

PEKANBARU CITY ELECTION COMMISSION'S CAPABILITY IN MANAGING ADHOC ELECTION ORGANIZING BODIES IN THE 2019 SIMULTANEOUS ELECTIONS

Vega Putra¹, Muchid Albintani², Tri Joko Waluyo³

Riau University, Pekanbaru, Indonesia^{1,2,3}

E-mail: vegaputra97@gmail.com

ABSTRACT

The 2019 simultaneous elections are known as complicated and difficult elections, especially for election organizers at the Adhoc Election Organizing Body (BPP) level. So that many victims fell from the BPP Adhoc election. The capability of the Pekanbaru City KPU in managing the ad hoc BPP is the main problem in the implementation of the 2019 simultaneous elections. This study aims to find out how the Pekanbaru City General Election Commission (KPU) is capable of managing Ad Hoc Election Organizing Bodies (BPP) in the 2019 Simultaneous General Elections. used in this study is the core capability of public organizations according to Leonard-Barton, which has 4 variables, consisting of Knowledge and skills, Technical Systems, Managerial Systems, and Values and Norms. This research use descriptive qualitative approach. Data collection techniques were carried out by interviews and documentation. The results of this study are that the General Election Commission (KPU) is not yet capable of managing the Ad Hoc Election Organizing Body (BPP) in the 2019 Simultaneous General Elections. rumi, the Ad Hoc BPP Managerial System is not yet capable, then the Values and Norms carried out by the KPU in the Ad Hoc BPP Management have been achieved, although there are still deficiencies on various sides, especially in the implementation of voting at TPS.

Keywords: *Capability, Implementation, Election*

ABSTRAK

Pemilu serentak 2019 dikenal sebagai pemilu yang rumit dan sulit, terutama bagi penyelenggara pemilu ditingkat Badan Penyelenggara Pemilu (BPP) Adhoc. Hingga banyak korban jiwa yang berjatuh dari kalangan BPP Adhoc pemilu. Kapabilitas KPU kota Pekanbaru dalam pengolaan BPP Adhoc menjadi permasalahan utama dalam pelaksanaan pemilu serentak 2019. Penelitian ini bertujuan untuk mengetahui bagaimana Kapabilitas Komisi Pemilihan Umum (KPU) Kota Pekanbaru Dalam Pengelolaan Badan Penyelenggara Pemilu (BPP) Ad Hoc Pada Pemilihan Umum Serentak 2019. Teori yang digunakan dalam penelitian ini adalah core capability organisasi publik menurut Leonard-Barton, yang memiliki 4 variabel, yang terdiri dari Pengetahuan dan keterampilan, Sistem

Teknis, Sistem Manajerial, dan Nilai dan Norma. Penelitian ini menggunakan pendekatan deskriptif kualitatif. Teknik pengumpulan data dilakukan dengan wawancara dan dokumentasi. Hasil penelitian ini adalah Komisi Pemilihan Umum (KPU) belum kapabel dalam dalam pengelolaan Badan Penyelenggara Pemilu (BPP) Ad Hoc pada Pemilihan Umum Serentak 2019. Hal ini disebabkan oleh kurangnya Pengetahuan dan keterampilan dalam bentuk Bimbingan Teknis pemilu, Sistem Teknis pelaksanaan pemilu serentak yang sangat rumi, Sistem Manajerial BPP Ad Hoc belum kapabel, kemudian Nilai dan Norma yang dilakukan oleh KPU dalam Pengelolaan BPP Ad Hoc sudah tercapai, walaupun masih terdapat kekurangan di berbagai sisi terutama dalam pelaksanaan pemungutan suara di TPS..

Kata Kunci: *Kapabilitas, Penyelenggaraan, Pemilu*

INTRODUCTION

General Elections (Elections) are suggestions of channeling the rights of the people in making political decisions of a country. Elections also characterize a sovereign democracy. With elections, the people can elect their representatives in the legislative and executive institutions (Solihah, 2018).

After the Reformation, the system of conducting elections in Indonesia is getting better. Elections are conducted in the stages of legislative elections (pileg), presidential elections (pilpres) and provincial and district/city elections (pilkada). The implementation of elections separately, has not been able to advance in its implementation and the intensity of holding elections has an impact on the lack of public participation in voting.

