Governance of Technical Guidance at the Voting Organizing Group (KPPS) level in the 2019 Election in Tebing Tinggi City: Determinants of the Continuity of Democracy

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Abstract

This study aims to describe the Governance of Technical Guidance at the Voting Organizing Group (KPPS) level in the 2019 Election in Tebing Tinggi City as a determinant of the sustainability of democracy. This study used a qualitative type of research, so that researchers could obtain direct and more detailed information from informants by telling the steps taken by the Tebing Tinggi City KPU (General Election Commissions) in conducting technical guidance on KPPS and the impact on participants in Bimtek. This research was conducted at the Tebing Tinggi City KPU, North Sumatra Province in the 2019 Election. The results showed that the KPPS in this case worked according to the capabilities and understanding found from the results of following technical guidance carried out by PPK and PPS in stages. However, the biggest obstacle to KPPS technical guidance in the 2019 elections in Tebing Tinggi City was constrained by several of the following factors, namely: 1. Budget, 2. Time Planning and 3. Technical Guidance Method. Researchers found the most effective formula used, namely the Simulation method in conducting technical guidance on KPPS to make it more effective.

Keywords: Technical Guidance; Voting Organizing Group (KPPS); Tebing Tinggi City; Regional Head Election; Democracy


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INTRODUCTION

Indonesia as a democratic country, the implementation of elections that are carried out directly is not just a staged process but a necessity to correct the mistakes of the previous General Election (Pemilu, Pemilihan Umum) (Butt & Siregar, 2021). The 2019 General Election recorded many tragedies that occurred at the lowest level of the ad hoc body, namely the KPPS (Arfandy & Purwadi, 2022). Bawaslu noted that there were thousands of KPPS in the 2019 elections that were not neutral (Febriansyah et al., 2020). The high level of election violations by election organizers that occurred in Indonesia, especially at the lowest level, raises suspicions about election results with integrity for the people. Based on the records of the General Elections Commission (KPU), as many as 469 KPPS officers died and 4,602 people became sick after holding elections. The number of officers who died in the implementation of the 2019 simultaneous elections needs to be properly and seriously addressed by the government. The hope is not to cause polemic within community groups, and efforts to improve the management system for better election management.

KPPS as an extension of the KPU in TPS in holding elections is in fact considered the root of fraud in the collection, calculation and recapitulation of election results. The stage of recapitulating the results of the vote count is a crucial stage because at that stage there is a lot of money-based vote manipulation (Prabowo et al., 2021). This provision of the KPU's extension arm will greatly determine the quality of the election and the professionalism of its work. Opportunities to be sued by the public and voters will be wide open if election organizers do not follow the principles of elections, namely independent, honest, fair, legal certainty, orderly, open, proportional, professional, accountable, effective and efficient.

The Voting Organizing Group (KPPS) is a group tasked with carrying out the tasks of organizing voting in general elections or other elections in Indonesia (Tindangen et al., 2023). The main task of the KPPS is to organize and supervise the voting process at the polling stations (TPS).

The KPPS consists of several members appointed by the local General Election Commission (KPU) (Nadya, 2018). Usually, each TPS has a KPPS group consisting of a KPPS chairman and several KPPS members. The number of KPPS members may vary depending on the number of registered voters at the TPS.

The duties of the KPPS include preparing before the voting begins, such as preparing ballot boxes, ballot papers and other equipment. In addition, KPPS is also responsible for checking voter identities, recording voter attendance, providing ballot papers to eligible voters, overseeing the voting process, counting votes, and making minutes of vote counting at TPS.

The KPPS also has an important responsibility in maintaining security and order during the voting process (Djuyandi et al., 2019). They must ensure that voting is fair, transparent and in accordance with applicable regulations. The role of KPPS is very important in maintaining integrity and trust in the democratic process in Indonesia (Alguliyev et al., 2019). They play a role as the vanguard in holding democratic and accountable general elections.

