

The Performance of the Maluku Provincial General Election Commission in the 2024 Presidential and Vice Presidential Election in Ambon City

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Abstract

This study aims to analyze and describe the performance of the General Election Commission (KPU) of Maluku Province in organizing the 2024 Presidential Election, and the influencing factors in Ambon City. The research problems addressed in this study are: 1) How is the performance of the KPU of Maluku Province in organizing the 2024 Presidential Election? and 2) What are the supporting and inhibiting factors in Ambon City? The study involved 14 informants. The research method used is a descriptive qualitative approach, with data collection techniques including interviews, observation, and documentation. Data were analyzed using descriptive qualitative analysis techniques. The findings show that the performance of the KPU of Maluku Province in organizing the 2024 Presidential Election in Ambon City is in good condition, based on dimensions such as work responsiveness, work accountability, work effectiveness, and work efficiency. This performance is influenced by factors such as human resources (HR), technological support, collaboration with stakeholders, and community participation.

Abstrak

Penelitian ini bertujuan menganalisis dan mendeskripsikan tentang Kinerja Komisi Pemilihan Umum (KPU) Provinsi Maluku Dalam Penyelenggaraan Pemilihan Presiden dan Wakil Presiden Tahun 2024, dan faktor-faktor yang mempengaruhinya di Kota Ambon. Masalah yang hendak dipecahkan dalam penelitian ini, yakni: 1) Bagaimana Kinerja KPU Provinsi Maluku Dalam Penyelenggaraan Pemilihan Presiden dan Wakil Presiden di Kota Ambon Tahun 2024, dan 2) apa yang menjadi faktor - faktor pendukung dan penghambatnya di Kota Ambon? Informan penelitian ini berjumlah 14 orang. Metode penelitian digunakan adalah pendekatan kualitatif deskriptif, dengan teknik pengumpulan data melalui wawancara, observasi dan dokumentasi. Teknik analisis data yang digunakan bersifat kualitatif deskriptif. Temuan hasil penelitian ini bahwa, Kinerja KPU Provinsi Maluku Dalam Penyelenggaraan Pilpres tahun 2024 di Kota Ambon, berada dalam kondisi baik, dilihat dari dimensi seperti responsivitas kerja, akuntabilitas kerja, efektivitas kerja, dan efisiensi kerja. Hal ini dipengaruhi faktor - faktor berupa: sumber daya manusia (SDM), dukungan teknologi, kerja sama dengan stakeholder, dan partisipasi masyarakat.

Kata Kunci : Kinerja KPU, Pilpres 2024 dan Determinannya

INTRODUCTION

The Presidential (Pilpres) and Vice-Presidential Elections are one of the vital pillars of Indonesia's democratic system. Since the reform era and the amendments to the 1945 Constitution (UUD 1945), the president and vice president have been elected directly by the people, giving citizens a significantly important role in choosing the nation's top leaders through the general election mechanism. The Pilpres isn't just about selecting a head of state, but also serves as a form of legitimacy for Indonesia's democratic system, where leaders are chosen based on the majority's will.

The history of presidential elections in Indonesia underwent a major transformation after the end of the New Order era, when presidents were previously elected by the People's Consultative Assembly (MPR). In 2019, for the first time, Indonesia held a presidential and vice-presidential election through direct voting by the people. This change was considered a progressive step toward strengthening democracy and expanding political participation in choosing national leaders. The Pilpres has broad impacts on the country's political, economic, and social stability. Elected leaders are expected

to address national and global challenges—from bolstering the economy and improving public welfare to strengthening Indonesia's role on the international stage.

Presidential and vice-presidential elections also become arenas for political parties to compete, develop strategies, and advocate the vision and programs they offer to society. However, the process is often colored by various dynamics, such as policy debates, identity-based issues, and potential polarization within society. Therefore, it is crucial for the election organizers, the General Elections Commission (KPU), to ensure that the presidential and vice-presidential elections are conducted transparently, fairly, and democratically, in line with the principles of clean and integrity-driven elections. The Pilpres is not only an occasion to choose a president but also reflects how democracy in Indonesia continues to evolve and adapt to the changing times. Indonesian society is expected to mature politically, while elected leaders must responsibly carry out the public's mandate.

Elections are an implementation of democracy held by the people, from the people, and for the people, meaning the highest authority lies with the citizens. This is also enshrined in Pancasila's fourth principle "Democracy guided by the inner wisdom in the unanimity arising out of deliberations among representatives." Elections are a form of the people's sovereignty realized through political practice to form a representative government, serving as a simple mechanism to produce individuals who will represent citizens in governing Indonesia for a five-year term.

The implementation of the Presidential and Vice Presidential Elections by the Maluku Provincial General Elections Commission (KPU) is grounded in the important role of the KPU as a state institution responsible for conducting elections that are direct, general, free, confidential, honest, and fair. The Pilpres is one of the largest democratic processes in Indonesia, including in Maluku Province with eleven regencies/cities where citizens possess the right to choose the country's top leaders.

Data shows that in the 2024 presidential election, the number of voters in Maluku Province reached approximately 1.34 million. Moreover, voter turnout stood at 81%, indicating strong public enthusiasm for participating in the democratic process (Statistics Indonesia, 2024). This figure highlights the KPU's capacity to facilitate voters and uphold election integrity. Maluku's geography comprising numerous islands presents distinct challenges in organizing the Pilpres every five years, including in 2024.

These conditions require election organizers to perform optimally in logistics distribution, supervision, and public participation especially in hard-to-reach areas. The Maluku Provincial KPU must meticulously prepare election infrastructure, from providing polling stations (TPS), distributing ballots, to ensuring tight security measures from various parties to guarantee a safe and smooth process. Beyond geographic challenges, the KPU must also consider public participation influenced by political education levels, access to information, and communication infrastructure.

According to research by Rakhmatullah (2020), effective outreach can increase voter participation in specific regions. Intensive and evenly distributed socialization is key to boosting voter engagement and ensuring citizens understand the importance of the Presidential and Vice-Presidential Elections as part of Indonesia's democratic development. The Maluku KPU must also comply with laws and uphold integrity and professionalism throughout the election process. Oversight by bodies like the Election Supervisory Agency (Bawaslu), as well as cooperation with security forces, is also essential to ensure the elections are safe, orderly, and conform to democratic principles.

As a nation with a massive and geographically dispersed electorate, the complexity of election implementation is high. In this regard, the KPU, alongside Bawaslu and the Election Organizer Honorary Council (DKPP), plays a crucial role in ensuring a smooth, fair, and transparent electoral process.

The performance of the 2024 election organizers drew attention for several factors. First, the 2019 election was the first simultaneous election combining presidential, legislative, and local ballots—raising complexity and workload for organizers. The sheer number of polling stations, election logistics, vote-counting oversight, and dispute resolution posed distinct challenges. Second, organizers' performance was tested by evolving socio-political dynamics, including the emergence of political polarization. This led to greater demands for neutrality and professionalism. Accusations of fraud, protests, and dynamics on social media affected public perception and performance evaluations of election bodies. Third, human resources and support facilities also influenced the effectiveness of

organizing the presidential election. A lack of adequate facilities, such as sufficient IT systems, and limited field personnel led to technical hurdles that KPU and Bawaslu had to address.

The Maluku Provincial KPU holds a crucial role in the 2024 Pilpres as part of Indonesia's democratic process. As the election organizer, the KPU is expected to manage every stage—from voter data verification, logistics distribution, voting, to provincial-level vote tabulation. These challenges are exacerbated by Maluku's fragmented geography and limited access in some regions.

During the 2024 Presidential and Vice-Presidential Elections, although many stages were successfully implemented, the Maluku Provincial KPU also faced several obstacles. The biggest was distributing election materials to remote islands. The readiness of KPPS (Voting Organizing Group) personnel was also scrutinized particularly in managing complex procedures and various election instruments. The use of electronic tabulation systems (Situng) posed new challenges in regions with poor internet infrastructure.

The Maluku Provincial KPU had to ensure the smooth delivery of data and accuracy of results, despite inadequate internet networks. Voter participation remained a key performance indicator. The KPU was expected to enhance political awareness and voter turnout, especially in remote communities with limited information access.

Despite these challenges, the performance of the Maluku KPU in the 2024 Pilpres was considered fairly good. The elections were conducted safely and peacefully, though further evaluation is needed particularly regarding logistics distribution, human resource capacity, and the use of election technology.

