Recruitment of Prospective Candidate Members of the General Election Supervisory Agency Case Study: Thirteen Districts-Cities South Borneo Province

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A B S T R A C T

Human resource management plays a very important role in organizations, both with public organizations and others, such as the General Election Supervisory Agency (Bawaslu). Therefore, the recruitment process for prospective Bawaslu members emphasizes various components, namely track records such as performance records or actual achievements of independence, integrity and leadership spirit. This research aims to 1). To find out and analyze the process of determining Bawaslu Commissioner members in the Regency-City Bawaslu recruitment for South Borneo Province. 2). To find out the ideal model for Regency-City Bawaslu recruitment. Data collection techniques use observation, interviews and documentation. This type of research is field research, while the method used is a qualitative descriptive method. Then to carry out data processing and analysis using the NVivo software program. The results of research regarding the recruitment process for prospective members of the Regency-City Bawaslu of South Borneo Province in 2023 were carried out well and in accordance with the regulations. health tests are considered useless because at this stage a second health test is carried out, problems occur at the fit and proper test stage related to several postponements of the announcement time which do not match the timeline, the organizational hierarchy at the fit and proper test stage is not ideal, and the need for consideration and more serious efforts related to supporting women's representation as Bawaslu members.

INTRODUCTION

Human resource management plays a very important role in organizations, both with public organizations and others, such as the General Election Supervisory Agency (Bawaslu). The General Election Supervisory Agency is the general election organizing agency which is then responsible for supervising the stages of how elections are carried out throughout the Unitary State of the Republic of Indonesia. This institution is regulated in Law Number 15 of 2011 concerning General Election Organizers. The recruitment process for prospective Bawaslu members emphasizes various components, namely track records such as performance records or actual achievements of independence, integrity and leadership. In addition, this process maintains the principles of holding elections that are competent, independent, honest and trustworthy. Then prospective Bawaslu members consist of professionals who have the ability and experience in the field of elections and of course have a track record of never being members of a political party or other organization.

In the recruitment process for Bawaslu members or commissioners, they apply the theory from Gabriel A. Almond and G. Bingham Powell Jr, (2018) in this case dividing the recruitment process into two procedures, namely open recruitment procedures and closed recruitment procedures. The recruitment process applied to the recruitment process for prospective Bawaslu members uses an open recruitment procedure. In the open recruitment procedure process, the initial stage is the announcement of registration until the final results stage is announced transparently.

It can be seen that the Bawaslu institution has correctly carried out the recruitment process using the theory mentioned above, but has not talked technically about it until the assessment. The recruitment process for prospective members of the Regency - City Bawaslu of South Borneo

Province in 2023 is so dynamic, that in the recruitment process from the beginning to the end, the representation of women is very far from expectations. It can be seen from the announcement that registration for Bawaslu members will be open for 10 days. Then, due to the lack of female registrants who have not yet reached 30% of the number of registrants, the extension of the registration period for the selection of prospective Bawaslu members for South Borneo City Regency was reopened for all 3 regions, specifically 13 city districts.

In particular, the recruitment phenomenon in South Borneo Province which was carried out in May ending in August 2023 has made it a very hot topic to discuss, a number of Borneo democracy activists are concerned about the work of the Selection Team, especially in the recruitment process for the 2023-2028 period. It can be seen that the selection results seem to ignore women's representation. However, the mandate contained in Law Number 7 of 2017 Articles 245 and 246 clearly states that election contestants in each political party must accept political affirmation of 30% for women's representation.

Based on the research that will be carried out based on the gap above, it will focus on how to have an effective recruitment system to fulfill the affirmation or representation quota for female members in the general election supervision organization. In this case, it is because the results of the Regency-City Bawaslu selection, especially South Borneo Province, ignored women's representation. So, through this research, it is hoped that we will be able to find out the process of determining Bawaslu Commissioner members in the recruitment of Regency-City Bawaslu, South Borneo Province and find out what the ideal model for Regency-City Bawaslu recruitment is. Based on the above, the researcher

wants to research "Recruitment of Candidates for Bawaslu Members Case Study: Thirteen Districts and Cities of South Borneo Province"

LITERATURE REVIEW

Human Resource Management

Human Resource Management is something related to the utilization, development and protection of human resources within the organization (Sumual et al., 2018). The task of Human Resources Management is to manage human resources with various potentials which will then be able to produce competent Human Resources to achieve organizational goals. Human Resource Management as a strategic approach to skills, innovation, development and organization of human resources (Armstrong & Taylor, 2023).