Regarding these conditions, some people apply for judicial review Law Number 42 of 2008 concerning the General Election of President and Vice

President is considered unable to strengthen the presidential system of government in Indonesia and efficiency in the implementation of elections due to the separation between legislative and presidential elections. As a form of granting the proposal, the Constitutional Court issued Decision No. 14/PUUXI/2013 to conduct simultaneously between the legislative election and the election of the president and vice president (Hanan, 2016).

The issuance of the Constitutional Court decision changed the implementation of elections in Indonesia which were initially separate to be held simultaneously.

Simultaneous elections are carried out to make the efficiency of holding elections and reduce the use of election budgets. Because one of the large uses of the budget comes from the holding of elections is the cost of the organizers which includes the honor of the adhoc BPP. The holding of legislative and executive elections

will only issue one time for the cost of organizing.

Simultaneous elections also foster public political awareness, resulting in increased voter participation. It was asserted by Pahlevi that politically literate society causes high public enthusiasm in voting in elections (Indra Pahlevi et al., 2015). This aligns with the following data:

Table 1. Comparative Data on Voter Participation in Pekanbaru City

No	Election	Legislative elections	Presidential elections
1	Election 2014	75,5%	70,24%
2	Simultaneous Elections 2019	95,05 %	94,18%

Source: KPU Pekanbaru City 2019

From the data above, it is clear that there was an increase in voter participation in the 2019 general election, which saw an increase in the presidential election of 19.55% and the legislative election of 23.94%. This proves that simultaneous elections strongly encourage people's participation in voting. On the other hand, the change in the implementation of elections from phased elections to simultaneous elections has technical consequences for holding elections which are quite complicated due to large logistics. This is the toughest challenge for the General Election Commission (KPU), especially at the

Adhoc BPP level in its implementation. The implementation of simultaneous elections requires the capability and professionalism of good election organizers.

In practice, these technical and logistical aspects make Adhoc's workload heavier. This resulted in the loss of life from the Adhoc BPP. Data from the Ministry of Health as of May 16, 2019 shows that as many as 527 KPPS officers died and 11,239 fell ill (Sandro, 2019). Then reported from antaranews the number of BPP Adhoc elections who died in Pekanbaru City as many as 4 people. Heavy workload results in casualties among election organizers (Mashabi, 2020). This Ad hoc BPP workload needs to be explored in more depth, especially at the KPPS level.

The heavy workload carried by the election organizers greatly affects the success in the implementation of elections, because it requires the ability of each organizer's human resources to carry out their duties. Job duties concern the large number of tasks that must be charged, the aspects of the urgent period to complete the work, and the psychological pressure received by the organizers. The lack of capability of the organizers will affect every stage of the election. Therefore, the management of Adhoc BPP must be maximally carried out by the KPU. Especially towards the provision of tasks that are the same as the ability to carry out their duties.

The limited capabilities of an organizer will greatly affect the process of the election stage. Therefore, in the management of BPP Adhoc, it must be carried out masikmal by the KPU. Especially for measuring workload to adjust to the capabilities that a person has in carrying out duties and responsibilities.

In line with the problems that arise in the 2019 simultaneous elections nationally, it is undeniable that the Pekanbaru City KPU also experiences the same problem. The following is a list of problems experienced by the Pekanbaru City KPU.

First, the lack of capability of KPPS conducting voting at polling stations. The capability of KPPS as an Adhoc BPP is strongly influenced by the knowledge, skills and responsibility of the tasks charged to them. It was identified that the high workload with 5 ballots burdened the work of the KPPS coupled with the small honors earned by it. If you look at the number of elections and elections, the workload of these two elections is very different.

Second, the level of understanding of KPPS in organizing voting at polling stations. This is because Technical Guidance (Bimtek) is only for 3 people out of 7 KPPS members, then the lower level Bimtek is carried out by PPK to PPS and KPPS, as well as the lack of frequency and time of the bimtek.

Third, the PPK capability that carries out recapitulation at the sub-district level. This is due to the lack of understanding of KDP in carrying out recapitulation at the sub-district level. With the number of PPK Members 5 people are not adequate to carry out the recap process, especially for TPS which are large in number, for example more than 100 TPS. Especially for 5 types of selection. Then a small part of KDP still has an understanding of carrying out the recapitulation and needs direction during the recapitulation process.