The KPU's performance in organizing the Pilpres significantly affects the quality of democracy in the region. Therefore, it is important to assess various performance dimensions of the Maluku Provincial KPU, which include: Quality of election governance, covering effective management and planning from preparation, campaigning, to vote counting ensuring compliance with regulations and ability to anticipate potential obstacles; Voter services, reflecting the KPU's capability to reach and serve the public demonstrated by the availability of information, polling facilities, and protection of voting rights for all eligible citizens; Integrity and accountability, requiring KPU to maintain independence and neutrality in each phase and to be responsible for all decisions crucial for preserving public trust in results; Human resource capacity, where competent, ethical personnel with adequate knowledge of election regulations directly impact election quality.

Analyzing factors influencing the performance of election organizers in the 2024 Pilpres is essential, as electoral processes form a key pillar of democracy. The roles of the KPU and other bodies like Bawaslu are vital for achieving high standards of responsiveness, accountability, effectiveness, and efficiency.

In Ambon city, the performance of election organizers in the 2024 Pilpres can be impacted by both supporting and inhibiting factors such as human resources, technology support, collaboration with stakeholders, and public participation. High performance may stem from qualified personnel, sufficient technology, harmonious stakeholder relationships, and active public involvement. Conversely, poor performance can arise from inadequate HR quality, limited technology, weak stakeholder cooperation, and low public engagement.

As a regional electoral body, the Maluku Provincial KPU carries a great responsibility to ensure that the Pilpres runs smoothly and successfully. Overall, the Maluku KPU's performance met legal and regulatory standards. However, during the 2024 Ambon Pilpres, several phenomena emerged including delays in logistics distribution, errors in voter data management, and mismatches in the availability of forms during voting, counting, and tabulation at polling stations despite technical staff having prepared them properly.

METHOD

In this study, the researcher employs a qualitative research method with a descriptive approach. Descriptive qualitative research is one of the research methods that emphasizes qualitative aspects rather than quantitative ones, focusing on the depth of logical analysis and avoiding the use of statistical tools (Bungin, 2017).

Qualitative research is based on the philosophy of post-positivism and is used to examine objects in their natural context (as opposed to experimental settings), with the researcher acting as the key instrument, and data collection conducted through various qualitative techniques. In this study, the researcher seeks to explain the performance of the General Elections Commission (KPU) in organizing the 2024 presidential election, and to identify the factors influencing KPU's performance in this context. The qualitative approach is deemed suitable to answer these research questions in a relevant and meaningful way.

The research approach used in this study is descriptive qualitative research. Through this approach, the researcher can explore in detail the various aspects influencing performance success. This study focuses on understanding the context, interactions, and experiences of relevant stakeholders, so that the findings are expected to provide richer and more relevant insights for the research.

RESULTS AND DISCUSSION

1. Performance of the Presidential Election Implementation

The implementation of the Presidential and Vice-Presidential Election (Pilpres) is one of the crucial moments in the democratic life of a country, including Indonesia. Pilpres is not merely the election of leaders but also a reflection of the democratic mechanism that functions to determine the direction of national development and leadership. The performance of Pilpres administration greatly affects the quality of democracy, public trust, and the legitimacy of the election results themselves.

This analysis aims to evaluate the performance of Pilpres implementation, from administrative aspects, technical execution, to the socio-political impacts generated. The aspects reviewed include work responsiveness, work accountability, work effectiveness, and work efficiency. Therefore, this analysis is expected to provide a comprehensive overview of the quality of Pilpres implementation and its contribution to the sustainability of democracy in Indonesia. Below is the presentation of the analysis results from each dimension described:

a. Work Responsiveness

Work responsiveness is a key factor in creating a productive and harmonious working environment. Responsiveness is the government's ability to recognize the needs of society, develop agendas and service priorities, and create service programs aligned with the needs and aspirations of the people. In short, responsiveness measures the government's ability to respond to the expectations, desires, aspirations, and demands of its customers (Mukarom and Laksana, 2016: 60–61).

The Maluku Provincial General Election Commission (KPU) is required to have the ability to apply the principle of responsiveness in carrying out its duties and functions as expected. The ability to respond to tasks, requests, and changes quickly and accurately demonstrates professionalism and commitment to responsibility. In this study, work responsiveness was assessed through interviews with the leaders of KPU Maluku Province, heads of sub-sections, staff, and the community. The questions focused on the responsiveness of KPU Maluku Province in handling issues that arose during the 2024 presidential election, especially during voting, vote counting, and vote determination.

Furthermore, work responsiveness also reflects the quality of attitude and individual responsibility toward their job and organizational environment. Responsiveness is not just about being "fast" but also about being "accurate" and "relevant." Responsive employees not only complete tasks promptly but also consider impacts, stakeholder needs, and procedural correctness.

To obtain data and information about work responsiveness, interviews were conducted with several key informants to gain accurate and comprehensive data. An interview with the Chairperson of KPU Maluku Province, Mr. Shaddek Fuad, regarding the responsiveness of KPU Maluku Province in addressing issues during voting, vote counting, and vote determination, revealed:

"Regarding the responsiveness of KPU Maluku Province in voting, vote counting, and vote determination, we are always responsive. Any issue that arises and falls under the authority and responsibility of the General Election Commission (KPU) of Maluku

Province as the election organizing institution will be responded to quickly and must be resolved, especially regarding voting, vote counting, and vote determination. Since it involves the entire process, this is something KPU must strictly adhere to institutionally. The presidential and vice-presidential election is also conducted in a tiered manner, and the final result is determined by the national KPU as the outcome of the entire election process.” (Interview, March 3, 2025)

In addition, interviews were conducted with the Secretary of KPU Maluku Province, Mr. Efendi Latuconsina, and Mrs. Zakia Rahawarin (Secretary of KPU Ambon City), related to the responsiveness of KPU Maluku Province in handling issues during the 2024 presidential election in Ambon City, particularly voting, vote counting, and vote determination. Both informants stated:

“We realize that the stages of voting, vote counting, and vote determination are crucial moments. Therefore, we always act responsively in conducting the presidential and vice-presidential election. Through a rapid reporting system from PPS, PPK, and Regency/Municipal KPUs, including Ambon City, there is a quick response team consisting of secretariat members and commissioners who immediately go to the field when problems occur. For example, when a polling station experiences logistical delays due to extreme weather, we do not remain passive but immediately coordinate with the military so that logistics can be delivered by their vehicles. This is a tangible form of our responsiveness. Furthermore, technical challenges such as errors in the permanent voter list (DPT) and ballot shortages are also addressed. We set up rapid complaint posts and strengthen coordination with Bawaslu and security forces. For instance, if duplicate voters or unregistered voters are found in the DPT, they are immediately processed. KPUS has been equipped with SOPs for using Form A-Voter Transfer Letters. The vote counting process is tiered from the polling station (TPS) to PPS, then to PPK, and finally to the provincial KPU, with assistance from the SIREKAP application for result publication and determination. The main obstacle faced is the internet network. For us, responsiveness is not just quick reaction but also objective and based on applicable regulations.” (Interview, March 7, 2025)

Further interviews with KPU Maluku Province members (Mr. Ongen, Mr. Engel, Mr. Syarif, and Mr. Wawan) on how quickly the commission responds to complaints or input from the community and election participants in Ambon City during the 2024 election yielded:

“Regarding how fast KPU Maluku Province responds to community complaints, as members of KPU Maluku Province, we are always quick and alert in responding to input and complaints received. There are several steps in responding to complaints or technical issues directly related to the presidential election. First, KPU mentors the election implementation; second, we supervise KPU Regency/Municipal staff. Since KPU Maluku Province supervises 11 regencies/cities, all regulatory changes mainly focus on technical matters. Usually, the changes come from inputs from KPU Maluku Province, which are then followed up by KPU RI as the regulator. Following the regulations, KPU Province responds promptly to implement what has been decided. Therefore, we are very quick to respond to complaints and input.” (Interview, March 10, 2025)

Interviews with the Head of Technical Section, Mrs. Hanne, and Technical Subsection Head, Mrs. Ake, aimed at gaining deeper insights into challenges in responding to policy changes or emergency situations during the 2024 presidential election in Ambon City, revealed:

