



Analysis of the Performance of the Legal Subdivision of the Meranti Islands Regency KPU Secretariat in facing the 2020 Regent and Deputy Regent Election

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Abstract

The vacant position of Head of the Legal Subdivision of the Meranti Islands Regency KPU Secretariat has been going on since 2017. From 2017 to 2020 there were several major agendas for democratic parties including the 2018 simultaneous Regional Head Election, the 2019 General Election, the 2020 Simultaneous Regional Head Election and the General Election 2024. Usually this definitive position vacancy is not allowed to continue for a long time because it will affect effectiveness of the organization in providing public services and is related to organizational performance. This research aims to explain how the Legal Subdivision of the Meranti Islands Regency KPU Secretariat performed during the absence of the Head of Definitive Law Subdivision in the 2020 Meranti Islands Regent and Deputy Regent Election. This research was conducted using qualitative methods. This research looks at organizational performance through five indicators, namely productivity, service orientation, responsiveness, responsibility and accountability. The results of this research explain that the performance of the Meranti Islands Regency KPU secretariat can be said to be good but has not yet run optimally because there are still obstacles in the way due to the absence of a definitive legal subdivision head.

Keywords: Performance Analysis, Position Vacancies, KPU;

Abstrak

Kekosongan jabatan Kepala Subbagian Hukum Sekretariat KPU Kabupaten Kepulauan Meranti telah berlangsung sejak tahun 2017. Dari tahun 2017 hingga tahun 2020 terdapat beberapa agenda besar pesta demokrasi diantaranya Pemilihan Kepala Daerah serentak tahun 2018, Pemilihan Umum tahun 2019, Pemilihan Kepala Daerah serentak tahun 2020 dan Pemilihan Umum tahun 2024. Biasanya kekosongan jabatan definitif ini tidak dibiarkan berlangsung dalam waktu yang lama karena akan berpengaruh terhadap efektivitas organisasi dalam memberikan pelayanan publik dan berkaitan dengan kinerja organisasi. Penelitian ini bertujuan menjelaskan bagaimana kinerja Subbagian Hukum Sekretariat KPU Kabupaten Kepulauan Meranti selama tidak adanya Kasubbag Hukum Definitif pada Pemilihan Bupati dan Wakil Bupati Kepulauan Meranti tahun 2020. Penelitian ini dilakukan dengan metode kualitatif. Penelitian ini melihat kinerja organisasi melalui lima indikator yaitu produktivitas, orientasi pelayanan, responsivitas, responsibilitas dan akuntabilitas. Hasil dari penelitian ini menjelaskan bahwa kinerja sekretariat KPU Kabupaten Kepulauan Meranti dapat dikatakan baik namun belum berjalan dengan maksimal karena masih terdapat kendala yang dihadapi karena tidak adanya kasubbag hukum definitif.

Kata Kunci: Analisis Kinerja, Kekosongan Jabatan, KPU;

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1. Introduction

In line with the 1945 Constitution, national leaders are realized through general elections (Pemilu) and regional head elections (Pilkada). Elections provide a tangible platform for the community to exercise its right to vote and choose the people they want to represent them in Congress. In addition, everyone has the opportunity to register as a prospective leader for either the legislative or executive branches. Elections provide as a formal platform for contesting for power. A major goal of change is to have elections every five years. Robust and reliable elections yield a high-quality democracy. The level of democracy that results from elections will also influence how reliable and strong they are. (Arya Fernandes August Mellaz, 2019).

There are usually several issues with General Elections (Pemilu), from the phases of election preparation to the actual election outcomes. This is the case in almost all nations, despite being the world's oldest democracy. Election-related violations include slanting rules in favor of one candidate, falsifying voter information, treating voters unfairly, conducting black campaigns, using money politics to influence voters, and rejecting the results of the vote to spark widespread unrest. When a nation holds elections, all of these factors are connected to the integrity of such elections.

The Secretary General of the KPU of the Republic of Indonesia leads the Secretariat General, which assists the KPU in carrying out its responsibilities. The Provincial Secretariat, under the direction of the Provincial Secretary, and the Regency/City KPU Secretariat, under the direction of the Secretary, support the Provincial KPU. The General Election Commission Secretariat, Provincial General Election Commission Secretariat, and Regency/City General Election Commission Secretariat are required by KPU Regulation Number 22 of 2008 concerning Amendments to KPU Regulation Number 06 of 2008 concerning Organizational Structure and Work Procedures of the General Election Commission Secretariat to assist in the preparation of election programs and budgets, to provide administrative technical support, and to assist in carrying out the KPU's duties in organizing elections.

