

## **SECRETARIAT PERFORMANCE OF THE GENERAL ELECTION COMMISSION IN POHUWATO REGENCY**

**Arman, Rakhmat, Muhammad Yunus & Atta Irene Allorante**  
Faculty of Social and Political Sciences, University of Hasanuddin  
**INDONESIA**

### **ABSTRACT**

This research was conducted on purpose to develop, describe, analyze, and interpret the performance of the secretariat of the General Elections Commission in Pohuwato Regency in 2015 and the determinant factors affecting the performance of the Secretariat of the General Elections Commission in the implementation of the regional head election in Pohuwato Regency 2015. This research method Using a qualitative approach. With the location of research conducted in Pohuwato District Secretariat Office of the General Election Commission (KPU). Determination of informants was done purposively. The informants in this study amounted to 40 people consisting of KPU secretariat staff 22 people, 4 people NGOs, community leaders 6 people, Society 5 people and KPU Commissioner 3 people. In accordance with the purpose of the study, the method of data analysis used is descriptive qualitative. The results of the research show the Performance of the Secretariat of the General Elections Commission in Pohuwato Regency in 2015, seen from the duties and functions quite well, the organizational structure has not run, and Human Resources still have the secretariat staff which have inappropriate educational background. And the determinant factors that affect the performance of the Secretariat of the General Elections Commission in the implementation of general elections in Pohuwato District 2015, in the form of technological factors in use is good enough.

**Keywords:** Performance, General Election Commission.

### **INTRODUCTION**

The general elections of regional heads shall be organized by the secretariat in an organizational structure within the Electoral Commission. The organization has problems either from small to large problems, it can be seen in the Secretariat of the General Elections Commission of the regional head in Pohuwato Regency 2015. The problem is seen in the facilities and infrastructure that often occur, resulting in the performance of secretariat staff in the office of the General Election Commission of Pohuwato Regency Resulting in less than maximum work due to facilities and infrastructure to conduct entry of voter data and added problems of this infrastructure also can be seen. Most of the civil servants in the KPU are the seconded personnel (DPK), causing new problems, including the dependence of the KPU to the local government, the civil servants involved in both staff and officials' positions are very large. The composition posed a problem in practice, for example two days before the general election there was also a replacement of employees which made it difficult for the KPU to improve their performance. The existence of dual loyalty of the relevant civil servants, in which compliance and performance accountability is not to the KPU but to the superior in the institution of origin. The existence of alleged violation of code of ethics by KPU employees, especially in the stage of administrative verification of political parties participating in the election makes KPU difficult to build trust from the public. The number and composition of

employees has not been in accordance with the duties, functions and workload and the comparison between the number of employees and workload is not proportional.

While the composition of employees viewed from the educational background is still dominated by high school graduates / equivalent. The existence of competency disparity between central and regional employees. In addition, the competence of employees has not been in accordance with the needs of the organization and the workload of employees. The reward system for employees has not been sufficient to indirectly affect the performance of employees who are less support to improve the performance of the secretariat of the General Election Commission.

The problem of the performance of the secretariat of the General Elections Commission in the implementation of the regional head election in Pohowato District in 2015 above is in line with John & Mary's theory regarding the tasks and functions of the secretariat of KPU Kabupaten Pohuwato. Bedeian, and Gleuck (1984) on the organizational structure, Mathis and Jackson (2006) on human resources and budget can be seen in Regulation of the Minister of Finance No. 252 / PMK.05 / 2015. In Tangklisan (2005) view one's performance is influenced by four factors, namely; quality of input, physical environmental quality, organizational culture, leadership and human resource management.

According to Jones (1994), understanding of organizational effectiveness greatly affects his ability to utilize the resources to achieve the results (value creation). The more productive and efficient an organization can utilize the resources it has, the higher the value creation it achieves. Jones also points out that control (control), innovation (discovery) and efficiency are 3 emphases in top management that will determine the effectiveness of the organization.

In the opinion of Steers (2005), the organization is a complex entity that seeks to allocate its resources rationally for the achievement of goals. In researching the effectiveness of an organization human resources and human behavior emerged as the center of attention and efforts to improve effectiveness should always begin by examining workplace behavior. Understanding the effectiveness of the organization by Steers can be explained by understanding the 3 interconnected concepts, namely goal optimization, systematic and pressure on the aspect of human behavior in the organizational structure.

