

# The Management of General Election Commission in the Implementation of the 2024 Simultaneous Elections in Banyumas Regency

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## Abstract

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This study was motivated by the suboptimal management of the Banyumas Regency General Election Commission (KPU) in the implementation of the 2019 Simultaneous Elections. This study aims to determine how the General Election Commission (KPU) will manage the implementation of the 2024 Simultaneous Elections in Banyumas Regency. This research uses a qualitative method with a case study approach. The data used consists of primary and secondary data obtained through observation, interviews, and documentation. The results of the study show that the Banyumas Regency KPU has implemented effective management in organizing the 2024 Simultaneous Elections. However, several challenges were still encountered during implementation, such as the composition of human resources that was not yet ideal, changes in terms of office in the middle of the stages, not having its own logistics warehouse, weather and geographical constraints, and errors in the SIREKAP system. This study is expected to serve as evaluation material for the Banyumas Regency KPU. In addition, it is hoped that it will contribute to knowledge about management theory from a public administration perspective, thereby enriching understanding of management in public institutions and providing recommendations for improving the quality of election administration in the future.

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## INTRODUCTION

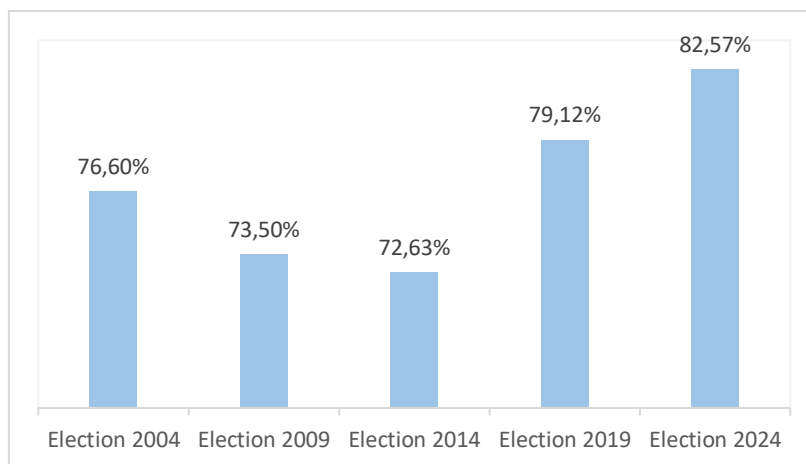
Management is a framework of activities that is structured and systematic, utilizing available resources. According to Terry and Rue (2020), management is a process or framework that involves guiding or directing a group of people towards organizational goals or tangible objectives. Along with the development of society, management science is not only applied to private organizations or businesses, but also to public institutions. Public institutions are expected to provide quality and innovative services by utilizing technological advances to meet the needs of society. In this case, management plays an important role in helping public institutions manage existing resources and ensure that activities are carried out

in accordance with the objectives set, such as the General Election Commission (KPU) in implementing the stages of the election.

This topic is interesting to study because it has high significance in relation to the application of management functions in public institutions, which are expected to contribute to improving the quality of elections. In addition, this study is important for optimizing the KPU's management processes in organizing elections, minimizing the risk of errors, and identifying the challenges faced by the KPU in previous elections. The application of management functions can improve the effectiveness and efficiency of the stages. The KPU is a national, permanent, and independent institution. The KPU covers the entire territory of Indonesia, from the central level, namely the KPU RI, to the polling station (TPS) level. The stages of the election are very complex, ranging from institutional preparation, regulatory drafting, election stage planning, management of the necessary resources, to the day of voting and vote counting. Therefore, management is key for the KPU to facilitate the management of the election stages so that they are structured in accordance with the regulations that have been established, thereby producing high-quality elections.

One of the public issues that attracted attention in 2024 was the simultaneous elections for five types of elections, namely the presidential and vice presidential elections, the DPR RI, DPD RI, Provincial DPRD and Regency DPRD, on Wednesday, February 14, 2024. Indonesia held its first simultaneous elections in 2019 with the aim of creating budget and time efficiency and reducing conflict or friction in society. The stages of simultaneous elections must be carried out honestly, fairly, transparently, and accountably, because quality elections will contribute to strengthening the foundations of good governance and increasing public trust in the democratic system. According to the results of a survey conducted by Kompas Research and Development (Litbang), the KPU received the third highest public image rating after the TNI and Bawaslu, with a positive rating of 80.3%. This is inseparable from the KPU's success in organizing the 2024 Simultaneous Elections (Wiryo and Belarminus, 2025). This includes the KPU's success in attracting public interest to actively participate and participate in monitoring the implementation of the 2024 Simultaneous Elections.