Research on the topic of government performance analysis is not new; one example is the study that compares the performance of Indonesian provincial governments with audit views and e-government rankings (Suharyono, 2020). Nevertheless, the focus of this study is Indonesian province governments as a whole. Additional studies address performance analysis from a financial standpoint (Harahap, 2020; Rahmayati, 2016; Ropa, 2016; Sandy, 2019; Zuhri & Soleh, 2016). Research on KPU-related topics continues to address the Commissioners' participation in performance in the interim (Fachrian, 2023; Halawa & Adiwidjaja, 2016; Wicaksana & Rachman, 2018).

Research on the subject of KPU secretariat staff performance analysis is also available (Ika Widya Syari, 2013) using five metrics: quantity, quality, supervision, attendance, and conservation of work. According to the study's findings, Palu City KPU performs well and has met its goals, although there are still a lot of issues with poor infrastructure and work discipline. Human Resources (HR) settings were favorable for the conduct of this study.

In the execution of its secretariat role, one of the KPU work units, Meranti Islands Regency, Riau Province, had an imbalance. Since the issuance of the Decree of the Secretary of the KPU of Riau Province Number 52.1/SDM.03.1-Kpt/14/Sek-Prov/VII/2017 concerning the Dismissal of the Head of the Legal Subdivision of the General Election Commission Secretariat of Meranti Islands Regency, Riau Province, on July 31, 2017, until the conclusion of the 2024 General Election stages, the position of Echelon IV, namely Head of the Legal Subdivision, has been vacant. The Republic of Indonesia KPU has undoubtedly never appointed the Head of the Legal Subdivision of the Meranti Islands Regency KPU secretariat, although there are significant agendas for democratic consolidation from 2017 to 2024, including the elections for the Governor and Deputy Governor of Riau Province in 2018, the 2019 election, the 2020 election for the Meranti Islands Regent and Deputy Regent, and the 2024 election.

In the interim, this study aims to clarify how the Meranti Islands Regency KPU Secretariat has operated during the last five years, with a focus on the Legal Subdivision, in the absence of an echelon IV post designated as Head of the Legal Subdivision. This is intriguing, given that positions must be filled rather quickly since they are associated with an organization's performance and how well it serves the community. The Acting Officer (Plt) position does not entirely legitimize the tasks, functions, and obligations of this post, even though it has been delegated to other staff members several times. Thus, the purpose of this study is to determine the difficulties encountered and the performance of the Meranti Islands Regency KPU secretariat in the 2020 Meranti Islands Regent and Deputy Regent Election. It would be useful to investigate this research so that, if an echelon IV post becomes available, it is filled as soon as possible by a qualified candidate.

In this research, we will use the concept as presented by Dwiyanto that there are five indicators in assessing the performance of an organization, namely, Productivity which talks about effectiveness and efficiency in carrying out tasks, Service Orientation which talks about service quality, Responsiveness which talks about the organization's ability to accommodate needs, community, setting agendas and service priorities, Responsibility which talks about the principles of good administration and in carrying out the bureaucracy and finally accountability which talks about how much responsibility the bureaucracy has for political officials

2. Methods

This research was conducted using a qualitative method with a case study approach, because this research is unique (Raco, 2018). As far as the author knows, only the Meranti Islands Regency KPU secretariat has not had a Head of Legal Subdivision for quite a long time, especially in the Riau Province KPU area. The techniques used in collecting data are interviews and documentation. The data sources in this research are primary data and secondary data. The method for determining sources in this research is purposive

3. Result & Discussion

Based on PKPU Number 22 of 2008 concerning Amendments to KPU Regulation Number 06 of 2008 concerning the Organizational Structure and Work Procedures of the General Election Commission Secretariat, the Provincial General Election Commission Secretariat, and the Regency/City General Election Commission Secretariat, the structure of the Regency/City KPU secretariat has four subdivisions. Among them are the Program and Budget Subdivision, Election Technical Subdivision and Public Relations, Legal Subdivision, and General Subdivision. Each of these Subdivisions is led by the Head of Subdivision (Kasubbag) with a structural position of echelon VI.a. This regulation is the reference for the work of the Meranti Islands Regency KPU secretariat in holding the 2020 Meranti Islands Regent and Deputy Regent Election.