“As staff, we always strive to show responsiveness to various conditions faced in carrying out tasks and functions during the 2024 presidential election in Ambon City. Responsiveness is shown by promptly responding to the hopes, desires, aspirations, and demands of the public during voting and vote counting stages at TPS, PPK, and Ambon City, such as requests for additional ballots, official reports, forms, and seals. The responsiveness provided facilitates the smooth running of voting and vote counting conducted by the election organizers, namely KPU Maluku Province. To anticipate issues like voting, counting, and vote determination, socialization of the voting procedures was

conducted for the public. In principle, as KPU staff in Maluku Province, we always try to improve each election stage year by year, especially the 2024 presidential election in regencies/cities, particularly in Ambon City.” (Interview, March 17, 2025)

Finally, interviews with community representatives from Sirimau, Nusaniwe, Teluk Ambon, Baguala, and Leitimur districts (Ms. Nelsa, Mr. Mesak, Ms. Leny, Ms. Ika, and Mr. Leo respectively) were conducted to assess public perception of KPU Maluku Province's responsiveness during the 2024 presidential election in Ambon City. They generally stated:

“As community members, we see the responsiveness of KPU Maluku Province officers during the 2024 Presidential Election in Ambon City as serious, especially concerning ballot shortages and discrepancies in voter lists. When issues arise, such as names not listed on the Permanent Voter List (DPT), and some not receiving invitations, KPPS officers promptly provide explanations and solutions, such as using Form A-Voter Transfer Letters and bringing family cards or ID during voting, all handled with a friendly approach and according to regulations. KPU Maluku Province also provides active complaint posts and help desks serving the public both directly and online, with responses usually given promptly. Overall, we consider KPU Maluku Province to be responsive.” (Interview, March 13, 2025)

The data and information obtained from these interviews clearly show that work responsiveness within KPU Maluku Province is a critical aspect supporting the smooth running of all presidential election stages. The ability to quickly respond to policy changes, emergency situations, and dynamic developments on the ground reflects the readiness and professionalism of KPU Maluku Province in carrying out its duties during the 2024 presidential election, especially in Ambon City.

b. Work Accountability

Work accountability is one of the main pillars in creating good organizational governance within the Maluku Provincial General Election Commission (KPU). Accountability is a measure indicating the degree of conformity between the service providers and the external standards existing in society, as well as those held by stakeholders, such as values and norms prevailing in the community (Lenvine, 1998).

In the public organizational environment, including the General Election Commission at the provincial and regency/city levels, accountability not only means being responsible for tasks but also encompasses openness in reporting results, explaining work processes, and accepting evaluations honestly and professionally. Every employee or team is required to demonstrate performance that can be accounted for both morally and administratively. With accountability, trust between superiors, subordinates, and the public can be maintained, allowing the organization to operate more transparently, efficiently, and result-oriented.

Therefore, building a culture of accountability is an essential need in every institution, whether governmental or private. One effective way to obtain and deepen understanding about how KPU Maluku Province ensures transparency in every stage of the presidential election is through interviews with informants who have relevant knowledge and experience. The following is an interview with the Chairperson of KPU Maluku Province, Mr. Shaddek Fuad. He stated:

“Regarding how KPU Maluku Province ensures transparency in every stage of the presidential election, at each stage conducted by KPU, there are socialization activities carried out by KPU Maluku Province involving various stakeholders and related parties. Then, coordination meetings are held by KPU Maluku Province, and everything related to the implementation of the presidential election that must be announced is indeed announced, either through the official website of KPU Maluku Province or other media such as billboards, advertisements, banners, and baileos installed in various places. Thus, KPU Maluku Province always maintains transparency at every stage of the presidential election (Pilpres).” (Interview, March 3, 2025)

Next, interviews were conducted with the Secretary of KPU Maluku Province, Mr. Efendy Latuconsina, and Mrs. Zakiah Rahawarin (Secretary of KPU Ambon City) regarding the level of

work accountability demonstrated in organizing the 2024 presidential election in Ambon City. Both informants emphasized:

“In the stages of organizing the presidential election, we emphasize the principles of transparency and accountability. We ensure that all processes, from planning, budgeting, logistics procurement, to reporting, are conducted openly, transparently, and accountably. For example, in budget usage, every expenditure is recorded and supervised by the finance team and periodically reported to Bawaslu and to the public when necessary. For logistics, we document thoroughly from receipt, storage, to distribution. Even when logistics arrive at the sub-district level, a handover report is issued which can be accessed for auditing. Regarding the election results, our accountability is shown through the use of SIREKAP and tiered, open recapitulation. The public can witness the recapitulation process directly, and we even broadcast it online.” (Interview, March 7, 2025)

Furthermore, interviews were held with members of KPU Maluku Province (Mr. Engelbertus, Mr. Ongen Sangadji, Mr. Syarif, and Mr. Wawan) about the level of accountability in organizing the 2024 presidential election in Ambon City. These four members basically stated:

“In responding to the election process stages, KPU routinely holds coordination meetings with internal staff and related stakeholders, including media institutions to ensure openness of information. One form of transparency is the implementation of vote recapitulation broadcasted live streaming, so those who cannot attend physically can still monitor the process directly. We also upload official decisions on our platform, JDIH (Documentation and Legal Information Network). Regarding voter data, we have an online DPT (Permanent Voter List), so citizens who are eligible to vote can check their registration status online. Although there are stages related to voter lists, checking voter registration online facilitates public access. We also use SIPOL (Political Information System) to ease accessibility of information for the public.” (Interview, March 10, 2025)

In-depth interviews were also conducted with the Head of Technical Section and Subsection Head of Technical at KPU Maluku Province, Mrs. Hanne and Mrs. Ake, regarding the level of work accountability in the 2024 presidential election organization in Ambon City and the extent to which reports and work accountability are conveyed to the public. Both informants confirmed:

“We conduct public reporting by openly presenting each stage and implementation process of the presidential election. It should be noted that most candidate registration processes are conducted by the national KPU (KPU RI). However, at the provincial and regency/city levels, we continue to perform reporting and accountability functions, especially concerning the Election Fund Technical Guidelines (JDP) and programs and activities carried out by KPU Province and KPU Regency/City. For example, regarding voter data updating, we routinely report the progress. Information is delivered not only through face-to-face socialization but also via social media openly so the public can access it. Each stage of the presidential election is implemented transparently, and we are committed to disseminating this information through various official communication channels, including the official website of KPU Maluku Province. We also actively use social media like Facebook and Instagram to deliver information quickly and on time. Whenever there are developments or important information, we announce it openly so the public can follow and monitor the process. For stakeholders, we regularly hold coordination meetings at both provincial and regency/city levels with related parties. This is part of our effort to maintain transparency, synergy, and accountability in every stage of the presidential election.” (Interview, March 17, 2025)

Finally, interviews were conducted with community representatives from Nusaniwe, Sirimau, Teluk Ambon, Baguala, and Leitimur districts (Ms. Nelsa, Mr. Mesak, Ms. Leni, Mr. Leo, and Ms. Ika) regarding the level of work accountability in organizing the 2024 presidential

election in Ambon City and the extent to which reports and accountability are conveyed to the public. The five informants stated:

“In our opinion, the implementation of the 2024 presidential election in Ambon City has demonstrated a fairly good and open level of accountability. The process was transparent, and the public could easily access various important information. For example, during the vote recapitulation stage, we could see the results in real-time. Moreover, in some locations, the recapitulation process was broadcast live via social media or KPU’s digital channels. This allows the public to know the results without being physically present at the recapitulation site. If irregularities occur, the public can immediately be informed and provide feedback or reports. Additionally, information on election stages and results is regularly published on the official KPU website and social media like Facebook and Instagram. This is very helpful because not everyone can visit the KPU office or attend open meetings directly. With this openness of information, we feel that KPU truly practices public accountability. Generally, our trust level in the Pilpres implementation by KPU Maluku Province, especially in Ambon City, is quite high because they show clear responsibility, transparency in reporting, and willingness to accept public input. Such accountability makes us feel confident that our voices are truly heard.” (Interview, March 13, 2025)

Based on the interview results presented, work accountability within KPU Maluku Province demonstrates a strong and good commitment to the principles of transparency and public responsibility. Each stage of task implementation, from planning, execution to reporting, is conducted by considering applicable rules and mechanisms, and remains open to supervision by various parties, including the public and election supervisory bodies.

c. Work Effectiveness

Work effectiveness is one of the aspects or dimensions that can be used to assess and measure the performance level of presidential and vice-presidential election implementation in a province or city/regency. Effectiveness refers to the extent to which an activity or process achieves the set objectives with optimal results. Effectiveness is the degree of success of an organization in achieving its stated goals. An organization is said to be effective when it produces outputs that meet expectations within efficient time and cost (Gibson, Ivancevich, and Donnelly, 1997).