Fourth, the lack of a voting Budget provided by the KPU. This has an effect on the completion of KPPS work at TPS which is approaching the implementation time. In addition, the KPPS honor budget, which is too small compared to the workload until late at night, resulted in the inadequate conduct of the elections.

Fifth, Distribution of documents to be scanned and entry to KPU Pekanbaru City. Due to the large number of ballots and the complexity in the implementation of simultaneous elections, the time for receiving C1 documents was delayed. This needs to be a concern, because it concerns the capabilities of the Pekanbaru City KPU in the technical implementation of simultaneous elections.

Sixth, Situng Infrastructure Capability KPU Pekanbaru City. In this case, there is a lack of capacity of the Situng Application Server so that when

sending data entry and scan and the verification process takes a long time. Frequent application maintenance and frequent VPN connections are dropped.

From some of the identification of the problems above, it can be concluded that the main problem in the capability of the Pekanbaru City KPU is in the management of the Ad Hoc BPP. This can be seen from the 7 DIM KPU of Pekanbaru City, 6 of which are related to Ad Hoc BPP, be it PPK, PPS, and KPPS. Then more research is needed as to why this is the case.

The Pekanbaru City KPU plays an important role and is responsible for holding simultaneous elections at the Pekanbaru City level. In holding simultaneous elections which are the most complicated elections in the world, the Pekanbaru City KPU is required to have the capability to pardon, both in terms of institutions, human resources, finance or budget, and technical implementation. Moreover, in the management of the Adhoc BPP which is the end of the implementation of simultaneous elections.

The capabilities of the KPU and BPP Adhoc are urgent in the success of simultaneous elections. In line with what Reynolds, et al. (2008) have stated, that capability is a technical problem in the presidential election, it will have an impact on the conduct of the election. No matter how good the electoral system is, but the capabilities

of the organizers are not forgiven, the elections will run with full disability.

This study aims to determine the capability of the Pekanbaru City General Election Commission (KPU) in managing the Ad Hoc Election Management Agency (BPP) in the 2019 simultaneous general elections. And knowing the factors that cause the non-achievement of the capability of the Pekanbaru City General Election Commission (KPU) in the Management of the Ad Hoc Election Management Agency (BPP) in the 2019 Simultaneous General Elections.

Looking at the description above, this is what interests the author to research and further study the capabilities of the KPU in holding simultaneous elections in 2019. For this reason, the author raised the research entitled "The Capability of the Pekanbaru City General Election Commission (KPU) in the Management of the AdHoc Election Organizing Agency (BPP) in the 2019 Simultaneous General Elections".

LITERATURE REVIEW

The term capability can be interpreted as the level of capability that belongs to individuals and collectives. Ability is the capacity of an individual to perform various tasks in an organization. Capability has a fundamental difference with capacity, although these two words are categorized as synonyms (similarities). Capacity explains more about the

capacity and space. It is explained in the KBBI that capacity is the available space; capacity; absorbency (heat, electricity, and so on); maximum output; manufacturability; capacitor ability to collect electric charge.

While the definition of capability According to the Indonesian dictionary, namely the ability or proficiency in doing something. The meaning of capability is not limited to having skills but more than that, namely understanding more in detail so that it really masters its abilities from the point of weakness to how to overcome it.

Capability in Hagell III and Brown's view in (Hartanto, 2012), is the ability to mobilize resources in forming value. What is meant by resources includes those that have a form in physical form (tangible resources) and those that are intangible but can be felt (intangible resources). The concreteness of tangible resources can be analogous, among others, to finance, human resources, and other supporting aspects. Meanwhile, what is generally claimed as an intangible resource includes the talent possessed, the ability to collaborate, network, and brand.

Then according to Samsudin, capability is a combination of various skills possessed, mechanisms and stages to be able to use the available resources as well as possible into an advantage (Samsudin, 2005).

Amir revealed that public capability is the ability to make good use of the resources owned by an individual person in an organization, as well as the potential of oneself in carrying out organization activities to achieve goals (Amir & M. Taufik, 2011). Like individuals, not everyone has the talent to do work, but with knowledge and guidance, one can work well in the organization.