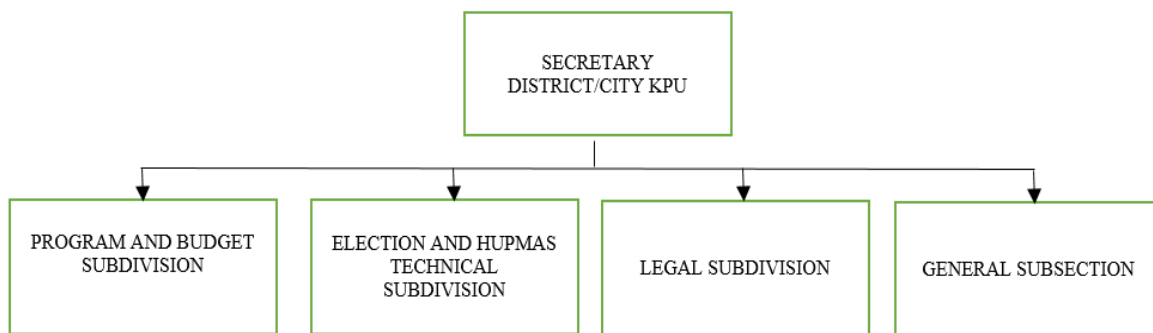
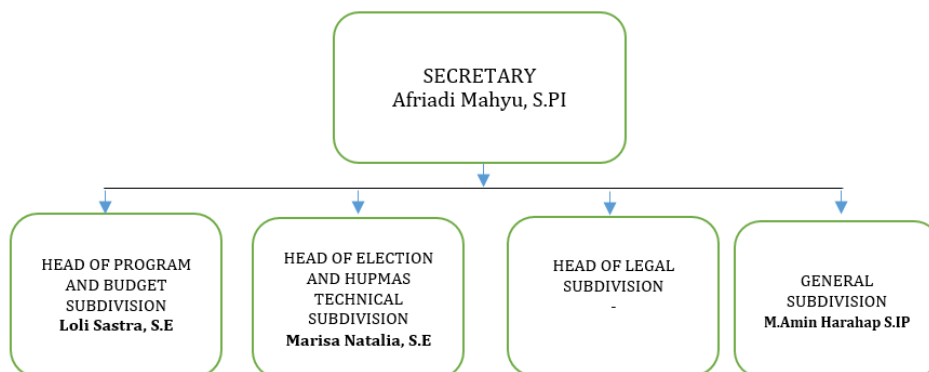


Figure 1. Regency/City KPU structure according to PKPU Number 22 of 2008

In PKPU Number 22 of 2008, it is stated that the Legal Subdivision has the task of carrying out inventory, reviewing and resolving legal disputes, providing information on regulations relating to elections and preparing factual verification of election participants, as well as administering finances and campaign funds. However, in the implementation of the 2020 Regent and Deputy Regent Election, the Head of the Legal Subdivision of the Meranti Islands Regency KPU Secretariat was vacant, only filled by executors. Even though the 2020 Simultaneous Election event is an activity that has a heavy workload. In this way, the Meranti Islands Regency KPU Secretariat only has three Subdivision Heads in the implementation of the 2020 Simultaneous Elections.

Figure 2. Organizational Structure of the Meranti Islands Regency KPU Secretariat for 2019-2020



On the other hand, the composition of staff placement at the Meranti Islands Regency KPU secretariat is in accordance with the Decree of the Meranti Islands Regency KPU Secretary Number 12/HK.03.2-Kpt/1410/Sek-Kab/I/2020 concerning the Determination of Staff for the Meranti Islands Regency General Election Commission Secretariat for Year 2020 there are four employees/staff in the legal subsection. These four staff have different statuses. Two people from the KPU's organic Civil Servants (PNS), one regional civil servant who is seconded and one honorary person (Support Personnel) who is recruited only during the General Election or Regional Head Election.