In both organizational and governmental contexts, effectiveness serves as an important benchmark to evaluate the success or performance of program implementation, resource utilization, and service quality. A task is considered effective if the achieved results align with the target, in terms of time, cost, and impact on the community.

Therefore, it is the duty and responsibility of the Maluku Provincial General Election Commission (KPU) to improve performance levels during the implementation of the 2024 presidential and vice-presidential election, especially in Ambon City, in accordance with work standards and prevailing laws and regulations. To obtain accurate data and information regarding the work effectiveness of KPU Maluku Province in this election, interviews were conducted with various research informants.

An interview with the Chairperson of KPU Maluku Province, Mr. Shaddek Fuad, revealed the following:

“In general, all stages of the 2024 presidential and vice-presidential election in Ambon City went according to the plans and targets that had been set. From the initial stages such as updating the voter data, logistics distribution, to the execution of voting and vote recapitulation, everything was closely monitored to ensure compliance with schedules and procedures. Of course, challenges still existed in the field — for instance, some citizens were not listed in the voter roll due to relocation or unsynchronized data. However, we at KPU Maluku Province remained alert and proactive in anticipating any potential obstacles. When issues occurred, we promptly took swift and appropriate actions. Good coordination with city/regency KPUs and support from stakeholders such

as the local government, military, police, and other partners played a major role in ensuring each stage proceeded as planned. Thanks to cross-agency synergy and the preparedness of our field teams, no stage was significantly delayed or missed its target timeline. This shows that the implementation of the 2024 presidential and vice-presidential election in Ambon City was carried out effectively and professionally.” (Interview, March 3, 2025)

Interviews were also conducted with the Secretary of KPU Maluku Province, Mr. Efendi Latuconsina, and Ms. Zakiah Rahawarin (Secretary of KPU Ambon City), regarding strategies to improve work effectiveness from voter data updating to vote recapitulation. They explained:

“Regarding voter data updating in the 2024 presidential and vice-presidential election in Ambon City, we at KPU Maluku Province applied several planned strategies involving coordination with various stakeholders. The process began with the receipt of the Potential Voter Population Data (DP4) from the government. This data was used to draft the Temporary Voter List (DPS). The DPS was then publicly posted to encourage community feedback, allowing for corrections before finalizing the Permanent Voter List (DPT). One key to effectiveness in this process was intensive coordination with the Civil Registry Office (Disdukcapil) to ensure the population data was up to date. Additionally, we collaborated with correctional institutions to ensure inmates’ voting rights were accurately facilitated. We used the Sidalih and Online DPT systems to accelerate data verification and enable the public to independently check their voter status, thus minimizing data errors.” (Interview, March 7, 2025)

Further interviews were held with KPU Maluku Province members (Mr. Ongen, Mr. Engel, Mr. Syarif, and Mr. Wawan) regarding their strategies to enhance effectiveness from voter data updating to vote recapitulation. They stated:

“To improve work effectiveness, KPU Maluku Province applied a structured strategy aligned with the nationally determined stages and schedule. A crucial phase was updating the voter list, initiated by the Voter Data Updating Committee (Pantarlih), who conducted door-to-door verification to ensure the accuracy of voter data. The goal was to ensure the voter list accurately reflected current conditions. Each phase, from preparing the DPS to finalizing the DPT, had to be completed within the set timeline. After data updating, the process continued with tiered vote recapitulation, starting at the sub-district level (PPK), then to city/regency KPU, then to the provincial KPU, and finally to the national KPU. This strategy ensured the process ran effectively, accurately, and on time through the involvement of field officers and an integrated tiered work system.” (Interview, March 10, 2025)

Additionally, interviews were conducted with the Head and Subhead of the Technical Division of KPU Maluku Province, Ms. Hanne and Ms. Ake, regarding the challenges of performing tasks effectively during the 2024 presidential and vice-presidential election in Ambon City. They explained:

“As staff members within KPU Maluku Province, we are always required to achieve the established level of work effectiveness in accordance with standard operating procedures and applicable guidelines. One of the biggest challenges we face is the wide span of control and the complex geographical conditions, considering Maluku is an archipelagic region. For Ambon City, in general, the 2024 presidential and vice-presidential election ran quite effectively in terms of planning, implementation, and reporting. However, there were still some technical issues in the field, such as discrepancies between the number of ballot papers and the number of voters listed in the DPT at several locations.” (Interview, March 17, 2025)

Finally, interviews were held with community representatives from the subdistricts of Nusaniwe, Sirimau, Teluk Ambon, Baguala, and Leitimur (Ms. Nelsa, Mr. Mesak, Ms. Leni, Mr. Leo, and Ms. Ika) to find out whether the election stages ran according to the planned targets. The five informants basically said:

“Regarding the effectiveness of the 2024 presidential and vice-presidential election stages in Ambon City, we see that KPU Maluku Province generally carried out its duties well and in accordance with the set targets. From our perspective as residents, the election process ran smoothly — from public outreach and logistics distribution to voting day. Information on the election stages was easy to access via social media, the KPU Maluku official website, and field officers. Of course, we understand that no process is perfect. There were still shortcomings in some areas, but overall the stages were conducted on schedule and fairly orderly, allowing people to exercise their voting rights well. The effectiveness of KPU’s work is evident in their consistent implementation of stages, clear information, and quick response to field issues.” (Interview, March 13, 2025)

Based on the data and information obtained from the interviews above, it can be concluded that the work effectiveness of KPU in organizing the 2024 presidential and vice-presidential election in Ambon City was generally good. Nevertheless, it cannot be denied that there are still aspects that need improvement to achieve greater perfection.

d. Work Efficiency

Work efficiency is a crucial factor in supporting the smooth implementation of duties, especially in organizations with a high work rhythm such as the General Election Commission (KPU) of Maluku Province. Efficiency is the ability to complete tasks correctly while minimizing resource wastage, including time, energy, and costs. Efficiency is often associated with “doing things right” (Stephen P. Robbins, 2003).

Efficiency is not only related to speed in completing tasks but also to accuracy, neatness, and the optimal utilization of resources. In elections, for instance, efficiency becomes highly critical since each stage operates on a tight schedule and cannot be delayed.

To provide a clearer picture of how work efficiency is implemented in the field, the following is a quote from an interview with the Chairperson of KPU Maluku Province, Mr. Shaddek Fuad, regarding how efficiently the budget and resources were used during the implementation of the 2024 presidential and vice-presidential election in Ambon City. He emphasized:

“Regarding the efficiency of budget and resource utilization in the implementation of the 2024 presidential and vice-presidential election in Ambon City, it is important to note that this activity is part of a nationally coordinated election. Therefore, the budget used by KPU Maluku Province was planned and calculated systematically and measurably, adjusted to the needs of each stage. The budget followed the principles of efficiency and accountability, where every expenditure was directed toward supporting the success of the election stages, from public outreach and logistics to human resource development and vote recapitulation. Budget usage was strictly monitored through a tiered reporting and evaluation mechanism. As for human resources, it must be acknowledged that the number of personnel in KPU Maluku Province is still limited. Each task force often had to handle multiple responsibilities. However, with solid teamwork and good inter-agency coordination, the tasks were still completed properly and on time.” (Interview, March 3, 2025)

An interview with the Secretary of KPU Maluku Province, Mr. Efendi Latuconsina, and Ms. Zakiah Rahawarin (Secretary of KPU Ambon City) also addressed the efficiency of budget and resource usage. They stated:

“Regarding the efficiency of budget and resource usage in the 2024 presidential and vice-presidential election in Ambon City, from the beginning we were instructed to manage the budget efficiently and in a targeted manner. The funds received by us at KPU Maluku Province had to be used optimally and appropriately, as every rupiah spent by a public institution must be accounted for transparently and responsibly. For example, in the procurement of election logistics, we always ensured that the quantity and type of materials matched the actual needs in the field, avoiding any form of waste. We also used existing KPU offices and government facilities for training and technical guidance to save

on rental costs. Operationally, we promoted the use of information technology such as Sidalih and other online applications to speed up processes, improve data accuracy, and reduce operational costs like printing, transport, and labor.” (Interview, March 7, 2025)