Recruitment

Recruitment is a stage in the process of attracting someone in a timely manner, with a predetermined number and with standards and qualifications in accordance with the company's needs in the organization (Mondy, 2016). Recruitment is also the stages of a process to find and involve individuals or groups that a company needs in the organization (Armstrong & Taylor, 2023).

Recruitment methods greatly influence the number of prospective employees or applicants who register with the company. The recruitment methods are divided into two, namely open and closed. The open method of the process involves disseminating information about withdrawals to the public through advertising, both electronic and print media. With the open method, it is hoped that many applications will come in, increasing the chances of getting qualified employees. The closed method involves notification of the withdrawal only to certain employees or individuals. Therefore, the number of applications received is small, making it difficult to find good employees. (Sondang. P Siagian, 2019).

Recruitment of the General Election Supervisory Agency

Bawaslu Institution recruitment is more appropriate to use political recruitment theory, where political recruitment theory divides the political recruitment process into two stages, namely the open stage and the closed stage (Gabriel A. Almond and G. Bingham Powell Jr, 2018). In this theory, the recruitment process for prospective Bawaslu members in all districts and cities of South Borneo province in 2023 uses a knockout system with an open stage process. Political recruitment is the process of filling vacancies in state elite political positions so that the political system can work well and the public can receive comfort and security (Affan Gaffar, 2019). Apart from that, political recruitment is defined as a stage in the process of individuals being involved in active political responsibility (Sigit Pamungkas, 2018).

Referring to references from the book Election System Design: New International IDEA Guidebook Surbakti & Nugroho, (2015), there are various models of recruitment of prospective members for election organizers which relate to the method of recruitment or selection of prospective election organizers and parties who have selection authority , including: recruitment through the media or openly, direct appointment by the Government and submitted to the Legislative Body, recruitment involving legal experts and non-state institutions, election organizer members determined by state or government actors.

A variety of open recruitment models are the most ideal for an Electoral Management Body (EMB) that has quality, quality and responsibility (Reynolds et al., 2015). Meanwhile, for democratic countries like Indonesia, the various models whose election organizers are determined by state or government actors, which in this case are also called Unilateral models, are not suitable to be implemented, because the government has more authority in determining criteria according to its wishes and indications of

political interests. . This means that if this type of unilateral model is implemented, this country will lose the element of democracy.

METHODOLOGY
Qualitative Research Methods

The type of research that the author used in carrying out this research was field research, in other words field research, while the method used was a qualitative descriptive method. Descriptive is research on a group of people, an object, a system of thought or a case of events in the present, aimed at creating a systematic, factual and accurate picture of the facts, characteristics and relationships between frozen phenomena (Nazir, 2014).

The descriptive method is also related to collecting data to provide an overview or confirmation of a concept or symptom and answer questions related to the current research object (Sumanto, 2014). The subject of this research is the Bawaslu institution of South Borneo Province, the informants used are the parties involved in the implementation of the recruitment process for prospective Regency-City Bawaslu members in South Borneo Province. The informants were the Selection Team formed by the central Bawaslu, the Bawaslu Institute and recruitment participants.

Research Objects and Subjects

For the implementation of the research object, it was carried out at the South Borneo province general election supervisory body. A number of research informants were selected for in-depth interviews who came from the Commissioner of the South Borneo Province General Election Supervisory Agency and the Central General Election Supervisory Agency, the South Borneo Regional Examination Team, the selection team, and selection participants from among women in thirteen districts/cities in Borneo Province South.

Research Instrument

The multi-site case study research instrument in this qualitative research is the researcher himself. so that the instruments of this research include semi-participant observation (the researcher's role as an observer is not fully involved but still carries out the observation function), non-structured interviews (free interviews where the researcher does not use an interview guide that has been prepared systematically and completely for data collection) and analysis documentary or archival evidence or document study (John W. Creswell, 2021).