According to the Decree of the Secretary of the Meranti Islands Regency KPU, the inherent duties of each existing staff are stated as follows:

Table 1. Legal Subdivision Staff of the Meranti Islands Regency KPU Secretariat

NO	NAME	POSITION	INFORMATION
1	M. Arif Almanar, S.H, M.Si	Daily Executive (Plh) Head of Legal Subdivision	Organic Civil Servants
2	Delfi Andri S, S.IP	Staf	Seconded Civil Servants (DPK)
3	Dede Pujiastuti, S.Sos	Staf	Organic Civil Servants
4	Syafrizal, A.Md	Staf	supporting staff

According to the Decree of the Secretary of the Meranti Islands Regency KPU, the inherent duties of each existing staff are stated as follows:

Table 2. Staff Duties in the Legal Subdivision

NO	NAME	TASK
1	Delfi Andri, S.Sos	Create draft legal products
2	Dede Pujiastuti, S.Sos	Create a Government Internal Control System (SPIP) report
3	Syafrizal, Amd	Assist in drafting legal products Archiving legal products

The tasks as shown in the table above are routine work that must be carried out by the legal sub-division both in situations where there are election events and when there are no election events. Meanwhile, when elections are held, the legal sub-division's duties will of course increase according to the existing stages. In the 2020 Simultaneous Election we can see that the stages of the Election based on PKPU Number 15 of 2019 are as follows:

Table 3. Staff Duties in the Legal Subdivision in the 2020 Simultaneous Election

	ACTIVITY
1	Preparation and signing of regional grant agreement texts
2	Preparation of election implementation regulations
3	Settlement of state administrative disputes
4	Campaign finance reports and audits
5	Campaign finance reports and audits

3.1. Productivity

The foundation for influencing an organization's capabilities is productivity. Every individual, institution, and even organization that produces an item or service has this potential. Human Resources (HR) are the most crucial component that has to be present and used in order to determine productivity. If productivity yields high-quality performance outcomes, it might be considered good. It follows that one of the secrets to an organization's success is human resources.

Despite having few human resources, the Meranti Islands Regency KPU can be considered productive because it can complete all regular tasks and work associated with choosing the Meranti Islands' Regent and Deputy Regent, such as copies of Decree Letters and minutes of all activities. Nevertheless, these tasks are not as effectively and efficiently implemented. Because the employees participating in this activity are not very enthusiastic, it is unsuccessful and causes discomfort in the workplace. Furthermore, the current workforce of the legal sub-division lacks understanding when it comes to finishing responsibilities relating to the law.

The Meranti Islands Regency KPU work unit's lack of human resources has resulted in less efficient work. Work that should be performed swiftly gets delayed. This is also because all staff members assisted with ongoing tasks throughout the Simultaneous Selection stage, even when the individual in question was assigned to a different

subsection. Work is slowed down when developing a Government Internal Control System (SPIP) by the supporting documentation from other subsections. It is challenging for subsections to communicate with one another as there is no Head of Subdivision.

3.2. Service Orientation

Any attitudes and activities that impact the caliber of interactions between members of the organization and those outside of it are considered to be part of service orientation. The Meranti Islands Regency KPU Secretariat has done a good job of serving Political Parties taking part in the 2020 Simultaneous Elections in terms of delivering services. Political Parties were informed of every step of the 2020 Meranti Islands Regent and Deputy Regent election. Political parties find the public secretariat's services to be extremely good, particularly when it comes to technology-enabled election operations. This fosters positive relationships between political party liaisons and operators from the Meranti Islands Regency KPU secretariat.

In along with serving political parties, the five leaders who serve as the Meranti Islands Regency KPU commissioners must also be responded to by the KPU secretariat. A lack of human resources hinders a lot of things. They had to put in more time since the KPU had set time limits for tasks that needed to be finished promptly and they couldn't do them in time. Nonetheless, the legal subsection's services are thought to be of excellent quality.

3.3. Responsiveness

The bureaucracy's responsiveness is defined as its capacity to identify community needs, create agendas and priorities gradually, and create a range of programs aimed at directing community aspirations. This includes the community's complaint history over the previous year, the demeanor of capable officials in handling complaints from the public, and the use of reference complaints to inform future service delivery and customer satisfaction initiatives.

There is no novelty in the operation of the Meranti Islands Regency KPU Secretariat's Legal Subdivision. Still, the job continues smoothly. It is simpler for the Legal Subdivision of the Meranti Islands Regency KPU Secretariat to perform its obligations since, for example, it already has a draft from the Indonesian KPU when creating legal goods. The Meranti Islands Regency KPU's Legal Subdivision Secretariat solely assists in gathering evidence and other items required by the commissioner in election dispute resolution proceedings. Due to his inability to locate a conversation partner with whom to share ideas for resolving the election, the commissioner—one of the leaders of the Meranti Islands Regency KPU—created and developed the legal papers for the resolution himself.

3.4. Responsibility

In terms of technical competence, responsibility is the execution of organizational operations carried out in conformity with organizational policies and good administration principles. It also refers to the completion of tasks and duties by unmet deadlines.