On the other hand, Leonard explained about core capability. Core capabilities are the dimensions that are at the core of an organization's capabilities. It is explained by Leonard and Barton that the dimension as that which gives a competitive advantage in an organization is knowledge and other interrelated elements. On the other hand, Leonard explained about core capability. Core capabilities are the dimensions that are at the core of an organization's capabilities. It is explained by Leonard and Barton that the dimension as that which gives a competitive advantage in an organization is knowledge and other interrelated elements (Leonard-Barton, 1992). *The theory of Core capabilities as expressed by Leonard and Barton includes four dimensions, namely knowledge and skills, technical systems, managerial systems, and values and norms.*

This theory is closely related to analyzing the issue of the capability of the Pekanbaru City KPU in managing adhoc BPP in the 2019 simultaneous

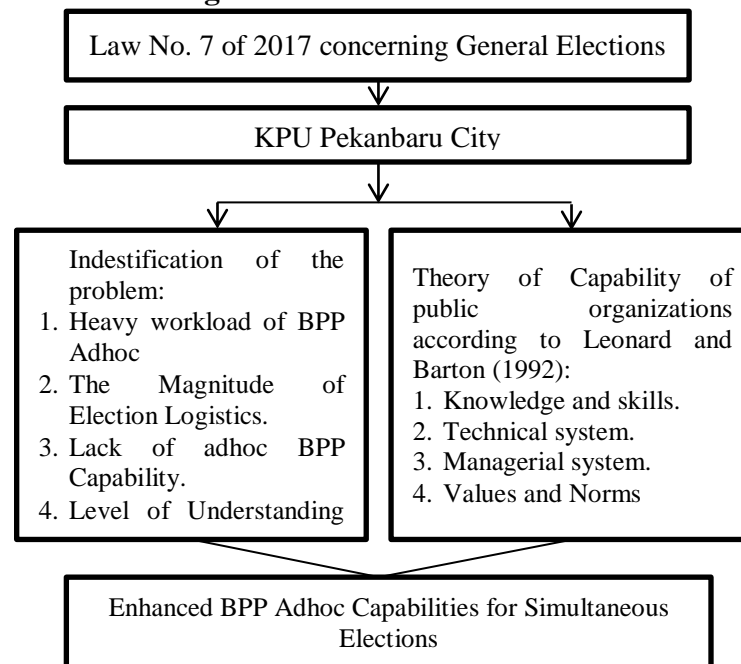
elections. Moreover, the problem lies in the lack of knowledge level of adhoc BPP in the implementation of elections, then the complicated and heavy technical implementation charged to adhoc BPP with minimal experience.

In addition, the author also needs to analyze the problem of the managerial system of the KPU and the Pekanbaru City adhoc BPP because the

existence of the adhoc BPP is still the responsibility of the KPU itself. Then the issue of the values and norms of the Pekanbaru City KPU in managing adhoc BPP to produce organizers who are able to provide the best service to the community.

The research framework is as follows:

Figure 1. Research Framework



METHODS

Research Approaches And Types Of Research

This research uses a qualitative approach, qualitative research is a research method used to examine natural objects, where the researcher is a key instrument, data collection techniques are carried out by triangulation (combined), data analysis

is inductive / qualitative, and qualitative research results emphasize meaning rather than generalization (Sugiyono, 2016).

This research is considered suitable to be carried out qualitatively because researchers can directly observe simultaneous elections, then the data obtained through face-to-face

interviews with research informants will add to the analysis of this research.

The type of research used is descriptive. The descriptive motto is to describe and re-explain the various conditions and situations of various variables that become objek in the study. Furthermore, it brings to the surface as an illustration of what happens in the conditions and variables studied. The type of research used is descriptive. The descriptive motto is to describe and re-explain the various conditions and situations of various variables that become objek in the study. Furthermore, it brings to the surface as an illustration of what happens in the conditions and variables studied (Burhan bungin, 2013).

Research Location

The location of the study at the Pekanbaru City General Election Commission (KPU), the reason the author conducted the research at the Pekanbaru City Regional Election Commission (KPUD) is because the author identified problems in the field that the author had described in the background.