Data Collection Procedures

In order to obtain the necessary data, the researcher must first carry out procedures for collecting it. The three techniques used in collecting data in research include the following, namely: observation, interviews, and documentation. In this research, the most important instrument is the researcher himself. The procedures for collecting data that the author carried out include the following:

1) Observation

Observation is direct observation without using tools. Thus, in this research, what the researcher must do is carry out a method through direct observation and not using tools with the aim of obtaining the data in question (Nazir, 2014).

2) Interview

Interviews are a form of conversation, the art of asking and listening.   There are three basic forms of interviews, namely structured, unstructured and open. This description provides an understanding that an interview is a two-way interaction through

a conversation process leading to questions and answers between each other (Norman K. Denzin; Yvonna S.Lincoln, 2018).

    3) Documentation

      a. Data Analysis

At this stage, the researcher tries to find and organize the data obtained from field observations, interviews and documents systematically by organizing them in the form of categories, describing and sorting those that are more important or most important and concluding so that they can be understood comfortably or easily, especially for oneself as well as for others (Soegiyono, 2019). Data were analyzed through three stages: data restatement, data description, and data interpretation. Data restatement was carried out by referring to interview quotes based on point of view. Data description is carried out to show the typology of knowledge and experience. The interpretation process is carried out by paying attention to the context of knowledge. These three stages of analysis are the basis for drawing conclusions (inference). Then to carry out data processing and analysis using the NVivo software program.

      b. Drawing Conclusions

Reveals the final step of data analysis, after this step is completed the researcher begins to process the data. This expression provides an understanding that the following stage is the final stage in the analysis process and then data processing will immediately begin by the researcher (Moleong, 2017).

      c. Checking Data Validity

In this process the researcher tries to obtain valid material or data, thus in order to obtain the intended thing the researcher checks the data. The steps taken by researchers at this stage were to use triangulation techniques. There are two categories in the use of triangulation, namely technical triangulation and source triangulation (Soegiyono, 2019).

RESULTS AND DISCUSSION

Idea

Based on the explanation set out above, the idea of this research aims to find out and analyze in more depth the process of determining the members of the General Election Supervisory Body Commissioners for the recruitment of Regency-City Bawaslu member in South Borneo Province and to find out the ideal model for Regency-City Bawaslu member recruitment.

Recruitment Implementation Scheme for Regency - City General Election Supervisory Bodies

The recruitment stages for prospective members of the 2023 Regency-City Bawaslu will be opened from May 29 to June 7 2023. The agenda is based on the Bawaslu decision letter regarding the appointment of members of the Selection Team for candidates for the General Election Supervisory Body and Regency-City Election Supervisory Committee for the period 2023 - 2028 in throughout Indonesia. The schedule for recruitment stages for Regency-City Bawaslu members for the period 2023 – 2028 can be seen in the table below.

    1) Recruitment Stage Schedule

Schedule for Selection of Members of the Regency-City General Election Supervisory Board for the 2023-2028 Term of Office

No	Stage Schedule	Implementation date
1	Determination of the Selection Team	Tuesday, 18 April 2023

2	Debriefing of the Selection Team	6 - 12 May 2023
3	Selection Team Preparation Meeting	19 – 20 May 2023
4	Announcement and Socialization	22 – 27 May 2023
5	Acceptance of Registration for Prospective Regency-City Bawaslu Member Candidates	29 May – 7 June 2023
6	Registration File Repair	8 – 10 June 2023
7	Announcement of Extension Period	Monday, 12 June 2023
8	Extension of Registration Period	13 – 15 June 2023
9	File Research and Verification	16 – 29 June 2023
10	Announcement of Research Results and File Verification	Tuesday, 20 June 2023
11	Written test	21 – 23 June 2023
12	Psychological Test	26 – 28 June 2023
13	Announcement of Passing Written & Psychological Tests	Monday, 3 July 2023
14	Community Input and Response	20 June – 7 July 2023
15	Medical check up	4 – 6 July 2023
16	Interview test	7 – 12 July 2023
17	Selection Team Plenary	13 – 14 July 2023
18	Announcement of Health Test & Interview Results	Monday, 17 July 2023
19	Preparation of the Final Screening and Screening Report	20 – 21 July 2023
20	Submission of Names of Regency-City Bawaslu Member Candidates	24 – 25 July 2023
21	Fit & Profer Test	27 July – 2 August
22	Plenary on Determination of Selected Names	3 – 11 August 2023
23	Announcement of Candidates for Elected Regency-City Bawaslu Members	Saturday, 12 August 2023
24	Inauguration of Elected Regency-City Bawaslu Members	14 – 16 August 2023