Further interviews were conducted with KPU Maluku Province members (Mr. Wawan, Mr. Engel, Mr. Ongen, and Mr. Syarif) to understand how time and workforce were managed during the 2024 presidential and vice-presidential election stages. The members emphasized:

“Regarding how KPU Maluku Province managed time and workforce during the 2024 presidential and vice-presidential election in Ambon City, our main principle was integrity and discipline in following the schedule determined nationally by KPU RI. Each stage—from preparation, voter data updating, nominations, campaigns, voting, to vote recapitulation—had a clear timeline. At the provincial level, we only needed to align and ensure each process was carried out as scheduled. In field operations, workforce management was also efficient, with clear task distribution among each team and task force. Even with limited personnel, we ensured that each stage was executed optimally. As for budgeting, it's important to note that all funds originated from the national budget (APBN) through KPU RI and were then allocated to provincial and district/city KPUs following set mechanisms.” (Interview, March 10, 2025)

Interviews were also held with the Head and Subhead of the Technical Division of KPU Maluku Province, Ms. Hanne and Ms. Ake, regarding how efficiently the budget and resources were used in each election stage. They stated:

“Regarding the efficiency of budget and resource usage in each stage of the presidential and vice-presidential election, time management was based on the national timeline set by KPU RI. This schedule was the main reference to ensure timely and coordinated implementation. Workforce arrangement at KPU Maluku Province was based on divisional duties, with each division having specific responsibilities according to its field. However, coordination and teamwork remained central. For major stages like voting and vote counting, personnel from various divisions were deployed together to share the workload, ensuring the election process ran smoothly and efficiently.” (Interview, March 17, 2025)

Further interviews were conducted with community representatives from the subdistricts of Sirimau, Nusaniwe, Teluk Ambon, Baguala, and Leitimur (Ms. Nelasa, Mr. Mesak, Ms. Leni, Mr. Leo, and Ms. Ika), regarding the efficiency of budget and resource usage in each election stage. The informants stated:

“Overall, we observed that KPU Maluku Province managed time well, as each stage—from public outreach and voter registration to voting—was carried out according to the scheduled timeline. There were some delays, especially in logistics distribution. In terms of manpower, we saw that KPU personnel were quite optimal. Field workers like PPK and PPS worked very hard, sometimes staying up late preparing for voting day. The workload was heavy, and perhaps it would be more effective if there were additional volunteers or better task distribution. People in our communities were also invited to participate in registration and outreach activities. So we assess that KPU Maluku Province has been responsive and professional in managing human resources and time, although there are still some small things that can be improved.” (Interview, March 13, 2025)

Based on the interviews presented above, it is evident that work efficiency is one of the main focuses of KPU Maluku Province in executing its tasks, particularly in organizing the presidential election. Efficiency was reflected in their ability to manage resources budget, time, and manpower optimally without compromising the quality and integrity of the election process. Efforts such as careful planning, the use of information technology, and structured task distribution at all levels demonstrate a strong commitment to conducting work that is economical, fast, and on target. Despite various challenges, such as diverse geographic

conditions and limited facilities, efficiency remains a guiding principle in achieving a transparent and accountable election outcome.

2. Supporting and Inhibiting Factors

In the process of organizing General Elections, particularly in the presidential and vice-presidential election stages which are conducted on a national scale, several factors influence both the success and the challenges of implementation. Supporting and inhibiting factors such as human resources, technological support, stakeholder collaboration, and public participation can facilitate the smooth operation of each stage.

To gain a deeper understanding of these factors, the following presents the results of interviews with relevant internal and external parties, providing direct insights into the supporting and inhibiting factors in the implementation of the 2024 presidential and vice-presidential election in Ambon City.

a. Human Resources (HR)

Human Resources (HR) are a crucial element in every organizational process, including the implementation of the 2024 presidential and vice-presidential election in Ambon City, which is complex and multi-leveled. HR plays a key role in determining the performance level achieved in the election process at the provincial and district/city levels. Human resources are the central factor in any organization. HR includes all abilities, skills, potential, and knowledge possessed by individuals to achieve organizational goals (Henry Simamora, 2004).

The quality and quantity of the human resources involved significantly determine the success of every stage, from planning and execution to evaluation. In the context of KPU as the election organizer, HR includes not only structural employees but also field officers such as PPK, PPS, KPPS, and voter data enumerators (Pantarlih).

The ability to work professionally, on time, and to adapt to dynamic situations is a critical factor that can support or hinder the performance level of the Provincial KPU, including in Maluku Province. Additionally, continuous training, mentoring, and supervision are key to improving the performance of election administrators in any region, including Maluku Province and Ambon City.

To illustrate further the role and challenges faced by KPU Maluku Province's HR during the 2024 presidential and vice-presidential election in Ambon City, here are interview excerpts from relevant individuals with direct field experience.

An interview was conducted with the Chairperson of KPU Maluku Province, Mr. Shaddek Fuad, regarding the knowledge and competence levels of HR in KPU Maluku in carrying out their duties during the election. He stated:

“Regarding the knowledge and competence levels of human resources in the implementation of the 2024 presidential and vice-presidential election in Ambon City, it should be understood that the voting process takes place at the Polling Station (TPS) level, which falls under the authority of the district/city KPU. Our role at the provincial level is to coordinate and ensure that all stages are carried out according to standards. In terms of HR, KPU recruits ad hoc bodies, including KPPS at the polling station level, PPS at the village/urban ward level, and PPK at the subdistrict level. Recruitment is open to the public and based on national standards set by KPU RI. Anyone meeting the administrative requirements and passing the selection process may participate as an election officer. Based on our evaluation, most recruited personnel have met the required competencies and knowledge for their duties. They are also given technical training before deployment to ensure a professional and orderly election process.” (Interview, March 3, 2025)

Further interviews were held with the Secretary of KPU Maluku Province, Mr. Efendi Latuconsina, and Ms. Zakiah Rahawarin (Secretary of KPU Ambon City). They commented:

“Regarding the knowledge and competence levels of HR within the KPU Maluku Province, in general, the personnel understood their roles and responsibilities and demonstrated sufficient competence. Before the stages began, all staff received technical training either internally or through sessions facilitated by KPU RI. The training aimed

to ensure that all staff were familiar with procedures and regulations for each election stage. However, there remains a need to strengthen HR, particularly in quantity. Given the workload and wide geographic coverage, the current number of personnel is still considered limited. Therefore, efforts are needed to increase both the number and capacity of staff to further enhance work effectiveness.” (Interview, March 7, 2025)

Subsequently, interviews with KPU Maluku Province members—Mr. Ongen, Mr. Engel, Mr. Wawan, and Mr. Syarif—regarding employee understanding of roles and responsibilities, revealed:

“Regarding the understanding of duties and responsibilities among KPU Maluku Province employees, it can be generally stated that all personnel understand their main tasks well. During key stages of the 2024 presidential and vice-presidential election, every unit and individual at KPU Maluku understood what needed to be done and how. Internal task distribution was clear and structured, from the provincial level to the lowest levels—PPS, PPK, and KPPS. All officers were trained and received technical guidance (bimtek) to ensure professional implementation according to laws and regulations. With this strong understanding, field personnel carried out their duties in an orderly and accountable manner.” (Interview, March 10, 2025)

Next, interviews were conducted with Ms. Hanne (Head of Technical Division) and Ms. Ake (Sub-Head of Technical Division), who explained:

“In terms of knowledge and competence of the human resources at KPU Maluku Province, it can be said that they performed their duties very well. Their competence is not only reflected in their educational backgrounds but also in technical knowledge, work skills, and prior experience from previous elections. Our colleagues at KPU Maluku have demonstrated professionalism and a solid understanding of all technical aspects of the presidential and vice-presidential election, ensuring their duties and functions were carried out effectively.” (Interview, March 17, 2025)

Lastly, interviews with community representatives from Nusaniwe, Sirimau, Baguala, Teluk Ambon, and Leitimur (Ms. Nelsa, Mr. Mesak, Ms. Leni, Mr. Leo, and Ms. Ika) were conducted to assess public perception of KPU’s staff competence. They stated:

“As members of the community, we observed that KPU Maluku Province staff understood their roles and responsibilities well. This was evident in the organized and orderly implementation of the 2024 presidential and vice-presidential election. The officers were present at polling stations early in the morning and served the public professionally. However, we acknowledge that there were still some challenges, such as logistical delays or administrative issues. Nonetheless, overall, the KPU Maluku staff demonstrated a solid understanding of their duties and handled situations responsively and in accordance with the established procedures.” (Interview, March 13, 2025)

Based on the interviews above, it can be concluded that the quality of human resources at KPU Maluku Province was a key factor supporting the successful implementation of the presidential and vice-presidential election in Ambon City in 2024. The level of understanding, skills, and commitment of the staff toward their duties and responsibilities shows that HR was the main pillar in executing each election stage with professionalism and integrity.

b. Technological Support

The availability of adequate technology can either support or hinder the performance of the presidential and vice-presidential election organizers in a given province, including Maluku Province and Ambon City. In the 2024 presidential and vice-presidential election, particularly during the voting and vote-counting stages, information technology played a critical role in improving the performance of the election process in the region. Adequate technology enables the organization to implement systems that accelerate workflow, improve data accuracy, and facilitate collaboration and coordination among work units to achieve the desired performance level (Brien & Marakas, 2009).