The Voting Organizing Group (KPPS) is formed by the Voting Committee (PPS) with a total of seven people per TPS, formed on behalf of the Regency/Municipal KPU (Yandra et al., 2022). The implementation was carried out one month before the voting. The KPPS in the 2019 elections had a heavier workload in the field because the 2019 regional elections also took place simultaneously for the first time in Indonesia (Mujani & Liddle, 2010). Merged Presidential elections and Legislative Member elections on the same election day. KPPS still needs to work carefully to sort out five types of election administration at once and serving three hundred voters per TPS requires that no process is skipped (Satriawan & Ramadhani, 2022). The readiness of diverse human resources requires the right strategy to strengthen work capabilities while in the field. Changes in regulations and fast work mechanisms cannot work if the human resources owned do not have capabilities that are in line with the changes/developments of the system and work mechanisms (Grefalda et al., 2020). KPPS as a team that will go to the field and face different problems needs to be
provides with guidance in adapting to a fast work system (Sudrajat, 2021).

This is in line with the opinion of Hasyim and Hameed who stated that training is an explanation of HR capabilities according to changes in the system and work mechanism needed. The simultaneous election process did not only occur in 2019. Simultaneous elections for regional heads and deputy regional heads (Pilkada) have previously been held. First on 9 December 2015, second on 15 February 2017 and 27 June 2018 Third (Saihu, 2019). In terms of the electoral journey at the national level, the 2019 election is the 12th election after the 1955 election (electing the DPR and Constituent Assembly at different times), 1971, 1977, 1982, 1987, 1992, 1997, 1999, 2004, 2009, 2014, 1971 election until 1999 elected the legislature). The 2004 to 2014 elections were elections for the legislature and the President/Vice President at different times (Rannie, 2020). Since the 2004 election, the KPPS has remained a member of 7 people who organize legislative elections for 4 legislative bodies (DPR, DPD, Provincial DPRD and Regency/Municipal DPRD) on the same day for voting and counting of votes. Meanwhile, the presidential election was held at a different time.

The 2019 election has in fact passed and has been colored by criticism of problems and complaints about the implementation process, experienced by almost all regions in Indonesia (Mirzachaeerulsyah et al., 2023), including in North Sumatra Province, especially in the City of Tebing Tinggi. Tebing Tinggi City which consists of 5 (five) Districts, namely Batipe, Padang Hilir, Padang Hulu, Tebing Tinggi Kota and Rambutan. It was noted that there were two problems in holding general elections right on the D-day. The problems involving the KPPS were related to the re-voting (PSU) at TPS 15 in the durian village and the occurrence of a lawsuit from Partai Keadilan Sejahtera (PKS, the Prosperous Justice Party) Candidate at the Constitutional Court (MK) level for an error in filling out Form C1 at the Polling Place (TPS) on the recapitulation results.

Table 1. Recapitulation of the Number of Adhoc Agencies in the City of Tebing Tinggi in the 2019 Election

<table>
<thead>
<tr>
<th>No</th>
<th>District</th>
<th>PPK</th>
<th>PPS</th>
<th>KPPS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Bajenis</td>
<td>5</td>
<td>22</td>
<td>805</td>
</tr>
<tr>
<td>2</td>
<td>Padang Hilir</td>
<td>5</td>
<td>23</td>
<td>763</td>
</tr>
<tr>
<td>3</td>
<td>Padang Hulu</td>
<td>5</td>
<td>21</td>
<td>637</td>
</tr>
<tr>
<td>4</td>
<td>Rambutan</td>
<td>6</td>
<td>21</td>
<td>791</td>
</tr>
<tr>
<td>5</td>
<td>Tebing Tinggi Kota</td>
<td>5</td>
<td>21</td>
<td>595</td>
</tr>
</tbody>
</table>

Total | 26 | 108 | 3591 |

Source: Tebing Tinggi City KPU Program and Data Subdivision, 2019

The problems faced by the Tebing Tinggi City KPU mentioned above are also part of the election violations that involve ad hoc bodies at the lowest level and occur in the election results recapitulation process, namely the KPPS. The process of administrative negligence at the KPPS level resulted in the Tebing Tinggi City KPU re-implementing the Re-Voting (PSU) through the recommendation of the Tebing Tinggi City Bawaslu number: 069/K.BAWASLU-PROV.SU-33/PM.00.02/IV/2019 dated 25 April 2019.