2) Selection Team

The selection team for candidates for members of the Regency-City General Election Supervisory Board is proposed by members of the Provincial Bawaslu, where each member of the Provincial Bawaslu proposes the names of candidates. Then Central Bawaslu members choose and decide and determine the names of the selection team members through a plenary meeting, and announced by the secretariat general via the central Bawaslu website. Based on the Decision of the Chairman of Bawaslu concerning Guidelines for implementing the formation of members of Bawaslu or Regency-City Panwaslu for the 2023-2028 term. In this case, the selection team screens the selection participants only 4 times as needed, namely research and file verification, written tests and psychological tests, health tests and interview tests.

Central Bawaslu has complete authority over the South Timor, while Provincial Bawaslu only assists facilitators from the Selection Team and carries out selection needs at the fit and proper test stage with the Selection Team process submitting and submitting the names of prospective district-city Bawaslu members who pass to the final stage to Bawaslu The center then appointed the Provincial Bawaslu to carry out the Fit and Proper Test or Fit and Proper Test

Recruitment Process for Candidate Members of the Regency - City General Election Supervisory Agency

Basically, the recruitment process at the Bawaslu Institution is carried out using predetermined procedural process guidelines, and applies a knockout system. In this effort, the Regency-City Bawaslu recruitment process uses an open recruitment procedure. Recruitment procedures are open from the initial process of announcing registration until the final results are announced transparently (Gabriel A. Almond and G. Bingham Powell Jr, 2018).

From the explanation above, various open recruitment models are the most ideal for an Electoral Management Body (EMB) that has quality, quality and responsibility (Reynolds et al., 2015). Meanwhile, for democratic countries like Indonesia, the various models whose election organizers are determined by state or government actors, which in this case are also called Unilateral models, are not suitable to be implemented, because the government has more authority in determining criteria according to its wishes and indications of political interests. Based on the theory above, the process of recruiting candidates for members of the general election supervisory body is included in an open system. This means that all Indonesian citizens who meet the criteria can have the same opportunity to take part in this process.

In the registration process stage, based on the authority granted by Law Number 7 of 2017 concerning General Elections, Bawaslu, through the Selection Team formed by the central Bawaslu, announces registration for Indonesian citizens who meet the requirements to register themselves as candidates for Regency-City Bawaslu Commissioners in South Borneo for the 2023-2028 period through mass media and the official Bawaslu website for South Borneo Province. By opening registration through the efforts of the selection team, there will be applicants so that in the process it will be easy to sort and select the best and most worthy candidates for Regency-City Bawaslu members. This is in accordance with the opinion of Henry Simamora, (2019) that the recruitment process is to attract the wishes of a group of applicants so that the institution has the opportunity to sort and select the best and most worthy applicants who meet the qualifications of the institution's provisions.

After registration closes, the registration extension period will be reopened for 7 working days. But in fact, in the process of extending the registration period, the results of the final number of registrants were not that significant. According to the author, this is based on the results of observations and interviews with several elements because the initial time for the selection team to carry out preparations before the opening of the stages was only 1 month with a total work period for the selection team of 4 months, ideally the work period for the Bawaslu member recruitment selection team is 6 months. , starting from determining the selection team, debriefing the selection team, recruitment outreach to the recruitment process stages. The second problem is that women themselves do not have the desire to take part in the Regency-City Bawaslu recruitment process.