**Figure 1.** Voter Participation Level in Banyumas Regency



Source: Processed by Author (KPU Banyumas Regency, 2024)

The image above shows that Banyumas Regency has experienced ups and downs in voter turnout during elections. However, since the 2019 elections, voter turnout has increased significantly from 72.63% in the 2014 elections to 79.12% in the 2019 elections.

Furthermore, in the 2024 Simultaneous Elections, public participation increased even more, exceeding the expected target from 77.5% to 82.57%. However, the success of an election is not only measured by voter turnout, but also by ensuring that each stage runs effectively, from preparation to implementation of the 2024 Simultaneous Elections. If it is examined, the implementation of the 2019 Simultaneous Elections still leaves many problems, both from the organizers' side and the technical aspects of the simultaneous election stages. Ardipandanto's (2019) research revealed several problems in the 2019 elections, such as issues related to logistics distribution, voter data collection, excessive capacity and workload of KPPS officers, vote counting data, and lawsuits over the results of the 2019 Presidential Election. The nature of the simultaneous elections is a major factor that increases the workload of organizers due to the complex stages that must be completed in a short time, especially on the day of voting and vote counting. This shows that the KPU has not implemented effective management in the implementation of the 2019 Election stages.

In Banyumas Regency, although voter participation in the 2019 Election increased, several challenges remained during the stages. First, from the institutional perspective, many Ad Hoc Body officers, especially KPPS (Election Committee) officers, died, one of the causes being excessive workloads that led to exhaustion. In Banyumas Regency, four people died and six others were hospitalized (Zain and Ika, 2019). Furthermore, miscommunication and miscoordination frequently occurred between the Banyumas Regency General Elections Commission (KPU) and the Ad Hoc Body. For example, in Sidabowa Village, Patikraja District, Voting Committee (PPS) officers lacked a thorough understanding of the vote count recapitulation mechanism and were less than thorough in inputting data into the system. Misunderstandings also occurred when PPS officers unsealed ballot boxes and retrieved C1 forms for synchronization, without the presence of PPK (Voting Committee) officers, supervisors, or witnesses that constitutes a violation of the rules (Ridlo, 2019). Second, the Banyumas Regency General Elections Commission (KPU) also experienced technical issues during the simultaneous election stages, as outlined in the 2019 Election Stages Report.

**Table 1.** Problems in the 2019 Election in Banyumas Regency

No	Phases	Problems
1	Registration and Verification of Election Participants	The registration files submitted by political parties are incomplete and contain a lot of duplicate data SIPOL.
2	Formation of Ad Hoc Agency	Lack of public interest, especially in women's representation. Inaccurate evaluation results of the Ad Hoc Agency's performance. Unequal distribution of the workload. Frequent misunderstandings and misinterpretations
3	Updating voter Data and Compiling the Voter List	1) Obstacles in data collection for first-time voters, voters without e-KTPs, voters in detention centers and correctional institutions. 2) Large amounts of invalid or corrupted voter data, as well as duplicate data. 3) The Voter Data Information System (SIDALIH) is not functioning properly. 4) Lack of public understanding regarding the systematics of the Additional Voter List (DPTb).
4	candidature of DPD and DPRD Regency/City Members	Administration of registration and candidate verification is not good and the features on SILON are not complete.

5	Logistics Management	1) Delay in delivery of ballot envelopes and copies of Form C1 2) Shortage of ballot papers and ballot envelopes 3) Poor quality of envelope and seal logistics
6	Campaign Fund Audit Report	Political parties do not understand the technical provisions for preparing reports and the SIDAKAM application, the versions of which change frequently. Anggaran untuk sosialisasi dan pendidikan pemilih yang belum memadai
7	Socialization	The budget for voter education and socialization is inadequate.

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Source: KPU Banyumas Regency (2024)

The table above shows that the 2019 Election in Banyumas Regency faced a number of challenges at every stage. Furthermore, the diverse geographic conditions and large population also raised concerns for the Banyumas Regency General Elections Commission (KPU), particularly regarding logistics distribution and outreach. There are 534 polling stations (TPS), of which 441 are located in flood-prone areas and 93 in landslide-prone areas (Zain and Putri, 2024). Therefore, the Banyumas Regency KPU needs to coordinate with the local government and the Regional Disaster Management Agency (BPBD). The Banyumas Regency KPU is also responsible for coordinating ad hoc agencies to ensure they understand their duties, particularly those in disaster-prone areas. Furthermore, during the 2019 Election, the KPU faced challenges in public outreach, particularly with inadequate funding, resulting in less comprehensive outreach activities. One impact is that many people still lack understanding of the system for changing their voter registration to be registered on the Additional Voter List (DPTb).