Data collection techniques

There are two data collection techniques that the authors use. First, interviews are a way of collecting data by conducting interviews directly with interviewees and informants. Here's a research informant:

No	Name	Position
1	Anton Merciyanto, S.Si	Chairman of KPU Pekanbaru City
2	Zulfajri, S.T.	Commissioner of KPU Pekanbaru City
3	Desriantoni, S.E	Commissioner of KPU Pekanbaru City
4	Erwan Taufiq, SE. ME	Secretary of KPU Pekanbaru City
5	Bahman Afkar	KPPS TPS 05 Simpang Baru Village.

Interviews with speakers were conducted to explore the problem and obtain accurate data related to the capabilities of election organizers.

Second, Documentation. Documentation is the study and analysis of written documents related to the data required in the study. Documentation includes books, magazines, documents, regulations, meeting minutes, archives, previous research reports, and other written data related to this research as well as the results of observations and field interviews.

Data analysis techniques

The data analysis technique used is descriptive qualitative. The author in this case analyzes data and information in the form of words, sentences, schemes, and images that are collected thoroughly from the field, both through interviews and documentation.

Table 2. Research informant data

RESULTS AND DISCUSSION

In measuring the capability of the Pekanbaru City Election Commission (KPU) in the management of the Adhoc BPP, researchers conducted an analysis based on the theory of core capability by Leonard and Barton which included 4 dimensions, namely: knowledge and skills, technical systems, managerial systems, and values and norms.

Dimensions of Knowledge And Skills

Knowledge and skills are one of the important dimensions in determining the extent of a public organization's capabilities. Knowledge is very fundamental and vital in an organization where activities in the organization can run as they should when supported by the resources in the organization, including human resources who have extensive knowledge and are qualified in carrying out their main duties and functions in the organization where they work. Likewise with the skills that become the provision and capital of a person in an organization either as an employee or a leader.

The development of knowledge and special skills of the Election Adhoc BPP by the Pekanbaru City KPU is carried out technical guidance (bimtek). Bimtek aims to provide as much detailed understanding as possible of the task of the Adhoc BPP in organizing and carrying out voting. The implementation of training/bimtek to the adhoc BPP will provide an

overview of the implementation of the election, such as the stages of the election, work procedures, and other needs in the success of the election.

In the implementation of Bimtek, there are time constraints, so it is carried out in a marathon and short. Related to this, the chairman of the Pekanbaru City KPU, Mr. Anton Merciyanto, S.Si revealed: *"...the limited and tight time after the determination of the Adhoc BPP, especially the KPPS, caused us to be determined in conducting bimtek. In fact, this bimtek is very important to increase the knowledge of the Adhoc BPP in the implementation of voting later"* (Source: Interview Results, October 1, 2022).

In line with the Chairman of the Pekanbaru City KPU above, the Pekanbaru City KPU Commissioner, Mr. Zulfajri, ST, said: *"...if the implementation of bimtek is indeed hasty, considering that the time set by the center is very small. So for that we do bimtek to BPP Adhoc on a marathon basis only"* (Source: Interview Results, October 1, 2022).

Based on the interview above, it can be seen that the bimtek carried out to improve the capability of the Pekanbaru City KPU in holding the 2019 Simultaneous Elections is still constrained by time constraints. So that the implementation of bimtek cannot run optimally.

In carrying out the duties of the adhoc BPP get difficulties and

obstacles. This is due to the lack of adhoc BPP members who are sent to carry out Bimtek.

The problems faced by one KPPS member when facing voter requirements, of course, are different from other KPPS members at the time of counting will write and fill out the C1-KPU form. Therefore, it is necessary to identify thematic skills according to the duties of each KPPS, for example: skills in filling out / copying Form C1-KPU and filling in data from the forms held by KPPS 4 and KPPS 5, the therapy / treatment of voter requirements according to the type of DPT / DPTb / DPK / KTPel holders who have just moved, skills in completing voting logistics on the day of voting, and others.