The file verification stage for the recruitment of prospective Regency-City Bawaslu members in South Borneo Province in 2023 is carried out by the selection team. The working group from the support staff of the Provincial Bawaslu secretariat supports the work of the South Team at the file verification stage. This stage requires accuracy and

thoroughness because in this case it is not only checked, but also the validity and legality of the documents collected by the applicant. This is in accordance with Sondang. P Siagian, (2019) Every company must have an application form that is tailored to their administrative needs, while the form file is divided into several parts and adjusted to the needs of the institution or company. The basis for this stage is in Central Bawaslu Regulation Number 10 of 2012 Article 45 Paragraph 1 which states that the second stage in the recruitment of Bawaslu members is the file verification stage, this is in accordance with what Rush and Althof (in Isnal et al., 2018) said. that political recruitment is a stage in the process of personal applicants who have a guarantee of registering themselves with the aim of occupying a position.

At this stage of the process, the number of prospective registrants who registered were declared to have all passed, in this case it was made easier for prospective participants by having a 3 day file revision stage. This means that the selection team determines that all applicants will be prospective members of the district-city Bawaslu to take part in the next stages. The obstacles that occur at this stage for participants, especially for State Civil Servants, are because they need to attach a permission letter from the civil service management official and a statement of willingness to be temporarily dismissed as Civil Servants for civil servants who take part in the selection. The requirements given by Bawaslu are in accordance with recruitment procedures, this is in accordance with the opinion of Sastrohadiwiryo (in Faculty et al., 2023) who says that recruitment carried out in a manner that complies with the provisions of the organization's recruitment procedures is one of the institutional considerations in the organization which is the basic thing in the employee recruitment process. This means that the procedures in terms of completeness of the requirements presented to fulfill the registration documents for Bawaslu recruitment are correct and in accordance with the provisions of the recruitment process.

The written and psychological test stages for Regency-City recruitment in 2023 use the CAT (Computer Assessment Test) system. This aims to save time and help the committee's human resources because it is impossible to implement it using the paper and pencil test method. CAT also has the advantage of measuring the perspective of accountability for test work, because in this case participants who take the written test can know directly what their test results are, whereas in psychological tests they also know whether their results are recommended or not recommended.

However, at the Computer Assessment Test stage there are still shortcomings, namely based on the results of interviews conducted by the author, according to the author, at this stage all participants are equally given space to compete so that representation, taking into account the 30% representation of women, is a part that cannot yet be used as a benchmark because the selection is the same. -equal, not partial. The results of the grading assessment are because all participants have the same opportunities, treatment and rights, the results will be the same, but if the assessment process is partial, for example men and women have separate assessments, then the 30% representation of women that is considered by law will be able to realized.

Then, after the selection team determines the participants who pass the written test and psychological test, there is then a period of public input and response. During this stage, the South Team provided space for the community for 19 working days to provide input and responses to participants who passed to the next stage through the selection team. This aims to ensure that participants are never involved in political parties or have criminal records. This is in accordance with the theory that implementing recruitment using an open method must provide and provide space for all citizens to have the

opportunity to participate in the selection stage process (Betty A. Dobratz, Lisa K. Waldner, 2019).

The health test stage is considered good, because objectivity at this stage is considered measurable, this is because the health test is carried out by a competent party involving a third party, namely the police. The aim of carrying out this stage of the health test is to measure the physical and mental health of prospective participants, because the commissioner's work pattern will be quite hard and timeless. The system and implementation are good, but this health test is carried out by participants when they complete the registration requirements. All participants who pass the administration stage are automatically declared physically and mentally healthy and drug free, then when participants pass the written and psychological test stages, they will undergo a second health test.

Then the interview test is carried out after the health test, this test is the authority of the final stage of the selection team. The selection team will explore the potential of participants by asking about the results of the papers written by the participants. The track record of participants in the community and previous places of work will be checked by the selection team. The selection team will explore the integrity, loyalty, independence, leadership and capacity of the participants. This is with the hope that prospective members of the Regency-City Bawaslu of South Borneo Province have qualifications and capacities that are in line with what Bawaslu expects. In accordance with this statement, the interview stage test is based on a person's communication skills in the appointment process to occupy a certain position so that the objectivity of the results of the interview test is in accordance with the basic consideration of communication skills (Thoha, 2017).