The reason is the KPPS's misunderstanding regarding the use of Electronic KTPs for voters to participate in voting. Panwaslu of Batipe sub-district through letter number: K.19/Panwaslu-33.04/HK.01.06/IV/2019 dated 25 April 2019 reported that three voters who were not on the DPT and DPTb voted using an electronic KTP without including the A5 form (change of vote form) and on the KTP in question is not a residential address, namely in the Durian Village, Batipe District, Tebing Tinggi City).

The KPPS mistake violated KPU Regulation Number 3 of 2019 concerning Voting and Vote Counting in General Elections in article 8 which regulates the procedures and requirements for voters who wish to vote at TPS that are located other than the place of domicile (according to the voter's e-KTP). A poor understanding of the KPPS is something that should be avoided if technical guidance is carried out optimally regarding understanding of basic regulations and the work system to be carried out. Another factor that can solve this problem is if there is good coordination between the KPPS and the PPS in charge.

The Tebing Tinggi KPU, apart from carrying out a re-voting (PSU), also experienced a lawsuit over a dispute over election results at the level of the.
Constitutional Court (MK). The Prosperous Justice Party (PKS) filed a lawsuit over the difference in the vote results from nine polling stations in the Rambutan sub-district for the votes acquired by the Tebing Tinggi City DPRD in Dapil III (Daerah Pemilihan III, Electoral District III). An understanding of administration from forms, ballots, and filling out Plano must be mastered by KPPS in less than one month (Purwanto et al., 2018).

Work demands that have time limits are also a burden if the basic training or guidance is inadequate. As a result, these problems cannot be avoided. Jennings (2004) that professionalism means the desire and effort to show work results in accordance with technical standards or professional ethics. Conducting guidance on a variety of different people's characters, requires ways of communicating, techniques, guidance paths that are appropriate and interesting so that guidance runs effectively (Peters et al., 2013). The short stage time from the formation of the KPPS to the D day of the voting, requires good SOPs in carrying out technical guidance in order to produce professional KPPS.

Facing conditions and work systems which at the stage of the 2019 election were in accordance with the picture above, a strategy for managing and developing human resources is needed that is appropriate and more responsive to developments (James, 2019). KPPS will face different problems when they go to the field. Training is an important mechanism for efforts to improve the quality of human resources (Ajgaonkar et al., 2022), and an explanation of HR capabilities according to changes in systems and work mechanisms needed (Jewell et al., 2022).

The problems that occurred in the City of Tebing Tinggi in the 2019 election, according to researchers, have undermined the objectives of the election in Law number 7 of 2017 article 3 concerning the principles of general elections, specifically aimed at point 8, namely professionals (Pardede & Kristian, 2021). The evaluation of the technical guidance process for ad hoc bodies carried out by the KPU is very important in ensuring the implementation of sustainable elections in the corridor of the same understanding and goals (Saputra et al., 2023). If the technical guidance of election organizers is not managed and delivered properly, apart from understanding the election process in the field there will be problems, the researcher assumes that it will have an impact on the weak professionalism of election organizers regarding electoral technical work procedures and the principles of election management. The understanding of election organizers is weak, it will have an impact on the occurrence of violations by election organizers.

The Secretary General of the Indonesian Election Supervisory Body (2015: 60) wrote that the large quantity of violations by election organizers was due to the low understanding of election organizers regarding election requirements and techniques. Torres and Diaz (2015 p. 33-46) state a cycle that is rooted in policy design, through administrative mechanisms and principles of justice. They also stated that election governance embodies electoral democracy with integrity.

In the book "Election Governance in Indonesia" (KPU RI, 2019, p. 48), an obstacle in realizing fair elections from the organizers’ point of view is the limited technical guidance for adhoc organizers. Weaknesses and violations can occur if the working mechanism of the ad hoc election organizers is unclear due to a lack of outreach and material provision. The relationship between technical guidance and professionalism which is one of the points in the Election principles that is needed by election organizers is that by carrying out effective technical guidance a professional election organizer will be achieved. Therefore researchers are very interested in raising this problem for research.