Technical Systems Dimensions

The technical dimension of the implementation of elections starts from the preparation of polling stations (TPS), the implementation of voting, and the recapitulation of votes. First, the preparation of polling stations by BPP Adhoc is the initial procedure in the technical implementation of the 2019 simultaneous elections. KPPS is mandated in determining the location and creation of TPS. Polling station location no later than 1 day before voting with due regard to convenience and easy to reach by all voters including people with disabilities.

KPPS can coordinate and cooperate with local communities in

creating TPS. The determination and preparation of the TPS went smoothly and has been carried out well by KPPS, as the KPU Commissioner Mr. Desriantoni, S.E Technical Division of Implementation: *"For the provision of premises and TPS preparations carried out by KPPS has gone well. In pekanbaru city, Alhamdulillah, there were no severe obstacles. KPPS's ability to prepare TPS has also been forgiven. However, it is just that the provision of facilities for people with disabilities needs to be considered for the future."* (Source: Interview Results, October 3, 2022).

From the interview above, it can be seen that KPU's capability in managing Adhoc BPP for the provision of TPS has a technical dimension in its implementation, the TPS has been completed 1 day before the voting day. This promotes discipline and punctuality in the preparation of TPS at the KPPS level.

Second, voting and counting of votes. In the dimesi voting of the Adhoc BPP technical system in accordance with the technical guidelines for KPU voting, each voter must bring an invitation letter to vote and an electronic ID card, of course, before that, voters must ensure that their name is included in the DPT displayed on the notice board..

The role of KPPS is to call each voter, then cast 5 ballots to be selected by the voter, further directing the voter to enter the voting booth. After the

voter has finished voting, the KPPS officer directs the voter to put the ballot paper into the ballot box that has been provided. Then the KPPS officer directed to dip the voter's finger in the ink that the KPPS officer had provided as a sign that he had voted.

The following is the researcher's observation by conducting an interview with the Pekanbaru City KPU Commissioner, Mr. Desriantoni, S.E as the Technical Division of Implementation: *"In the implementation of voting, it is in accordance with the technical guidelines in the PKPU. However, there are problems among them, voters do not bring invitation letters and ID cards so they cannot be accepted by local KPPS officers. In addition, voters are not familiar with putting ballots into voting booths, especially those who are elderly."* (Source: Interview Results, October 3, 2022).

Based on the interview, it can be concluded that the voting process at the polling station has been running with applicable technical guidelines. This means that BPP Adhoc as the implementer has been capable of carrying out voting at the TPS.

Third, sound recapitulation. Recapitulation of votes is the next process in the technical conduct of elections. The process of recapitulation of votes occurs at the KDP level, so there is complexity due to the large number of ballots that will be recapitulated throughout the district.

Then the recapitulation of votes at the Pekanbaru City level. The problem of recapitulation at the Pekanbaru City level lies in the use of situng which is still not optimal. This is due, among others: Limited Work Contract for Situng Operator Auxiliary Workers, Lack of understanding of KPPS in C1 Filling So That It Affects Data Importation and Scan in the Situng application, and Delays in verifying.

Dimensions of Managerial Systems

In the dimension of the managerial system, it will be analyzed as far as the managerial system in the Pekanbaru City KPU in the management of the Adhoc BPP runs. The managerial dimension will be influential in improving the ability of a public organization. Analysis of the dimensions of the managerial system will be seen how organizational management in KPU Pekanbaru City runs.

The managerial ability of the General Election Commission (KPU) has institutionally been forgiven in the implementation of simultaneous elections in 2019. Pekanbaru City KPU is only a pedestrian regulation from the KPU RI and Commission 2 of the DPR RI. Based on research in the field, researchers conducted interviews with the Chief Commissioner of the Pekanbaru City KPU to obtain more accurate information about the institutional capabilities of the Pekanbaru City KPU in holding the 2019 Simultaneous Elections.

According to the Chief Commissioner of the Pekanbaru City KPU, Mr. Anton Merciyanto, S.Si: *"The ability of the managerial dimension in the Pekanbaru City KPU in the implementation of the 2019 simultaneous elections is in accordance with existing regulations, where the tasks carried out in each division and sub-section are adequate and running as they should. Furthermore, the organizational structure in the KPU has been chosen professionally so that there is no doubt about its capabilities."* (Source: Interview Results, October 1, 2022).