The explanation above indicates that the KPU's management in the 2019 General Election in Banyumas Regency has not been running optimally. This is the background to the author choosing the topic of KPU Management in the 2024 Simultaneous Elections in Banyumas Regency to determine whether the Banyumas Regency KPU is implementing management functions to avoid obstacles that occurred in previous elections. Essentially, the implementation of management functions will facilitate the Banyumas Regency KPU in preparing, organizing, implementing, and supervising activities carried out during the stages to produce a quality election.

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## METHODS

This research employs a qualitative research method with a descriptive case study. The author processed various pieces of information relevant to the topic of this study based on the actual situation and conditions on the ground. In this case, this research examines the phenomenon of simultaneous election implementation in the 2024 Simultaneous Elections. The research location was the Banyumas Regency General Elections Commission (KPU). The data obtained in this study were sourced from primary and secondary sources. Primary data were obtained through direct interviews with informants regarding the management implemented by the Banyumas Regency KPU during the 2024 Simultaneous Elections stages. Secondary data were obtained through observations at the Banyumas Regency KPU, as well as collecting and processing documents relevant to the research topic. This study uses a purposive sampling method as a technique for selecting informants. The author selected seven informants who were considered to represent the characteristics and experiences related to the management of the Banyumas Regency KPU during the 2024 Simultaneous Election stages, including (1) the Chairperson of the Banyumas Regency KPU; (2) the

Chairperson of the Finance, General, Logistics and Household Division; (3) the Chairperson of the Technical Implementation Division; (4) the Chairperson of the Socialization, Voter Education, Community Participation and Human Resources Division; (5) the Chairperson of the Planning, Data and Information Division; (6) the Head of the Technical and Legal Sub-Division; and (7) the Secretary of the Banyumas Regency KPU.

## RESULT AND DISCUSSION

### Management of the General Election Commission (KPU) in the Implementation of the 2024 Simultaneous Elections in Banyumas Regency

Management is a series of activities arranged in a structured and systematic manner utilizing existing resources. According to Terry and Rue (2020), management is a process or framework that involves guiding or directing a group of people toward organizational goals or concrete objectives. Along with societal development, management science has begun to be applied to public institutions with the hope of providing quality and innovative services to meet public needs, such as through the use of information technology. In this case, management plays a role in assisting public institutions in organizing existing resources and ensuring that activities are implemented in accordance with established objectives.

As in the General Elections Commission (KPU), management is essential for achieving effectiveness and efficiency throughout the election process, maintaining a balance between the desired objectives, the intended targets, and the stakeholders involved. The KPU covers all regions of Indonesia, from the central level, including the Indonesian General Elections Commission (KPU RI), the Provincial General Elections Commission (KPU), the Regency/City General Elections Commission (KPU), and the Ad-hoc Body. As outlined in the book "Election Governance in Indonesia," compiled by the KPU RI, one dimension of election governance is election management. As an election management institution, the KPU must adhere to management principles to ensure the application and implementation of election regulations (Perdana et al., 2019). There are five key aspects of election management:

1. Strategic Planning

Strategic planning is a process that involves determining organizational goals, developing strategies to achieve them, and developing a work plan for the organization's activities over a specific period. The Indonesian General Elections Commission (KPU RI) Strategic Plan (Renstra) is prepared based on the National Medium-Term Development Plan (RPJMN) and the National Long-Term Development Plan (RPJPN). The KPU RI Renstra includes the vision, mission, objectives, targets, policy strategies, programs, and activities that serve as a reference for all work units, both Provincial and Regency/City KPUs, in carrying out their duties and functions over a five-year period.

2. Election Funding

Election funding, or budget, refers to the funding managed by the KPU to implement election stages, sourced from the State Budget (APBN). There are three main principles in managing election budgets: transparency, efficiency and effectiveness, and integrity.

3. Evaluation of Election Organizer Performance

This aspect is crucial for improving the performance of election organizers in the next period. The steps taken include quality control to ensure work and service standards meet effectiveness and efficiency criteria, performance audits of election organizer institutions, financial audits, and program evaluations.