**RESEARCH METHODS**

This study uses a type of qualitative research, Creswell & Creswell (2018) stated that qualitative research aims to examine carefully a program, event, activity of a group or individual. Recommend a number of processes that must be carried out in case study research. In its process, qualitative research involves important efforts, for example asking questions and procedures, the process of collecting data specifically from informants (Elo et al., 2014).

The type of qualitative research with a descriptive method was chosen by the researcher, so that the researcher could obtain information directly and in more detail from the informant by telling the steps taken by the Tebing Tinggi City KPU in conducting technical
guidance on the KPPS and the impact on the participants in the technical guidance. This research was conducted at the Tebing Tinggi City KPU, North Sumatra Province and focused on examining the technical guidance process for KPPS and governance carried out by the Tebing Tinggi City KPU for KPPS in the 2019 Election in Tebing Tinggi City.

This study uses subjects or key informants, main informants, and additional informants (Sugiyono, 2017). Interviews with key informants and key informants were conducted in depth while additional informants were selected based on research needs (Hasudungan, 2020).

Table 2. Research Informant Data

<table>
<thead>
<tr>
<th>No</th>
<th>Name</th>
<th>Status of Informants in Research in the 2019 Election</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>H. Ahmad Nurdin, SH</td>
<td>Secretary of the Tebing Tinggi City Election Commission</td>
</tr>
<tr>
<td>2</td>
<td>Johan Wahyudi, SE</td>
<td>Member of the Tebing Tinggi City KPU, Election Administration</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Technical Division</td>
</tr>
<tr>
<td>3</td>
<td>Emil Sofyan, S. Pi</td>
<td>Member of the Tebing Tinggi City KPU, Community Participation</td>
</tr>
<tr>
<td></td>
<td></td>
<td>and HR Division</td>
</tr>
<tr>
<td>4</td>
<td>Anwar Fahmi Lubis, SE</td>
<td>Head of Technical Implementation and Community Participation</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Subdivision</td>
</tr>
<tr>
<td>5</td>
<td>Mufti Ardian, SE</td>
<td>Head of Subdivision of Finance, General Affairs and Logistics</td>
</tr>
<tr>
<td>6</td>
<td>Harirayani, SE</td>
<td>Member of Bawaslu City of Tebing Tinggi</td>
</tr>
<tr>
<td>7</td>
<td>Wal'ashri</td>
<td>Election Observer</td>
</tr>
<tr>
<td>8</td>
<td>Pargulutan Panggabean</td>
<td>PPS member of Debod Sundoro Village, Padang Hilir District</td>
</tr>
<tr>
<td>9</td>
<td>Indra Pareira</td>
<td>PPS member of Tambangan Hulu Village, Padang Hilir District</td>
</tr>
<tr>
<td>10</td>
<td>M. Amin</td>
<td>Head of PPK Tebing Tinggi City District</td>
</tr>
<tr>
<td>11</td>
<td>Yopie Chairawan</td>
<td>PPS member of the Berohol Village, Batipe District</td>
</tr>
</tbody>
</table>

12. Eko Supriyatno Head of PPS Sri Padang Village, Rambutan District

The research began by asking informants to tell the chronology of the KPPS technical guidance process in the 2019 elections in Tebing Tinggi City, so that other statements emerged to be explored in more depth.

The main informants in this research are presenters in stages and technical guidance participants in the 2019 elections in Tebing Tinggi City, namely:
1. PPK Tebing Tinggi District
2. PPS Berohol Village, Batipe District
3. PPS of Debod Sundoro Village, Padang Hilir District
4. PPS Sri Padang Village, Rambutan District.

And, additional informants in this study are:
1. Election Organizers (Bawaslu)
2. Election Observer

The analysis technique used in this study was content analysis, namely analyzing the contents of the conversations of individuals who were directly involved in the planning process up to the implementation of the technical guidance, the time of implementation, where the technical assistance was carried out and what method was used. According to Wibawa (2018), humans can be categorized as sources of information. So that the information provided by the informants involved based on facts and events that occurred in the field became additional information that could be analyzed in this study.