The performance of the Secretariat of the General Elections Commission in Pohuwato Regency in 2015 is seen in the duties and functions that are good enough, the organizational structure is not running, and Human Resources still have secretarial staff who do not fit the educational background. This, in turn, has an impact on the effectiveness of KPU's work and performance in organizing the elections. In the future, KPU must have planning, recruitment, and employee career system that meet the special requirements such as having knowledge in the field of elections, governance, financial management, human resources management, and asset management.

In addition, the human resources of KPU employees also have good reputation and track record, and have good credibility, integrity and leadership. In terms of budget planning, the provision of 2015 election budgets is often not synchronized with programs of activities or technical needs of elections. The direction of the performance of the Secretariat of the General Election Commission in organizing the election of regional heads in Pohuwato Regency is a systematic description which includes ways to achieve the goals and objectives. The structured description is illustrated in an attribution theory introduced by Fritz Heider

describing a person's behavior and influencing individual behavior (Luthans, 2006). A number of previous studies related to this research are Montjoy (2008) found that the performance of electoral systems in the United States relies heavily on the complex network of people, tasks, organizations, and relationships, and technology. Then the Shah (2012) study examines the perceptions of civil servants on the various needs related to their performance.

Suciu, et al. (2013) highlights the importance of performance evaluation from the perspective of work motivation. While the current study is more specific to a process of depiction on the basis of the causal relationships of the Secretariat's performance of the General Election Commission in Pohuwato District, the objectives of the study are to develop, describe, analyze and interpret them. The performance of the Secretariat of the General Elections Commission in the implementation of the regional head election in Pohuwato District in 2015, is interesting to be studied because it is based on the reasons, where the election is held simultaneously with the election of Regents and Deputy simultaneously based on the consideration the authors chose Performance Secretariat of the General Election Commission in Pohuwato District.

## **RESEARCH METHOD**

This research uses a qualitative approach. This research was conducted in Pohuwato District, especially in the secretariat of the General Election Commission (KPU) office. This study examines the performance of the Secretariat and the determinant factors affecting the General Election Commission in organizing the general election of regional heads in Pohuwato Regency in 2015. Data collection techniques using recording or recording techniques from various sources, either through interviews, observations or from existing documents. Determination of informants was done purposively The informants in this study amounted to 40 people consisting of KPU secretariat staff 22 people, 4 people NGOs, community leaders 6 people, Society 5 people and KPU Commissioner 3 people. In accordance with the purpose of research, the method of data analysis used is qualitative descriptive. Through this technique, we will illustrate all the facts obtained from the field by applying the following procedure: qualitative descriptive analysis by developing categories relevant to the research objectives.

## **FINDINGS AND DISCUSSION**

### **Performance of the Secretariat of the General Elections Commission in Pohuwato District**

Duties and functions of the Secretariat of the General Election Commission In Pohuwato Regency can support the performance of the apparatus of KPU Pohuwato, even this has not gone well. This is due to the weakness of the organization's response to environmental changes. This can be seen in the unpreparedness of the apparatus of KPU Pohuwato regency facing a change of paradigm of program implementation activities in the field of public relations. From the results of interviews with the leaders of documents and Information apparently there are still Pohuwato Regency KPU apparatus who have not mastered the implementation of performance methods. The solution efforts will be to prepare several apparatus to follow the technical guidance of the election. From the overall analysis to the dimensions and measures of the working environment indicator, it can be said that the work environment will contribute significantly to the performance of Pohuwato KPU apparatus, only if the indicators of leadership and human resources and work environment.

The explanation of this phenomenon becomes easy if it is known that the work environment will be largely determined by the leadership factor or in other words that a good and conducive working environment may only occur if the leadership is willing to do it seriously. So the Pohuwato Regency KPU institution will be created well if the leadership give positive and significant contribution so that the organization's performance can be achieved optimally. According to Liden et al. (2008) leadership has three main components namely the existing conditions, the behavior of leaders who serve, and results.