Technology was used not merely as an administrative tool, but as a central means to improve transparency, efficiency, and accuracy in each stage of the election process. As the election organizer,

the General Elections Commission (KPU) utilized various information systems such as Sidalih (Voter Data Information System), Sirekap (Electronic Recapitulation System), and other supporting applications to ensure smooth operations and open access to information for the public. This technological support involves not only hardware and software, but also human resources readiness, communication networks, and inter-institutional cooperation, including with technology service providers.

To better understand the role and effectiveness of technology support in the implementation of the presidential and vice-presidential election, the following are excerpts from interviews with relevant stakeholders who directly experienced the use of technology during the 2024 presidential election in Ambon City.

To assess how information technology contributed to vote counting and results determination in the 2024 presidential and vice-presidential election in Ambon City, an interview was conducted with Mr. Shaddek, Chair of KPU Maluku Province. He emphasized:

“Regarding the extent to which information technology supported vote counting and determination in the 2024 presidential and vice-presidential election in Ambon City, currently all work processes at KPU Maluku Province are digital-based. For the vote counting stage, KPU has implemented the Sirekap system (Electronic Recapitulation Information System), which has significantly improved transparency, speed, and accuracy in the vote recapitulation process. The implementation of this system in Ambon City ran smoothly, making it easier for field officers to send vote counting data in real-time. In addition, the public can monitor preliminary results openly, reinforcing transparency and accountability principles in the 2024 election. The success of this technological implementation reflects improved human resources readiness and infrastructure, as well as KPU Maluku’s commitment to continuously innovate in delivering modern and credible elections.”(Interview, March 3, 2025)

Further interviews were conducted with the Secretary of KPU Maluku Province, Mr. Efendi Latuconsina, and Ms. Zakiah Rahawarin (Secretary of KPU Ambon City). They stated:

“Concerning the role of information technology in vote counting and determination during the 2024 presidential and vice-presidential election in Ambon City, its contribution has been highly significant. Unlike the manual process used previously, we now use the Sirekap application, which allows TPS officers to directly input and send results digitally to the central database. This greatly improves the speed, accuracy, and transparency of the election results. Data from each polling station (TPS) can be quickly monitored by election organizers at various levels as well as by the public through available official channels. Overall, information technology has contributed greatly to making the vote recapitulation process more efficient, accurate, and accountable.”

(Interview, March 7, 2025)

Next, members of KPU Maluku Province Mr. Ongen, Mr. Engel, Mr. Syarif, and Mr. Wawan were interviewed regarding how information technology helped in the vote counting and result determination process, and the challenges faced in implementing systems like Sirekap. They explained:

“Regarding how technology, especially information technology, supported the vote counting and result determination in the 2024 presidential and vice-presidential election in Ambon City, it can be said that implementation went very well and effectively. KPU Maluku Province has utilized SIREKAP as a main tool for inputting and transmitting vote counts directly from polling stations to the central data system in real-time. This system made the counting process faster, more accurate, and transparent, as the results could be instantly monitored by the public. The use of this technology has enhanced election accountability, since every process is clearly documented in the digital system. Overall, the adoption of information technology in Ambon City supported a smooth election process and demonstrated that digital transformation at KPU Maluku Province has progressed as expected.”(Interview, March 10, 2025)

Furthermore, interviews with community representatives from Nusaniwe, Sirimau, Teluk Ambon, and Leitimur districts Ms. Nelsa, Ms. Leni, Mr. Mesak, Ms. Ika, and Mr. Leo were conducted to assess whether the technological systems used supported transparency. They stated:

“Regarding whether the technology used has supported transparency, we, as citizens, believe that the technology applied by KPU Maluku Province has been very supportive and well-executed. The 2024 presidential and vice-presidential election process in Ambon City was much more transparent compared to previous elections. Every stage particularly vote counting and result determination—was accessible to the public through the official website and applications of KPU. Through platforms like Sirekap, we could directly view vote results from each TPS without delay or dependence on third-party information. This not only accelerated information distribution but also strengthened public trust in the integrity of the 2024 election in Ambon City. Transparency was ensured, as the data was digitally displayed and could be monitored by anyone at any time.” (Interview, March 13, 2025)

Based on the interviews presented, it can be concluded that technological support played a crucial role in ensuring the smooth and transparent execution of the 2024 presidential and vice-presidential election, especially in the areas of vote counting and results determination in Maluku Province, particularly in Ambon City. The use of information systems such as Sirekap and DPT Online reflects KPU Maluku's efforts to utilize technology to accelerate workflows, minimize potential errors, and provide open public access to information. Although challenges remain such as limited network infrastructure technology has generally contributed significantly to improving the efficiency and accountability of the 2024 election process.

c. Collaboration with Stakeholders

Collaboration with relevant stakeholders by a Provincial General Election Commission (KPU) is one of the factors that can either support or hinder the performance level of the presidential and vice-presidential election in a province, including Maluku Province and Ambon City. The success and performance of a presidential election are not solely determined by the internal role of the KPU but are greatly influenced by the synergy and cooperation established with key stakeholders. Cooperation with stakeholders is an essential part of strategic public sector management, where collaboration among organizations and stakeholders is needed to achieve legitimacy and the expected performance, such as the effective implementation of an election policy and program success (Bryson, 2004).

Stakeholders in this context include various parties, such as government agencies, oversight bodies, security forces, civil society organizations, and the mass media. Their roles are crucial to supporting the smooth conduct of the presidential and vice-presidential elections, from planning, implementation, to evaluation stages.

Strong cooperation with stakeholders can enhance transparency, accelerate coordination flows, and increase public participation. Moreover, such collaboration is key in anticipating and resolving potential issues on the ground, particularly during emergencies or sudden policy changes. Therefore, active involvement of stakeholders is a strategic factor in ensuring accountability and credibility in the presidential and vice-presidential elections.

To understand how this collaboration works in practice, the following presents interview excerpts from relevant parties who directly shared their experiences and practices in the field.

An interview was conducted with Mr. Shaddek Fuad, Chair of KPU Maluku Province, regarding coordination between the KPU and Bawaslu (Election Supervisory Body) in the preparation and implementation of the 2024 presidential and vice-presidential elections. He stated:

“Regarding coordination with stakeholders, we at KPU Maluku Province have established good collaboration from the outset with various stakeholders. We believe that the success of the 2024 presidential and vice-presidential election in Ambon City is not solely the responsibility of the KPU but also involves the supervisory role of Bawaslu and the support of various stakeholders. For every new election phase, we always hold coordination meetings to discuss technical implementation aspects, potential field issues,

and preventive measures to be taken. In practice, if violations or recommendations from Bawaslu are found, we immediately review and follow up according to the prevailing laws and regulations. This coordination is crucial to ensure that the entire process runs synergistically, transparently, and accountably, and to prevent misunderstandings between the election organizing and supervisory bodies on the ground.”(Interview, March 3, 2025)

Further interviews were conducted with Mr. Efendi Latuconsina (Secretary of KPU Maluku Province) and Ms. Zakiah Rahawarin (Secretary of KPU Ambon City) regarding coordination with Bawaslu and other stakeholders during the preparation and implementation of the 2024 presidential and vice-presidential election in Ambon. They explained:

“Coordination among stakeholders has been intensive from the beginning until the end of the 2024 presidential and vice-presidential election process in Ambon City. We at KPU Maluku Province regularly communicate and hold joint meetings with Bawaslu to share information, align perspectives, and discuss matters that need anticipation in each stage. For example, during the preparation of the voter list and the voting day itself, coordination was carried out actively to ensure each step ran smoothly and in accordance with regulations. If there are reports of suspected violations or potential field issues, Bawaslu submits recommendations to KPU Maluku Province. These are then comprehensively reviewed and followed up as per applicable rules. This coordination has been vital in creating a transparent, accountable, and credible election process and strengthening synergy between institutions in maintaining the integrity of the 2024 presidential election in Ambon City.”(Interview, March 12, 2025)