All employees of the Meranti Islands Regency KPU Secretariat's Legal Subdivision have done their work with the election principles of integrity and independence in mind. Every year, the Integrity Pact's guiding principles and recommendations are presented by the Secretariat and KPU Commissioners of the Meranti Islands Regency. The lack of workers who have faced disciplinary action, such as reductions from meal allowances and performance allowances, indicates that the employee presence in the Legal Subdivision of the Meranti Islands Regency KPU Secretariat may also be rated as excellent. The attendance of all workers outside regular working hours—including on holidays and red dates, when employees continue to work—during the Regent and Deputy Regent election period may be verified by their electronic fingerprints.

The election of the Meranti Islands' Regent and Deputy Regent has also gone well thanks to the administration at the Legal Subdivision of the KPU Secretariat of the Meranti Islands Regency. The Decree (SK) of Political Party Management, the Decree of the Chairman of the Meranti Islands Regency KPU, the Decree of the Secretary of the Meranti Islands Regency KPU, the Plenary Minutes, and other archives deemed significant are just a few examples of how the administration is well-kept and orderly. to make it easy for the Meranti Islands Regency KPU to conduct the 2020 Meranti Islands Regent and Deputy Regent Election when it comes time and requires supporting documentation in the form of archives. Every worker in the legal subdivision of the Meranti Islands Regency KPU Secretariat is following the instructions given by the commissioner of the legal division within the allotted period. Simply put, all workers find it slightly more difficult to do technical tasks requiring legal scientific competence.

3.5. Accountability

As a feature of the implementation of good governance, accountability is a responsibility; in public administration, this is a problem with clean government. Accountability may be viewed from the standpoint of managing activities to

prevent collusion and corruption, adhering to relevant protocols, providing thoughtful public service, taking responsibility for work completed, and taking responsibility for policies that have been implemented.

Workers in the Legal subsection are in charge of gathering the Government Internal Control System (SPIP), which is gathered monthly and submitted as a report. The purpose of this activity is to oversee the KPU secretariat of the Meranti Islands Regency in carrying out its duties. Additionally, SPIP is supposed to prevent collusion and corruption. Still, this activity is restricted to gathering report views without considering the reports' worth.

Every task is regularly sent to the Secretary and Commissioner of the Meranti Islands Regency KPU by the Legal Subdivision of the KPU Secretariat. All employees of the Meranti Islands Regency KPU Secretariat's Legal Subdivision are evidently well-responsible to the leadership. The Secretary bears primary responsibility for developing legal goods, which presents a challenge. If you have a permanent Head of Legal Subdivision, obviously things are different since the Head of Subdivision is ultimately responsible. The signature of legal product copies is an example of this. Normally, the Head of Legal Subdivision signs these copies, but because this position is disregarded, the Secretary signs the copies instead. Not because of the signature, but rather because of the obligation to sign the legal document and to carefully check it to ensure errors are avoided. This shows that staff members in the legal department of the KPU secretariat of the Meranti Islands Regency have done their jobs diligently and under the relevant protocols.

The Meranti Islands Regency KPU lacks a Head of Legal Subdivision, making it an entity susceptible to legal issues. The effects of responsibility are numerous. Delays in the special reports that the Legal Subdivision is required to submit to the Secretary of the Republic of Indonesia KPU, the Riau Province KPU, and the Meranti Islands Regency KPU, for instance. There is a dilemma about who wants to provide information about KPU RI operations because of the sheer volume of invites to events that need the Head of the Legal Subdivision to be present.

4. Conclusion

The performance of the Legal Subdivision of the Meranti Islands Regency KPU, assessed from five indicators, can be said to be good but not yet optimal and it faces many obstacles. Firstly, in terms of productivity, it is good but less effective and efficient. Second, in terms of service orientation, it is also good but requires extra energy due to a shortage of human resources. Third, in terms of responsiveness, it is considered not good because there is no innovation in work. Fourth, from a responsibility perspective it can be said to be good because it has commitment and carried out good administration and fifth, from a responsibility perspective it is good, but because of the legality of the position held it creates various problems.

With the results of the research as presented, it would be good for the Indonesian KPU to immediately define the position of Head of Legal Subdivision at the KPU Secretariat, Meranti Islands Regency. Not only for positions at this research location, positions should not be left vacant for too long because it can hinder the running of bureaucracy in government, especially in terms of public services.

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