From the results of the interview can be concluded that the Secretariat in helping programming and budget Election Pohuwato Year 2015 already meet the targets set during the implementation of the General Election. Pohuwato District Election Budget Year 2015 consists of honorarium of KPU, Secretariat, KDP, Secretariat PPK PPS, PPS Secretariat. KPPS. With the completion stage. The secretariat works optimally for its tasks. In accordance with the Regulation of the General Election Commission Number 06 Year 2008 on the Organizational Structure and Working Arrangement of the Secretariat General of the General Elections Commission, the Secretariat of the Provincial General Elections Commission and the Secretariat of the Regency / City General Election Commission in Article 16 paragraph 2 where in performing its duties the Regency / Municipal KPU Secretary is responsible To the Regency / City KPU.

Pohuwato Regency KPU Secretariat can work professionally, so all stages can be completed properly. This is marked by the implementation of elections conducted on time from each stage of the process, in terms of budget has also been planned from the beginning from the preparation stage until evaluation reporting.

### **Organizational Structure**

The existing organizational structure can minimize the conflict within the KPU Pohuwato Secretariat, the organizational structure is a tool to help the occurrence of the conflict. However, organizational structure can have a great influence on the staff of the Secretariat of KPU Pohuwato regency. The influence of organizational structure on employees and employee performance leads to a very clear conclusion. The organizational structure explains how work tasks will be divided, grouped and formally coordinated. The organizational structure shows the framework and arrangement of the embodiment of fixed pattern of relationships.

The description of the organization can be concluded that the organizational structure of a framework or pattern that shows all activities to achieve organizational goals, relationships among functions, authority and responsibility. The purpose of the organizational structure is to control the behavior to achieve the perceived goals of the organization.

This requires an in-depth assessment of the organizational members involved, especially those with the competence and responsibility for the selection of the organization to be used by the organization concerned. Inaccurate organizational structures used by an organization are many factors that cause it, among others, strategy, scale of organization, technology, environment, and power control within the organization.

The organizational structure of the Regency KPU Secretariat needs a considerable amount and at this time the KPU is still not able to independently provide it. To overcome this, the Provincial and Regency / City KPU Secretariat officers are drawn from civil servants (PNS)

from each local government, as well as the Letter of the Minister of Home Affairs Number 811.212.3 / 268 / SJ dated February 10, 2003 on the Charging of Personnel at the Secretariat Representative General Election Commissions.

Organizational structure in which the organizational structure is hierarchically regulate every activity or work that will be done by the apparatus systematically. The second factor is related to each other because if an organization or state institution such as KPU Pandegelang Regency does not have an organizational structure then the KPU apparatus cannot complete the tasks carried out systematically and regularly in accordance with their respective functions. The organizational structure is a description of the duties and functions of the apparatus.

Problems found in the field related to the organizational structure of KPU Commissioner Pohuwato District that there is a command line in the form of chain of command. Whereas the nature of the commissioners in carrying out its main duty is to conduct a collegial collective plenary meeting where according to the researchers' appropriate structure is used i.e. committee structure or committee. The committee structure will describe a parallel position. The chairman of the commissioner stands parallel to the other four members because the chairman's term actually exists to direct the course of a plenary session. The structure of this committee is temporary in the context of the chairman's authority in the lead only valid at a certain time.

The formation of government organizational structure is basically arranging the parts or units (departmentalization) and division of labor within the organization to achieve the organizational goal, therefore with the structure of the organization there is a picture, division of labor, departmentalization, formal organizational chart, Chain command and unity of commands, hierarchical levels of management, communication channels. According to Robbins & Judge (2008). Formal relations within the organization have been regulated through the archetype and organizational structure, the division of tasks and authority, the hierarchy of official positions within the organization. This relationship creates work dynamics between the personnel in it. This relationship can also produce work that can be accounted for organisationally. Conversely, informal relationships within the organization are not regulated in the archetype nor in the foundation of the organization.

### **Human Resources**

Improvement of human resources in the General Election Commission is very important considering the targets to be achieved by the KPU in the implementation process of General Election of Regional Head and Deputy Regional Head. The number of respondents who said very well then the increase in community resources in line with the availability of employment can be said to be very good. Personnel Secretariat KPU Pohuwato regency which has not been specialized according to the needs of KPU institutions, often faced with the demands of the execution of duties of the KPU tends to demand speed, accuracy but not lying with adequate support from the secretariat. It is therefore necessary to provide Human Resources Development, Service and Personnel Administration.