RESULTS AND DISCUSSION

The 2019 General Election in the City of Tebing Tinggi

The 2019 simultaneous elections brought a new sensation to the election process in Indonesia (Yahya, 2020). It was recorded in history as the largest event involving 5 ballot boxes in 1 (one) day. The complexity of technical implementation in the field has resulted in physical and psychological fatigue for KPPS level election organizers (Amrurobbi et al., 2020), participants and voters in this election. The fact that the implementation of the 2019 elections has passed and is colored by criticism of problems and complaints about the implementation process (Aspinall & Mietzner, 2019), is experienced by almost all regions in Indonesia. Based on the records of the General Elections...
Commission (KPU), as many as 469 KPPS officers died and 4,602 people became sick after holding elections (Radar Bogor, 2019).

Conditions from the environment, physical and excessive working time became one of the things that caused these KPPS officers to lose their lives. The KPU also stated that 70% of the KPPS officers who died were those aged over 40 years. Therefore, a number of doctors from the University of Indonesia suggested to the KPU for the implementation of the next election to involve a number of puskesmas in each region to maintain the health of these KPPS officers and to anticipate unwanted things.

Tebing Tinggi City which consists of 5 (five) Districts, namely Batipe, Padang Hilir, Padang Hulu, Tebing Tinggi Kota and Rambutan. Consists of 35 (thirty-five) Villages with a total DPT of 117,374 people. Has 513 TPS with a maximum distribution of 300 (three hundred) people per TPS based on the decision regarding the determination of the number of voters. It was noted that there were two problems in holding general elections right on the D-day. The problems involving the KPPS were related to the re-voting (PSU) at TPS 15 in the durian village and the occurrence of a lawsuit from the Prosperous Justice Party (PKS) Legislative Candidate at the Constitutional Court (MK) level for an error in filling out Form C1 at the TPS on the recapitulation results.

The City of Tebing Tinggi, like other regions in Indonesia, carries out Executive (President and Vice President) and Legislative (DPD, DPR, Provincial DPRD and Regency/City DPRD) elections. Simultaneous elections which were held on April 17 2019 with a national participation target were successfully achieved by Tebing Tinggi City with a result of 83.10 percent voter turnout. The Tebing Tinggi City KPU also recorded data on election organizers who experienced illness and died during the process of collecting, counting and recapitulating the results of vote counting in the 2019 elections. There was 1 (one) PPK person who died, 2 (two) PPK people who were sick and 4 (four) sick KPPS people. This case is a reflection of the recapitulation process which takes a lot of time, costs and costs lives. The heavy workload and poor training can further exacerbate the situation on the ground.

Backward work rhythms can cause stress and risks to the health of ad hoc agency workers at TPS, especially KPPS. The 2019 Election in Tebing Tinggi City recorded many problems that were carried out by the KPPS at TPS on voting day and vote counting. Some of the errors that occurred included errors in giving access to voters who did not meet the requirements to vote at the TPS, vote counting, filling out the C1 and C1 Plano forms, and missed perceptions of the forms used. Elections are part of contestation so that they involve many aspects in their implementation, not only regarding the systems and mechanisms of election management but also the need for good management of each activity so that it can be carried out effectively and professionally.

Chronology of the Causes of the Re-voting

In the 2019 general election, a repeat voting (PSU) at TPS 15, durian sub-district, Batipe district, took place in Tebing Tinggi City because the KPPS gave voting rights to voters who did not meet the requirements. Three voters from outside the city of Tebing Tinggi, namely those from Labuhan Batu, Tanah Karo and Bandar Lampung, were given access to vote by using an e-KTP but did not carry an A5 (change of voting form) but were still served by the KPPS. KPPS in this case gave ballots for the Presidential Election to voters from Bandar Lampung, while voters from Labuhan Batu and Tanah Karo were given two types of ballots, namely the presidential election and the Regional Representative Council (DPD).

After the three voters cast their right to vote and the KPPS together with the field supervisory committee (PPL) checked the voter attendance list again, it was found that the three voters from outside the city did not have A5, resulting in PPL reporting to Panwascam, then forwarding it to the Tebing Tinggi City Bawaslu. The Tebing Tinggi Bawaslu then issued Recommendation number: 069/K.BAWASLU-PROVSU-33/PM.00.02/IV/2019, which recommended a Repeat Voting (PSU) at TPS 15, Durian Village, Batipe Subdistrict. From the information above, it can be seen that the KPPS TPS 15, Durian Sub-District, Batipe District, apparently did not understand the regulations regarding procedures for voting and vote counting as stipulated in Number 3 of 2019, Article 8 (eight) which regulates the procedures and
requirements for voters who wish to vote at TPS located in other than the place of domicile (according to the voter’s e-KTP).