Another interview was conducted with KPU Maluku Province members Mr. Engel, Mr. Wawan, Mr. Ongen, and Mr. Syarif regarding how the KPU cooperated with the police to maintain security during the 2024 presidential and vice-presidential election. They stated:

“To ensure voters are properly listed in the Final Voter List (DPT), the voter list preparation process was carried out in several structured stages. The initial source of data is the Potential Voter Population Data (DP4) provided by the Ministry of Home Affairs. This data is then updated and synchronized by the KPU to become the Provisional Voter List (DPS), refined further into the Revised DPS (DPSHP), and finally established as the DPT. Throughout this process, the KPU closely coordinates with the agency responsible for population data, namely the Civil Registry Office (Disdukcapil), at both national and local levels. This coordination ensures that the most recent population data is used to compile the DPT. The voter list is based on the principle of *de jure*, i.e., according to legal and administrative regulations. Only citizens with valid documentation and who meet the requirements are included in the DPT. This process ensures the legitimacy and legality of the voter list for the 2024 presidential election in Ambon City.”(Interview, March 10, 2025)

Further interviews were conducted with the Head of the Technical Division and the Subdivision Head, Ms. Hanne and Ms. Ake, regarding coordination with the police during the election. They said:

“Regarding cooperation with the police to maintain security during the 2024 presidential and vice-presidential election in Ambon City, we at KPU Maluku Province coordinated intensively from the early stages to the voting day. For instance, during logistics distribution, security is crucial especially for polling stations located in remote areas. The police escorted the logistics delivery from the warehouse to the TPS to ensure its safety. Additionally, in updating the voter data, the KPU worked closely with local governments, especially the Civil Registry Office, to synchronize the central DP4 data with the local population database.” (Interview, March 17, 2025)

Finally, interviews were conducted with community representatives from Nusaniwe, Sirimau, Teluk Ambon, Baguala, and Leitimur Ms. Nelsa, Ms. Leni, Mr. Mesak, Mr. Leo, and Ms. Ika—regarding

how the KPU collaborated with stakeholders in preparing and conducting the 2024 election. They noted:

“From our observations as citizens on the ground, the collaboration between KPU Maluku Province and various stakeholders was quite open and well-established. This was especially visible in coordination with local governments and community leaders. For example, during voter education campaigns, KPU Maluku frequently involved village heads, traditional leaders, and religious figures to ensure that election-related messages were effectively and widely conveyed. During the preparation stage, we also saw the KPU actively communicate with the Civil Registry Office to ensure accurate updating of voter data. This is crucial so that no citizen loses their right to vote.” (Interview, March 13, 2025)

Based on the interviews conducted, it can be concluded that the collaboration between KPU Maluku Province and various stakeholders played a vital role in ensuring that each stage of the 2024 presidential and vice-presidential election ran smoothly, safely, and in accordance with regulations. The active involvement of Bawaslu, police, local governments, media, and civil society organizations demonstrates strong synergy in supporting the successful implementation of the 2024 presidential election in Ambon City.

d. Public Participation

Public participation is one of the crucial factors that can either support or hinder the performance of the presidential and vice-presidential election implementation by the Provincial General Election Commission (KPU), including in Maluku Province and Ambon City in 2024. Public participation essentially refers to the involvement of citizens in decision-making, program implementation, benefit utilization, and development evaluation (Cohen & Uphoff, 1977).

The level of public participation in any election, including the presidential and vice-presidential election in a province or district/city, significantly affects the smoothness and success of the election stages, especially voting, vote counting, and vote tabulation at polling stations (TPS), sub-district election committees (PPS), district/city election commissions (PPK), and at the provincial or national level including in Maluku Province and Ambon City.

Active public involvement, both as voters and social watchdogs, reflects political awareness and public trust in the electoral system administered by the organizers. High public participation is not only measured by voter turnout at polling stations but also by their involvement in voter list updating, monitoring the implementation of election stages, participating in public discourse, and overseeing the election outcomes.

KPU Maluku Province has continuously made efforts to encourage and increase public participation at every stage of the presidential election, including through voter education, public outreach, and engagement with community groups.

To gain deeper insight into the extent of public participation during the 2024 presidential and vice-presidential election, the following presents excerpts from interviews with various individuals directly involved in the process.

An interview with the Chairperson of KPU Maluku Province, Mr. Shaddek Fuad, regarding the level of public enthusiasm in participating in the vote counting process during the 2024 presidential and vice-presidential election in Ambon City, revealed:

“The public's enthusiasm for participating in the 2024 presidential and vice-presidential election in Ambon City, based on our monitoring and data, was relatively high. People were keen to come to polling stations (TPS) and exercise their right to vote. Compared to the previous presidential election, public participation this time showed a significant increase. According to KPU data, the voter turnout in Ambon City for the 2024 presidential election reached around 81%, up from approximately 78% in the 2019 election. This reflects a high level of public awareness and involvement in shaping the nation's leadership direction and serves as an indicator of the success of our voter education and outreach efforts.” (Interview, March 3, 2025)

This sentiment was echoed by Mr. Efendi Latuconsina (Secretary of KPU Maluku Province) and Ms. Zakiah Rahwarin (Secretary of KPU Ambon City), who stated:

“In the 2024 presidential and vice-presidential election, the level of community participation was higher than in previous elections. People showed great enthusiasm in exercising their voting rights, as evidenced by their voluntary presence at polling stations early in the day. This enthusiasm reflects increased awareness of the importance of political participation, particularly in shaping national leadership. It also indicates that our public outreach and voter education efforts have positively impacted civic engagement in the 2024 election in Ambon.” (Interview, March 7, 2025)

Further input came from Ms. Hanne (Head of the Technical Division) and Ms. Ake (Deputy Head), who confirmed:

“Regarding public enthusiasm in the 2024 presidential and vice-presidential election in Ambon, voter turnout was recorded at 81%. This marks a significant increase from the 2019 election and highlights strong public interest. This achievement is a positive indicator of growing political awareness and public trust in the democratic process. People not only came to vote but also showed genuine concern for the country’s future through their active involvement in the 2024 election process in Ambon.” (Interview, March 17, 2025)

Additionally, in-depth interviews were conducted with community representatives from Nusaniwe, Sirimau, Baguala, Teluk Ambon, and Leitimur—namely Mr. Mesak, Ms. Leni, Ms. Nelsa, Mr. Leo, and Ms. Ika—regarding the challenges of increasing public awareness and participation in the vote counting process. They shared:

“In terms of public enthusiasm during the vote counting stage of the 2024 presidential and vice-presidential election, we observed that participation was very high. This enthusiasm was evident not only during the voting process but also throughout the vote counting at the polling stations (TPS).” (Interview, March 13, 2025)

The interviews indicate that public engagement in Maluku Province particularly in Ambon City reached 81%, reflecting a growing democratic spirit. The strong turnout and active participation in both voting and oversight processes demonstrate that citizens are increasingly aware of their role in shaping the nation’s future through elections.

Discussion of Research Findings

1. Performance of the Presidential Election Implementation

Based on the analysis conducted on the data and information obtained from this field research regarding the conditions of the four dimensions used to observe and measure the level of performance at the Provincial KPU of Maluku, they can be presented through the following four dimensions:

a. Work Responsiveness

Responsiveness is defined as the institution’s ability to respond to the needs, inputs, and complaints of the public quickly and appropriately. Based on the analysis of the data and information obtained from interviews with informants above, it shows that the KPU of Maluku Province has a fairly good level of responsiveness, especially at the provincial level. This is evident from the readiness of officers to provide information to the public and respond to public issues related to the presidential and vice-presidential election. For example, the public received answers regarding TPS locations and voting times quickly.

b. Work Accountability

Accountability refers to the extent to which institutions are responsible for every program, policy, and use of resources they manage. The study found that the KPU has implemented the principle of accountability through: a). Periodic financial reporting, b). Submission of accountability reports for the implementation of election stages, c). Use of

applications such as SIREKAP and SILOG for digital reporting. However, some informants from the public stated that they did not fully understand how the accountability process is carried out, especially at the PPK and PPS levels. This indicates a gap in information between the institution and the public, thus requiring improved transparency at the lower levels. Nevertheless, internally, the KPU has demonstrated a commitment to transparency and control, which are indicators of good accountability.

c. Work Effectiveness

Effectiveness measures the extent to which organizational goals are achieved as planned. In general, the implementation of the presidential election stages by the KPU of Maluku Province ran effectively, as indicated by: Fulfillment of target timelines at each stage (registration, voter data updating, voting), Increase in voter participation (around 81% in some regions), Decrease in conflict and administrative disputes compared to previous elections.

d. Work Efficiency

Efficiency refers to the ratio between inputs (budget, labor, time) and outputs (work results). Research findings show that the allocation of resources by the KPU is quite efficient, especially in: The use of digital systems for data collection and reporting (reducing paper use and time), Scheduled and centralized training of officers to reduce travel costs. However, in terms of logistics distribution in island regions, efficiency becomes a serious challenge. High costs of sea and air transportation, as well as long travel times, make the process expensive and less operationally efficient.