Table 1. human resource development, service and personnel administration. At the Secretariat of KPU Pohuwato

INDICATOR	TARGET	BUDGET	PHISICAL REALIZATION	BUDGET REALIZATION
- Percentage Organizational structuring, guidance and human resource management.	90%	1.840.000	85%	1.840.000
- Availability of Service to improve human resource competence	100%	1.770.000	90%	1.770.000

Source: LAKIP KPU Pohuwato, 2015

Human Resources plays an important role in an organization. Every organization needs qualified and competent human resources to drive operational wheels. In addition, organizations must also be able to choose human resources that can play an active role effectively and efficiently. To be able to choose qualified human resources and appropriate qualifications required there must be management / human resource management.

A concrete example of this indicator is for example to create qualified human resources, KPU Pohuwato regency includes employees in various training that can improve their skills and expertise. Physically this indicator can be realized 90% as well from the use of the budget can be realized 100%. Election problems have been included in Bawaslu monitoring and staff so that any chance of administrative violations in the election stage becomes the authority of Bawaslu to improve and make recommendations to the KPU or KPUD to resolve them. Therefore, it is necessary to strengthen human resources personnel KPUD as the most operational implementation of the implementation of the General Election of Regents and Vice Regents so that they become more professional in organizing the Election. Strengthening of human resources in question is that KPUD staff must be those who are trained in electoral problems so as to be able to carry out technically the implementation of regional head election.

The KPU Secretariat consists of civil servants assigned to assist and support the KPU in conducting elections. From the organizational structure of the KPU, there are two organs involved in the holding of elections, namely members or the District Commissioner or, and KPU secretarial staff.

One of the determinants of the success of a policy is the quality of the human resources itself or in this case what is meant by the resources of the service providers. In this research, there are found some errors or omissions that address the undiscipline of the staff among others due to lack of firmness and supervision from the leadership to subordinates in applying the existing rules so as to enable the creation of violations in the implementation of a procedure that is determined.

These conditions have a negative impact on the quality of employee performance. Mistakes that often occur at a certain time such as there are legislative elections and regional head elections hence arise obstacles such as existing labor is not sufficient and existing employees

are less disciplined. Although the obstacles experienced by the employees in the environment of KPU Pohuwato District Secretariat in the election of Regent and Vice Regent must be independent, professional and integrity.

### Budget

Based on the results of interviews, employees agree that human resources of an organization is not physical or material-shaped, but is a factor that will determine the character and morale of employees in the Secretariat of KPU Pohuwato regency. Budgets are the ones that strongly influence a leader's decisions. This is seen in the budget ceiling where in the year 2015 Pohuwato Regency KPU get budget ceiling budget amounting to Rp1.633.772.000 and grant aid from the local government of Rp 12.500.000.000 to finance the implementation of elections Pohuwato District 2015.

The management of this grant fund in accordance with the regulation of the Minister of Finance number 252 / PMK.05 / 2015 is submitted to DIPA APBN so that the total budget of KPU Pohuwato Regency Year 2015 becomes Rp 14,133,772,000. The achievement of budget realization of KPU Regency Pohuwato Year 2015 amounted to 96.7% or equivalent of Rp 13,670,511,183 the level of achievement shows the earnest effort, hard work and consistency of all work units and commitment together throughout 2015. So that we can see on the performance of KPU Secretariat Pohuwato on budget, budget related to the financial accountability report KPU Year 2015 can be seen in the table below.

NO	PROGRAM	CEILING	REALIZATION
1	Program Dukungan Manajemen dan Pelaksanaan Tugas Teknis Lainnya	Rp.1.356.670.000	Rp.1.245.582.993
2.	Program Penguatan Kelembagaan Demokrasi dan Perbaikan Proses Politik	Rp.12.777.102.000	Rp.12,424,928,190

Table 2. The financial accountability report of KPU Year 2015  
Resource: LAKIP KPU Pohuwato, 2015

The financial accountability of KPU in 2015 can live and develop in a transparent and democratic atmosphere and the freedom to express an opinion. Therefore, the KPU secretariat must really realize that the KPU secretariat and service to the community is inseparable from the public.