Furthermore, the final determination of the final results to determine the best and most appropriate commissioner members in the Regency-City Bawaslu member recruitment process is the central Bawaslu. In the fit and proper test stage, Central Bawaslu gives a mandate to Provincial Bawaslu (chairman and members of provincial Bawaslu commissioners) to carry out this screening stage. However, during the recruitment stage, from start to finish, the Provincial Bawaslu has no authority or intervention over the South Team, participants or the process stages. However, the less good impact of the process of determining the screening results which was carried out simultaneously by the central Bawaslu was that the announcement of the results was delayed several times so that it did not match the timeline that was announced simultaneously.

For example, at this stage the Provincial Bawaslu carries out the mandate from the central Bawaslu, and only provides rankings, while the final decision returns to the central Bawaslu. There will be 514 regencies and cities in Indonesia in 2023, consisting of 416 regencies and 98 which are processed by the central Bawaslu to determine the elected members of the Regency-City Bawaslu. Due to the large number of regencies and cities that need Bawaslu as a processing center, not to mention the activities or tasks outside of recruitment that they need to complete, it is normal for there to be a delay in the announcement. Based on the recruitment determination, according to Susan E. Jackson et al., (2017) defines that recruitment is an effort to screen workers who meet the criteria of the desired conditions so as to get decent and best workers.

Ideal Model for Recruitment of General Election Organizers

The open model for recruiting Regency-City Bawaslu members is quite ideal, the process stages are proven by the formation of a selection team which is formed from several elements and there are stages of community input and response. But no matter how good the system is, there are definitely shortcomings and weaknesses in it. The author sees several things that need to be improved in this recruitment model.

The process of determining the selection team and the recruitment process carried out by the selection team is good, but what needs to be paid attention to is the role of the Provincial Bawaslu, ideally at the final stage, namely the fit and proper test stage until the determination, leave this process completely to the Provincial Bawaslu, but the inauguration must still be carried out by Central Bawaslu. Furthermore, it is related to the human resource capacity of prospective participants in the recruitment of Bawaslu members for the Regency-City Province of South Borneo Province in 2023. The problem that occurs, apart from returning to the desires of women themselves, is because not all women want to enter the world of elections. However, efforts need to be made, firstly, the ideal term for the selection team is a maximum of 5 months, in order to maximize the socialization period. Secondly, ideally there needs to be partial socialization of women in general and specifically and thirdly there needs to be special regulations issued by Bawaslu regarding strictness in the mandate of the Law regarding 30% representation of women.

Obstacles Faced in the Regency-City Bawaslu Recruitment Process for South Borneo Province in 2023

In any process that one goes through in life, there are bound to be obstacles and factors or circumstances that limit the achievement of a target to be achieved. Likewise, with what the Bawaslu institution does to carry out its duties, obligations and authority as an election organizing institution, it needs human resource planning which is planned with recruitment activities. In this case the planning planned by the company within the organization must be adjusted to the desired standards and qualifications with the needs human resources, including the number, time, and duties required and even the qualification requirements. Planning in the recruitment process has goals to be achieved (Kasmir, 2019).

The obstacles faced in the 2023 Regency-City Bawaslu Recruitment process for South Borneo Province are categorized in the form of external factors within the scope of the moving organization (environment). What is meant by external factors is the scope of the moving organization (environment) according to Sondang. P Siagian, (2019) said that one of the external conditions includes matters relating to recruitment requirements, applicable regulations, energy, time, costs, previous work experience and job demands carried out by new members. This is related to the facts that exist in the 2023 Regency-City Bawaslu Recruitment process for South Borneo Province, firstly, there are several problems with the completeness of the registration documents, secondly, strict regulations regarding the mandate of the Law regarding 30% representation of women, thirdly, the required energy and time. optimally to face the very long recruitment process, the costs involved, the work experience of applicants who are not related to Bawaslu, which in fact faces legal problems in the field, and the demands of work carried out by non-defenders.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