Based on the interview above, the process of placing the structure in KPU Pekanbaru City is based on applicable rules and propriety. So that there is no overlap between divisions and between subdivisions within the Pekanbaru City KPU. The institutional capabilities of the Pekanbaru City KPU are adequate and organized to carry out their duties.

In addition to employees in the Pekanbaru City KPU work environment, there are also Adhok as human resources who help organize the 2019 simultaneous elections. These Adhok include; PPK, PPS, and KPPS are regulated through the Regulation of the General Election Commission of the Republic of Indonesia Number 36 of 2018 concerning the establishment and working procedures of the District Election Committee, Voting Committee, and Voting Organizing

Group in the implementation of general elections. Adhok, which is the spearhead in the implementation of elections, needs to pay attention to its ability and performance in the field. In the implementation of the 2019 simultaneous elections, Adhok capabilities managerially have not been achieved. Due to the many problems that occur at the Adhok level, starting from the understanding of Adhok, the quality of human resources, and the workload of Adhok.

Values And Norms Dimensions

This dimension is a very important part of the organization in providing services to the community. KPU as a public organization is always polite, polite, and good in providing services for the implementation of elections. High standards of work for individuals or groups should also be a concern in achieving organizational goals. Then the dimensions of KPU values and norms will also be analyzed through problem solving and conflict resolution that arise during the implementation of elections.

Therefore, KPU and BPP Adhok as the spearhead of the implementation of elections are required to provide courtesy services to voters and be flexible when problems occur.

To find out this, the researcher conducted an interview with the community in the TPS area related to politeness in the service process at the TPS provided by BPP Adhok said that: *"If I see the politeness and karmic*

system of KPPS members, it is good, by giving directions to us. At the beginning of the dating we were greeted cordially, then I was asked to show my ID card and invitation letter to vote politely. Similarly, during the voting, the officers enforced me well." (Source: October 20, 2022 interview).

Then related to politeness the researcher also interviewed KPPS member Mr. Bahman Afkar said that: *"We acted according to the direction of the Pekanbaru City KPU. In bimtek we have been taught how to behave to voters with courtesy and courtesy. Dealing with voters certainly has its*

Factors affecting the Capability of the Pekanbaru City KPU in BPP Management in the 2019 Simultaneous Elections.

The following factors affect the capability of the Pekanbaru City KPU in managing the Adhoc BPP, including: **Lack of Efficiency in Election Management**

The biggest problem in simultaneous elections is the lack of efficiency in the management of election organizers. Election management must be improved on various fronts and aspects. According to the mapping, major problems occur in the stages of preparation, implementation, and voting and counting of votes. If examined more closely, this can be due to the heavy burden of simultaneous elections or the inherent problems that often repeat every election. In line with the

own challenges for us. Sometimes there are my colleagues like KPPS who have been emotional to voters." (Source: October 20, 2022 interview).

From the interview above, it can be concluded that the courtesy and karma system of the Adhoc BPP have been given material by the Pekanbaru City KPU regarding providing services to voters at each polling station. Although sometimes there are indeed some Adhoc members who are easily provoked by their emotions in the face of annoying voters. This happened because of a miss communication between the two parties.

chairman of the Pekanbaru City KPU, Anton Merciyanto, S.Si, the following: *"Related to election management, it does need to be improved, especially from the stage of holding elections. Actually, the complexity of the election problem comes from the management of the election, I think we need improvements in the future even if the bias is also the use of election technology."* (Source: Interview Results, October 1, 2022).

The same thing was also conveyed by the Commissioner of KPU Pekanbaru City, Mr. Zulfajri, ST, as follows: *"Election management is actually inefficient. Just imagine elections that are carried out simultaneously, of course, the management of holding elections will be more complicated and difficult, where can it be efficient?. We really feel in the field how difficult it is to*

hold this election." (Source: Interview Results, October 5, 2022).

The problems posed by the design of the alignment during the 2019 elections include the unnatural workload of adhoc election organizers because it is too heavy, the complexity of registering election participants in five types of elections, the complexity of election logistics that causes ballots to be exchanged, the overlapping of the Presidential Election and Pileg campaigns, the voting of 5 types of ballots that confuse voters, and the stages of counting and recapitulation that take a long time.