2. Supporting and Inhibiting Factors

In carrying out institutional tasks, including in the context of presidential election implementation, the success of a program or activity is not only determined by technical and regulatory aspects, but also by various supporting and inhibiting factors that can support or hinder the process. These factors play an important role in determining the extent to which organizational goals can be achieved effectively, efficiently, accountably, and responsively. In the implementation of the Presidential and Vice-Presidential Election (Pilpres) in Ambon City, there are several factors that clearly contribute to the smooth execution of election duties. The analysis of data and information obtained on the condition of the four supporting and inhibiting factors in this study, namely human resources (HR), technological support, cooperation with stakeholders, and public participation, can be described as follows:

a. Human Resources (HR)

Human resources are a crucial component in supporting the success of election stage implementation. Competent HR not only ensures that every procedure runs according to regulations, but also plays a vital role in ensuring the integrity and credibility of the presidential and vice-presidential election results.

Based on interview results, in terms of quality, HR in the KPU of Maluku Province is already considered good. This is reflected in the understanding of electoral regulations, mastery of information technology systems (such as SIREKAP and SIDALIH), and the ability to carry out election stages professionally. Especially at the provincial secretariat level and most regencies/cities, KPU officers show adequate capacity in both technical and administrative aspects.

However, there is a shortage in terms of quantity that still does not meet the ideal needs for supporting the complex and widespread election implementation. Better HR planning is needed, including allocation of personnel based on workload and regional characteristics.

b. Technology Support

The role of information technology in election implementation is increasingly significant, particularly in enhancing transparency, accuracy, and work efficiency. In the digital era, the KPU has developed several technology-based systems such as SIREKAP (Electronic Recapitulation Information System), SIDALIH (Voter Data Information System),

and SILOG (Election Logistics System) to support election stages in a more modern and integrated manner.

Based on interviews, technology support is considered good, adequate, and supportive, both in terms of hardware (computers, internet networks) and user capacity (KPU operators). The developed applications have accelerated recapitulation processes, voter data validation, and election logistics monitoring. This is an important supporting factor in improving the performance quality of the presidential and vice-presidential election implementation. However, technology support in the island regions of Maluku is still uneven. Many areas still experience internet signal issues.

c. Cooperation with Stakeholders

Election implementation is a shared responsibility between the organizers (KPU and Bawaslu) and various stakeholders, including local governments, security apparatus (TNI/Police), media, civil society organizations, and religious leaders. Cross-sector collaboration is important to build public trust, maintain security stability, and expand the reach of election socialization. Interview results show that KPU of Maluku Province has established good cooperation with stakeholders, especially in logistics security, TPS location facilitation, and election outreach implementation. Local governments also provide facilities and grant fund support for election implementation in several districts/cities.

d. Public Participation

Public participation is a key indicator of the legitimacy and success of an election. Citizens do not only act as voters, but also as watchdogs, socialization participants, and critical partners of the organizers. A high level of participation reflects growing political awareness and trust in the democratic process.

Based on interview results, the voter participation rate in Maluku Province is relatively high (81%) in several districts/cities. This shows the KPU's success in encouraging public enthusiasm through various outreach activities, through mass media, face-to-face meetings, and social media.

Based on the research conducted through observation, in-depth interviews, and documentation within the KPU of Maluku Province, it was found that the performance of the 2024 Presidential Election implementation is in good condition. This is supported by influential factors, namely human resources (HR), technology support, and stakeholder cooperation, while the less supportive factor is the public participation that is less enthusiastic. Inhibiting factors include lack of HR at technical and adhoc levels, especially in island and remote areas, as well as digital infrastructure gaps, such as limited internet networks.

Therefore, the findings of this study are in line with and support previous research conducted by Derry Kurniawan, Sulfritri Husain et al., Anance Langi Joan, Desri Pardede, N. Noviyaty, H.M. Yasin, Desta Tranggoro, and Faried Potabugo (2020) who concluded that the performance of the election commission in nationally regulated elections under General Election Commission (KPU RI) regulations still faces problems such as lack of HR at the lower levels, regulations that do not match regional conditions, and various field constraints. (Kurniawan, 2015).

Based on the theory of performance dimensions of presidential and vice-presidential election organizers proposed by Mahmudi (2010) and the theory of performance-influencing factors by Bernadin and Russel in (Sembring, 2012:81), this research shows significant alignment. Mahmudi states the dimensions of performance include responsiveness, accountability, effectiveness, and efficiency. Meanwhile, Bernadin and Russel mention factors that influence the performance of presidential election implementation, including human resources, technology support, cooperation with stakeholders, and public participation.

From the analysis of research findings, the performance level of the KPU of Maluku Province is in good condition. This is supported by factors such as human resources,

technology support, cooperation with stakeholders, and public participation, in accordance with the theory by Bernadin and Russel in (Sembring, 2012:81) and the performance dimensions of presidential and vice-presidential election organizers according to Mahmudi (2010). The implementation of the presidential and vice-presidential election by KPU Maluku Province has generally proceeded well but still faces structural, technical, and participatory challenges that need to be addressed.

Based on the findings of this research, three propositions are formulated as a reference for future researchers in related fields. The first proposition is that the performance level of the KPU of Maluku Province in organizing the presidential and vice-presidential election in the future should be improved optimally in accordance with the policies and plans that have been established.

The second proposition is that if we aim to improve the optimal performance of an organization, especially the Commission of Presidential Elections (Pilpres), at the provincial, district/city level, then the conditions of several performance dimensions should be improved, including: a) work responsiveness, b) work accountability, c) work effectiveness, d) work efficiency.

The third proposition is that if the goal is to improve the organizational performance of the Commission of Presidential Elections by the Provincial General Election Commission (KPU) in a district/city, especially in Ambon City in the future, then it is necessary to improve the performance of each stage of the presidential election implementation properly and optimally according to established work standards.

The implication of this research result can be briefly stated: if the performance level of the presidential election implementation by the General Election Commission (KPU) in Maluku Province, especially in Ambon City, is to be improved, then attention must be paid to the following four determinant factors: a) Human Resources (HR), b) technology support, c) stakeholder cooperation, and d) public participation.

CONCLUSION

Based on the research findings regarding the performance of the General Election Commission (KPU) of Maluku Province in organizing the 2024 Presidential and Vice Presidential Election, particularly in Ambon City, it can be concluded that the institutional performance is generally in good condition. This is demonstrated through four key performance dimensions: responsiveness, accountability, effectiveness, and efficiency. KPU Maluku Province has shown the ability to respond swiftly to needs and dynamics in the field, implement each election stage according to the national schedule, and utilize information technology to improve efficiency and transparency. However, several challenges remain, such as limited human resources at the PPK, PPS, and KPPS levels, and geographical obstacles in island regions that increase the workload and hinder logistical efficiency.

The supporting factors that strengthen the performance of election implementation include the quality of human resources, which is relatively competent at the provincial and city levels, the effective use of information technology systems such as SIREKAP and SIDALIH, and the well-established cooperation between KPU and various stakeholders including Bawaslu, local governments, security forces, and civil society organizations. In addition, the high level of public participation, reaching 81%, serves as a positive indicator of growing political awareness and public trust in the democratic process. Therefore, the 2024 Presidential and Vice Presidential Election organized by KPU Maluku Province can be considered successful, although improvements in technical aspects and institutional strengthening at lower levels are still needed to further enhance performance in the future.

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