government regulations, improve facilities and infrastructure because work facilities do support employee performance, namely through the installation of technology (IT). The implication of this research is that the Banjar City KPU will continue to improve its performance. The limitations of this study include that interview guidelines were not developed through FGDs, and quantitative research is needed.

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