This problem needs to be improved in structuring the dimensions of election management both in terms of the design of simultaneous elections and the timing of their concurrent elections. Strengthening the capabilities of election organizers from the top to the bottom level also needs to be a concern in election management. It should be done simultaneously, the ability of the organizer is also improved according to the lawlessness. Therefore, according to the author, it is necessary to reform election management.

Simultaneous elections must be supported by the use of information technology by election organizers. Today new election technology touches on the recapitulation and data of voters and candidates. However, it has not been able to use electronic voting as a forum to conduct elections quickly and

simply. The use of evoting should be a focus for the progress of elections in Indonesia in the future.

Lack of Quantity and Quality of Human Resources BPP Adhoc at KPU Pekanbaru City

Election organizers must choose the right people with heavy responsibilities, and be prepared for the conditions that are likely to occur during the holding of simultaneous elections and proactivity in carrying out their duties. Productivity can be interpreted as the result of measuring a performance by calculating the resources used, including with human resources. A person's performance can be measured at the individual, group, or organizational level. Procdutivity also reflects the success or failure in achieving effectiveness and efficiency of performance in relation to the use of resources.

In the observation of researchers, the low quality of human resources of election organizers at the Adhoc level, both in terms of formal and informal education because they do not understand the implementation of elections properly, in terms of managerial and technical regulations for elections is not fully known by the election Adhoc. Many adhoc do not participate in training or bimtek on the implementation of simultaneous elections so that the holding of simultaneous elections does not run as expected. And the main problem lies in the quality that must be updated in the

holding of the upcoming simultaneous elections.

Meanwhile, the quantity or number of human resources for simultaneous elections is considered very lacking. The quantity of human resources is the amount or lot of human resources needed in the implementation of simultaneous elections. The current numbers, are very troublesome for the Adhocs in the field with the heavy burden and complexity of the 2019 simultaneous elections.

The following is the response of the Secretary of the Pekanbaru City KPU, Mr. Erwan Taufiq, SE, ME, regarding the Quantity of Human Resources in the Implementation of the 2019 Simultaneous Elections: *"Regarding the issue of quantity or quantity in the implementation of simultaneous elections, it is inadequate. We are very troubled by the number of human resources available, it should be with the simultaneous election of 5 ballots then Adhoc must also be added."* (Source: Interview Results, October 3, 2022). Based on the interview above, there needs to be additional human resources so that the heavy burden and complexity can be reduced.

CONCLUSION

Based on the results of this study, it can be concluded that the management of the Adhoc BPP in the 2019 simultaneous elections by the Pekanbaru City General Election

Commission (KPU) is still unable to improve the capabilities of the Adhoc BPP. This is obtained based on the theory of core capability proposed by Leonard (1992) which includes the dimensions of Knowledge and Skills, Technical Systems, Managerial Systems, and Values and Norms.

Lack of capability Knowledge and skills in the form of Technical Guidance conducted by the Pekanbaru City KPU is not adequate to the Ad Hoc BPP. The technical system for conducting elections is very complicated, making BPP Adhoc not fully prepared to carry out the 2019 simultaneous elections. Managerial systems are adequate with the organizational structure and KPU employees are filled with qualified human resources, but BPP Ad Hoc human resources are not adequate because they are still filled with inexperienced human resources. Then the values and norms carried out by the KPU in the Management of Adhoc BPP have been achieved, although there are still shortcomings on various sides, especially in the implementation of voting at polling stations.

Then the factors that cause the capability of the Pekanbaru City General Election Commission (KPU) has not been achieved in the management of the Adhoc Election Management Agency (BPP) in the 2019 Simultaneous General Elections. There are two factors that cause the lack of capability of the Pekanbaru City

KPU in managing the Adhoc BPP in the implementation of the 2019 simultaneous elections. First, the lack of efficiency in the management of elections. It is necessary to efficiently manage the implementation of simultaneous elections, because with the 2019 simultaneous election model, it is very difficult for election organizers. Second, the lack of quantity and quality of human resources of the Adhoc BPP at the Pekanbaru City KPU. For this reason, it is necessary to increase the number of adhoc BPP, because simultaneous elections also require adhoc BPP members who are commensurate.

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