The realization of financial accountability of KPU Year 2015, will become the initial foundation for better governance and all financial accountability that comes from public funds that will run smoothly in line with public confidence in the government in the field of financial management KPU District Secretariat Pohuwato.

Pohuwato District KPU Secretariat is one part of government that manages local resources, including regional financial management. Secretariat of Regional Election Commission of Regency of Pohuwato performs the task of financial management based on regulated

Government Regulation. The Government Regulation concerned is Regulation of the Minister of Finance No. 252 / PMK.05 / 2015.

### **Determinant Factors Affecting The Performance Of The Secretariat Of The General Election Commission**

From the results of interviews with the head of KPU Secretariat Pohuwato was still there Pohuwato District KPU apparatus who have not mastered the implementation of performance methods. The solution efforts will be to prepare several apparatus to follow the technical guidance of the election. From the overall analysis to the dimensions and measures of the working environment indicators, it can be said that the work environment will contribute significantly to the performance of Pohuwato KPU apparatus.

Explanation of this phenomenon becomes easy if it is known that the determinant factors that affect the performance of the Secretariat of the General Elections Commission in the implementation of elections of regional heads in Pohuwato District in 2015, such as technology will be largely determined by leadership factors or in other words that a good and conducive working environment may only Occurs if leadership is willing to do it seriously. So the Pohuwato Regency KPU institution will be created well if the leadership give positive and significant contribution so that the organization's performance can be achieved optimally.

Office of KPU Secretariat Pohuwato Regency is an institution that has the function and authority of one of which is managing the implementation of the electoral stages of Regent and Vice Regent Pohuwato Year 2015 administratively for the purposes of the General Election. In carrying out its activities, the office has implemented information governance by having its own information technology division tasked with managing the temporary voters list until it becomes the recapitulation of the district-level permanent voters list before being reported to the Provincial KPU.

Example of an application SILON and SIINDIE Application in the agency is a direct application from the Central KPU Office located in Jakarta, the other parties who cooperate with the agency namely the National Archive Board to manage Data Archiving and KPPN to manage the existing finances in the office of the agency. Among others: (1). SILON (Legislative Candidate Information System) (2). SIINDIE (Voter List Information System) (3). SIDALIH (Presidential election voter registration information system).

The system used in the election of regent and vice regent of Pohuwato District only as a supporter not determine, all of them are tools. The performance of Pohuwato District Secretariat in the field of technology can be seen in the management of e-PPID (central information and document management) and implement digitization of KPU Data of Pohuwato Regency. In the management of e-PPID is an obligation to be implemented because of the set of public institutions as regulated in Law Number 14 Year 2008 About Public Information. The General Elections Commission (KPU) has issued its technical provisions through the Regulation of KPU Number 1 Year 2015 on the Management and Services of Public Information within KPU. This regulation has been fully implemented by KPU Pohuwato regency by providing the best service in providing public information to the public. In addition, the employee's ability factor in influencing the level of achievement of employee performance in the Secretariat of KPU Pohuwato regency has a very big influence, because the high level of employee ability in the Secretariat of KPU Pohuwato Regency in mastering the duties and responsibilities greatly affect the level of service quality it provides.



In addition to the ability to understand his work he also must have the ability in mastering work support technology and other supporting facilities.

## CONCLUSION

The Performance of the Secretariat of the General Elections Commission in Pohuwato District in 2015 has not been in accordance with expectations, seen in the duties and functions that are good enough, the organizational structure is not running, and Human resources still have secretarial staff who do not fit the educational background and management of Human Resources need to be increased. The basic thing seen in the Secretariat is mostly filled by regional officers so that the impression of leadership is the regional government, not the KPU, there is dualism of leadership and bias interests between KPU and local government and budget usage is maximal. The determinant factors affecting the performance of the Secretariat of the General Election Commission in the implementation of the general elections of regional heads in Pohuwato Regency in 2015, in the form of technological factors used are good enough to support the performance of the General Elections Commission in Pohuwato District.

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