**Chronology of Causes of Election Result Disputes**

The election result dispute (PHPU) in Tebing Tinggi City in the 2019 Election occurred over doubts by the Prosperous Justice Party (PKS) about the results of the vote acquisition in 9 (nine) TPS in Rambutan District. The PKS lawsuit occurred due to distrust of the work of KPPS. They considered that the KPPS work was inappropriate and could not be completed at the PPK level recapitulation. Another factor is the doubt that the election logistics are imperfect. As found in the C1 Plano form, it is photocopied and put together by pasting and pasting. Even though there was the signature of the Tebing Tinggi City KPU Chairperson and the institutional stamp, the election participants still doubted it. Regarding this election result dispute, the legal decision of the Constitutional Court rejected the lawsuit from PKS.

**Analysis of KPPS Technical Guidance Governance in the 2019 Election in Tebing Tinggi City**

The KPPS technical guidance process carried out in the 2019 Election in Tebing Tinggi City was carried out in stages starting from the technical guidance of the Tebing Tinggi City KPU Commissioner conducted by the North Sumatra Provincial KPU, followed by the Tebing Tinggi City KPU to the ranks below, namely PPK, PPK to PPS to PPS to KPPS. Information regarding the process of voting and counting of votes which is conveyed in stages can lead to misperceptions or misperceptions of information when it is implemented in the field. To analyze the governance of the KPPS technical guidance in the last 2019 election, the researchers summarized the results of direct interviews with informants through the questions the researchers had prepared. Some of the obstacles to implementing KPPS technical guidance that researchers have summarized include the following:

Costs (budget funds) made with a cost plan are resources that can accelerate, advance and develop the organization. Organizational internal finance is a very supportive source in terms of budgeting or financing. Expenditure budgeting must be consistent with what has been previously planned so that it does not lead to misuse of spending which leads to corruption cases.

In interviews with the Tebing Tinggi City KPU commissioner and secretariat, researchers found budget problems in KPPS technical guidance activities. H. Ahmad Nurdin, SH, Secretary of the Tebing Tinggi City Election Commission stated: "The Bimtek is very necessary, but we are limited in budget so we invite only 3 (three) KPPS so others don't understand because of budget constraints, so we only use 3 (three) people we invite." (Interview source on March 7, 2023).

Ahmad Nurdin also added that the technical guidance that was carried out was:

Not optimal, as a result I don't understand it and also this Bimtek I don't think it's necessary at the same time...don't take logs, he wants per village so he enters the material. This budget is very influential because once there is a technical guidance, many people pay for the rent of the building. The necessary budget, because the budget for this state budget has been nailed down, has been plotted. It should be from the bottom up first, what is the map of our situation, we know our location so that it is effective, because from the state budget itself sometimes it is not optimal, sometimes there is excess (Interview source, March 7, 2023).

The informant's statement above is part of election governance before the election is held (pre-election). To measure the integrity of elections around the world, the election integrity project developed by Norris classifies elections into 11 stages of the election cycle from the pre-election, election, and post-election periods (Norris, 2014). It is important to analyze the election activity budget from the bottom up (bottom up) so that it can accommodate the activities that have been planned. The budget has an important role in carrying out all government activities and as a tool for planning, stabilization, distribution, resource management, organizational control and performance evaluation (Karim, 2019).

Emil Sofyan, S.Pdi, Member of the Tebing Tinggi City KPU, Community Participation and HR Division stated:

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The availability of a budget is also necessary for us to facilitate technical assistance to them. Furthermore, the attention of the City Government is also because the task of the Election is not only the task of the KPU, if our budget is small maybe the City Government can facilitate us in providing an understanding of the KPPS (Interview source on March 7, 2023).