1) **Recruitment Process for Prospective Regency-City Bawaslu Members for the 2023-2028 Period**

a. **Registration Acceptance Stages**

The acceptance stage for recruitment registration is announced by the selection team for each region through various media, including electronic media, print media, online media, the official Provincial Bawaslu website and direct outreach. Then the South Timor extended the registration, because the number of registrants had not met 8 times the need or in the event that the number of registrants had met 8 times the need but female registrants had not yet reached 30% of the number of registrants in all regions. From the

registration stage to the extension period, registration resulted in 437 participants out of 437 participants, 357 men and 80 women in 3 zones in South Borneo.

b. File Verification Stage

The file verification stage has been carried out in accordance with the implementation guidelines for the formation of Regency-City Bawaslu members for the 2023-2028 term. To support the work of the South Timorese team, a working group was formed from the support staff of the Provincial Bawaslu secretariat.

c. Written and Psychological Test Stages

The stages of written and psychological tests for Regency-City recruitment in 2023 use the CAT (Computer Assessment Test) system. This aims to measure the perspective of accountability for test work, because participants who take the written test can find out directly what the results of the test they are taking are, whereas in the psychological test they also knowing their results is recommended or not recommended. The determination of test results is divided into 2, 60% for written tests and 40% for psychological tests, which is a provision of the RI Bawaslu which is carried out by the South Timor. Then there is a period of public input and response after the South Timor determines the successful participants. For those who receive public feedback and input, clarification will be made to the candidates concerned at the next stage.

d. Health Test and Interview Stages

The health test stage is considered good, because objectivity at this stage is considered measurable, this is because the health test is carried out by a competent party involving a third party, namely the police. Then the interview test which is carried out after the medical test is the authority of the final stage of the selection team, which is 2 times the required number of Bawaslu members. The determination, announcement and delivery of the results of this stage are carried out after the selection team has held a plenary session. The percentage weight for this stage has been determined by Bawaslu at 30% for the health test and 70% for the interview test.

e. Health Test and Interview Stages

The fit and proper test is the final stage of all recruitment stages, this stage is carried out using the SSGD or Semi Structure Group Discussion method. In its implementation, Central Bawaslu receives the names of prospective Regency-City Bawaslu members submitted by the selection team, then Central Bawaslu gives a mandate to Provincial Bawaslu (chairman and commissioner members of provincial Bawaslu) to carry out this screening stage. However, the final determination of the best members is determined by Central Bawaslu, because the ranking carried out by Bawaslu Province is not binding on the final results.

2) Ideal Model for Recruitment of General Election Organizers

a. Hierarchy in the Recruitment Process

Bawaslu's institutional hierarchy has been clearly regulated in the Election Law No. 7 of 2017, the levels start from Central Bawaslu, Bawaslu Province, Bawaslu Regency-City and the elements below. The hierarchy of employment relationship patterns is regulated in article 143 paragraphs 1 and 2.

b. Human resource capacity of prospective Recruitment Participants

There are several problems with the human resource capacity of prospective participants in the 2023 Regency-City Bawaslu member recruitment for South Borneo Province. The problems that occur, apart from returning to the desires of women themselves, are because not all women want to enter the world of elections. However, efforts need to be made, firstly, the ideal term for the selection team is a maximum of 5

months, in order to maximize the socialization period. Secondly, ideally there needs to be partial socialization of women in general and specifically and thirdly there needs to be special regulations issued by Bawaslu regarding strictness in the mandate of the Law regarding 30% representation of women.

3) Obstacles Faced in the Regency-City Bawaslu Recruitment Process for South Borneo Province in 2023

The obstacles faced in the 2023 Regency-City Bawaslu Recruitment process for South Borneo Province are categorized in the form of external factors within the scope of the moving organization (environment). The purpose of external conditions includes matters relating to recruitment requirements, applicable regulations, energy, time, costs, previous work experience and job demands carried out by new members. This is related to the facts that exist in the 2023 Regency-City Bawaslu Recruitment process for South Borneo Province, firstly, there are several problems with the completeness of registration files, secondly, strict regulations regarding the mandate of the Law regarding 30% representation of women, thirdly, the amount of energy and time required. optimally to face a very long recruitment process, a lot of costs incurred, the work experience of applicants who are not related to Bawaslu who incidentally face legal problems in the field, and the demands of work carried out by non-defense workers.