The process of the stages and schedule of the election cannot be separated from the KPU’s vision and mission as the election organizer. Included in one of the KPU’s missions is to improve the quality of election services for all stakeholders (Tanaamah et al., 2019). In the sense that a stakeholder is any individual, group and organization that has an interest or ‘share’ in the operational work of the Election Organizing Body.

In line with the above opinion, Anwar Fahmi Lubis, SE as the Head of the Technical Subdivision for Election Administration, Participation and Public Relations stated: "I think that for the budget it is better from the beginning in the RAB it has been proposed that the budget simulation be accommodated to the Indonesian KPU" (Interview source on April 3, 2023).

Mufti Ardian, SH, Head of Finance, General Affairs and Logistics stated: "Enough, but if done with other methods less. If in the last election it was sufficient. If the pre-test and post-test are carried out, the budget is insufficient." (Interview source on April 10, 2023).

The informant’s statement above is part of election governance before the election is held (pre-election). To measure the integrity of elections around the world, the election integrity project developed by Norris classifies elections into 11 stages of the election cycle from the pre-election, election, and post-election periods (Norris, 2014). It is important to analyze the election activity budget from the bottom up (bottom up) so that it can accommodate the activities that have been planned. The budget has an important role in carrying out all government activities and as a tool for planning, stabilization, distribution, resource management, organizational control and performance evaluation (Karim, 2019).

According to neuroscience, the optimal ability of the human brain to absorb lessons is only the first 20 minutes, after which its ability decreases (Marsh et al., 2022). Technical guidance is often associated with tedious activities. The material provided is only limited to the material, the material is delivered in one direction. Previous research conducted by Pandiangan (2019) entitled "KPPS Election 2019: responsibility and workload" states that not all KPPS members are proficient or master materials in elections such as model sheets C, C1 or attachment C1. This is due to the lack of Bimtek or pre-election technical guidance and the lack of
guidance for KPPS in the form of a guidebook. The same thing was stated by Hurasan (2021) in his research entitled "Performance of the Voting Organizing Group (KPPS) in the 2019 Election in Tebing Tinggi City" in the conclusion section stating that one of the factors affecting the performance of the KPPS was minimal technical guidance and not effective.

Johan Wahyudi explained about the technical guidance process carried out by the KPU:

The material is from the KPU, before conducting technical guidance to the KPPS, we are summoned to carry out the technical guidance as well as the results of the module material from the RI KPU, we will share it with PPK and below (Interview source on March 7, 2023).

He also added that he carried out technical guidance on PPK, then PPK in stages to PPS and so on to KPPS using the same materials received from KPU RI. It is assumed that the materials submitted by the RI KPU can be managed properly by the ranks of the KPU under them, both by PPK, PPS and KPPS who have different insights and education.

Pargulutan Panggabean stated in the process of technical guidance he did to KPPS: "Before we guide the KPPS, we are guided by the PPK in stages from the KPU. I think the time is too short, not optimal" (Interview source on April 5, 2023). Emil Sofyan also stated the same thing as the previous commissioner: "KPPS usually has technical guidance in stages, from KPU they will provide guidance on PPK, PPK to PPS and PPS then provide guidance on KPPS (Interview source on March 7, 2023)".

Emil added that the implementation of technical guidance also requires monitoring and evaluation, evaluating the extent to which PPK and PPS convey working understanding of KPPS. The respective regional coordinators should monitor the activity. However, in interviews with other informants, the researcher did not find the monitoring and evaluation format used by the Tebing Tinggi City KPU in implementing the KPPS technical guidance. Anwar stated regarding the evaluation carried out: "If in the discussion stage there is but not in writing" (Interview source on March 10, 2023).

Regarding the problems faced in the 2019 election, Yopie Chairawan stated:

There are lots of obstacles in the field, for example one in filling out forms, that's the most important thing. It was the understanding there that ultimately made the calculations problematic and less qualified at the KPPS, which ultimately made the time that took a long time not an obstacle such as different logistics" (Interview source on April 5, 2023)

The problems mentioned above should be used as evaluation material for the implementation of KPPS technical guidance in the elections to be held in 2024. In practice, training for KPPS must have a standard operating procedure from the KPU-RI that is applied so that it can serve as a guide and achieve the goals expected by the institution.