Implications

Based on the conclusions of this research, to analyze the existing problems, namely, what is the process for determining the recruitment of Bawaslu Commissioner members and the ideal model for Regency-City Bawaslu recruitment. In this research, using the theory of Gabriel A. Almond and G. Bingham Powell Jr, (2018) divides political recruitment methods into 2 forms, namely open and closed recruitment. Open recruitment in the recruitment process for prospective Regency-City Bawaslu members in South Borneo Province is to open up opportunities for all citizens who meet the requirements to take part and compete in the selection process. So the recruitment stage process is in accordance with Henry Simamora's theory, (2019) which says that in the recruitment stage there is a recruitment process that a company needs to know, so that the implications for recruitment are in accordance with what the company wants. The recruitment process is divided into four, namely, developing a recruitment strategy, searching for applicants, screening applicants, and creating a pool of applicants.

RECOMMENDATIONS

1) At the registration stage the number of registrants is less than what is needed, especially female registrants, this is because the time given by Bawaslu to the selection team is only 4 months with a total work period of the selection team of 4 months, ideally the work period for the Bawaslu recruitment selection team is 6 months so that socialization is carried out and utilized optimally. Therefore, regulations and technical instructions relating to recruitment must be studied and paid attention to in depth.

2) The administrative file verification stage has been carried out according to the implementation guidelines, but the only problem that occurs is for participants during the process of fulfilling the completeness of the file, namely the large amount of costs incurred to complete the complete requirements and especially for the State Civil Apparatus, with the time given they have difficulty getting permission letter from the civil service management official and a statement of willingness to be temporarily dismissed as a Civil Servant.

3) The written and psychological test stages, using the Computer Assessment Test system, create problems that are considered to make carrying out recruitment difficult for the affirmation policy, especially for women, because participants are equally given space to

compete so that representation, taking into account the 30% representation of women, is a part that cannot yet be achieved. This is a benchmark because the selection is simultaneous, not partial, and the results of the assessment using grading provide all participants with the same opportunities and opportunities.

4) The medical test and interview stages are considered the most subjective stages. There is 1 problem with the health test, in the requirements for taking part in this recruitment there is a physical and spiritual health letter from a government hospital accompanied by a drug free letter, then at this stage a second health test is carried out, this stage also seems in vain, because there are participants who did not pass because the health test scores at this stage were not met, while all participants who passed the administration stage were automatically declared physically and mentally healthy and drug free. Meanwhile, the interview stage is considered to be less transparent, because direct access by the public only uses audio-visual tools, so it is necessary to consider holding interviews that are more directly accessible to the public.

5) In the fit and proper test stage, there were problems related to several times delaying the announcement time which did not match the timeline, this is because there are 514 regencies and cities in Indonesia in 2023, consisting of 416 regencies and 98 which are processed by Central Bawaslu to determine the elected members Regency-City Bawaslu. Due to the large number of regencies and cities that need to be processed by the Central Bawaslu, not to mention the activities or tasks outside of recruitment that they need to complete, therefore the authority regarding recruitment from the Central Bawaslu must be handed over completely to the province.

6) The organizational hierarchy of the Bawaslu institution must be adjusted up to the selection stage, in the process of determining the selection team and the recruitment process carried out by the selection team is good, but what needs to be paid attention to is the role of the Provincial Bawaslu, the ideal model that the author offers at the final stage, namely the fit and proper test until determination, leave this process completely to the Provincial Bawaslu, only the inauguration will still be carried out by the central Bawaslu.

7) More serious consideration and efforts are needed regarding the matter of supporting women's representation as Bawaslu members. Some recommendations that can be considered are differentiating Computer Assessment Test results based on gender, special outreach to women's organizations and regulations from Bawaslu guidelines to emphasize that at every stage there must be women's representation as regulated in Election Law No. 7 of 2017 regarding 30% representation of women, thus opening up opportunities for sufficient numbers of women to enter the final stages of the recruitment process.

ADVANCED RESEARCH

1) For future researchers who wish to conduct similar research, they should carry out an in-depth study of the motivations of female participants to take part in recruitment and play a role in public office.

2) Apart from that, further researchers can examine female participants' perceptions of failure and their assessment of the stages of the recruitment process.

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