Implementation of effective technical guidance can minimize errors that can occur at TPS. Work effectiveness according to Albrecht et al. (2013) namely, completion of work on time that has been determined, meaning whether the implementation of a task is considered good or not, depends on when the task is completed and does not primarily answer the question of how to carry out and how much it costs to that.

**Professional KPPS Technical Guidance Management Formula**

General election is a process to elect representatives of the people. Therefore, if the elections are not carried out in a professional, honest and fair manner; can be said the absence of a democracy. Democratic elections are the basis for legitimized government. If there are no democratic elections, the government will lose legitimacy and support from its people. Legitimacy itself is an acknowledgment and acceptance where this is an important element in elections. This process is the formation of people's trust in elections, especially for election organizers.

Voting Organizing Group (KPPS) is a group formed by PPS on behalf of regency/city KPU/KIP to carry out voting and vote counting at TPS. One of the duties of KPPS in carrying out voting and counting at TPS is to realize voter sovereignty, serve voters using their right to vote, provide access and services to voters with disabilities in casting their right to vote. KPPS is the KPU's front guard in carrying
out the process of voting and counting ballots. Preparation to produce professional organizers must begin with planning effective technical guidance governance for KPPS.

Analyzing the governance of the Voting Organizing Group’s technical guidance in the voting and counting process for the 2019 General Election in Tebing Tinggi City, the researcher wants to find a formula that can be used in conducting technical guidance to KPPS at the voting and counting stages. The principle of professionalism of election organizers as referred to in paragraph (1) of the Election Organizer Ethics Council Regulation Number 2 of 2019 states one of the things regarding professional organizers. Professional means that in election administration, election organizers understand their duties, powers and obligations supported by expertise based on knowledge, skills and broad insights (Brown et al., 2013).

Ineffective preparation of technical guidance to KPPS will result in the professionalism of the election process, especially at TPS. The professional level of an institution is determined primarily by the level of expertise of its members. (Clark, 2017) research entitled "Identifying the Determinants of Electoral Integrity and Administration in Advanced Democracies: The Case of Britain". This research is about the determinants of electoral integrity in a country with an established and advanced democratic system (Clark, 2017: 471-492.). In carrying out their duties, election organizers must be guided by the principles of election management. Article 3 of Law Number 7 of 2017 concerning Elections states that there are 11 principles of election management. These principles are honest, independent, fair, accountable, have legal certainty, accessibility, orderly, open, proportional, professional, effective, efficient and public interest.

Researchers tried to measure one of the principles of the election organizers in its application to the governance of technical guidance carried out on KPPS. The professionalism factors that researchers use are indicated which measures professionalism through 3 main quadrants, namely regulatory capacity, implementing capacity and administrative capacity.

Good understanding of all KPPS members regarding their main tasks and functions in the field and administration managed at TPS. Methods of deepening material in administrative implementation in the field must be properly conveyed to technical guidance. The simulation technical guidance method can be carried out as an evaluation of KPPS understanding in accordance with the estimated duration conveyed by Ilham Saputra above. Designing a TPS scene that involves elements of the selected KPPS itself can make technical guidance easier to understand.

CONCLUSION

Based on the results of the analysis, the researchers found that the Repeat Voting (PSU) and General Election Result Disputes (PHPU) that occurred were the result of the negligence of the KPPS. The researcher's analysis of the governance of the KPPS technical guidance in the 2019 elections in Tebing Tinggi City has been carried out according to the method that is sufficient with the available budget and time. KPPS in this case works according to the ability and understanding gained from the results of following the technical guidance carried out by PPK and PPS in stages. However, the biggest obstacle to KPPS technical guidance in the 2019 elections in Tebing Tinggi City was constrained by several of the following factors, namely: 1. Budget, 2. Time Planning and 3. Technical Guidance Method. In determining the KPPS technical guidance governance formula that is in accordance with the expert opinion of Sahdan (2008) on 3 (three) professional indicators, the researchers found the formula that was most effectively used was the Simulation method. This formula is also the findings of researchers in conducting technical guidance on KPPS to make it more effective.

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