4. Network Management with Stakeholders

The General Elections Commission (KPU) establishes coordinated relationships with stakeholders, including all actors involved, both directly and indirectly. The goal is to support the implementation of election stages and build trust in the election process. In general, stakeholders involved in election activities include election participants (political parties, candidate pairs or candidates), the government, election organizers (DKPP and Bawaslu), media and journalists, civil society organizations, election observers, academics and universities, voters, and others.

#### 5. Election Organizer Infrastructure

The infrastructure in question includes the supporting equipment needed by the General Elections Commission (KPU) to establish a professional election organizer. One example is the use of information technology to support the optimization of the role of election organizers, facilitate work, and increase the effectiveness, efficiency, transparency, and accountability of election organizers. The information technology innovations used by the KPU include the Political Party Information System (SIPOL), the Voter Data Information System (SIDALIH), the Vote Counting Information System (SITUNG), which was later transformed into the Recapitulation Information System (SIREKAP), the Nomination Information System (SILON), the Logistics Information System (SILOG), the KPU Website, and the Legal Documentation and Information Network (JDIH). To measure the success or failure of the implementation of management functions at the Banyumas Regency KPU in the 2024 Simultaneous Elections in Banyumas Regency, this study uses the Management Theory according to Terry and Rue (2020), which has four aspects:

1. Planning, including the objectives and strategic planning of the Banyumas Regency KPU in organizing the 2024 Simultaneous Elections.
2. Organizing, including determining the Banyumas Regency KPU's organizational structure and lines of authority, and allocating resources as needed.
3. Actuating, including the implementation of Standard Operating Procedures (SOPs), the implementation of plans and decisions made within the Banyumas Regency KPU, and leadership strategies to ensure that Banyumas Regency KPU employees carry out their duties according to their job descriptions.
4. Controlling, including clarification and examination of errors that occurred during the 2024 Simultaneous Elections, providing alternative solutions to irregularities that occurred during the 2024 Simultaneous Elections, and evaluating targets according to established standards.

### Planning

Planning is the process of deciding what goals to pursue over a future period and what to do to achieve those goals (Terry & Rue, 2020). Effective management includes gathering and analyzing facts, establishing the direction of the desired goals, and estimating the time, energy, and materials needed for operational purposes (Terry & Rue, 2020). Regarding the Banyumas Regency General Elections Commission (KPU) management planning for the 2024 Simultaneous Elections, it is known that, as a non-structural state institution, the KPU has prepared an organizational strategic plan that refers to the KPU RI's 2020-2024 Strategic Plan and the Banyumas Regency Long-Term Development Plan (RPJPD). The research findings indicate that the 2020-2024 KPU Banyumas Regency Strategic Plan encompasses the KPU's vision, mission, and objectives, including:

#### 1. Vision of the Banyumas Regency KPU

The vision is a picture of the future to be achieved through a series of programs and activities over the next five years. The Banyumas Regency KPU's vision for 2020-2024 is To

Become an Independent, Professional, and Integrity-Based Simultaneous Election Organizer.

## 2. Mission of the Banyumas Regency KPU

The mission is a formulation of actions to realize the vision. The missions of the Banyumas Regency KPU are: (1) Improving the implementation of Simultaneous Elections by adhering to legislation and the code of ethics for election organizers in Banyumas Regency; (2) Drafting Banyumas Regency KPU Decrees that provide legal certainty, are progressive, and participatory; (3) Improving the quality of simultaneous election implementation that is effective, efficient, transparent, accountable, and accessible in Banyumas Regency; (4) Optimizing the use of advances in information technology in organizing simultaneous elections in Banyumas Regency; (5) Increasing participation and the quality of elections in simultaneous elections in Banyumas Regency. and (6) Improving the quality of simultaneous election services for all stakeholders in Banyumas Regency.

## 3. Objectives of the Banyumas Regency General Elections Commission

The objectives set by the Banyumas Regency General Elections Commission are as follows: (1) To establish an independent, professional, and integrity-based Banyumas Regency General Elections Commission; (2) To hold simultaneous elections that are democratic, timely, efficient, and effective; and (3) To realize simultaneous elections that are direct, general, free, secret, honest, and fair.

Based on research results, there are several objectives to be achieved by each division within the Banyumas Regency General Elections Commission: (1) The Technical Implementation Division aims to ensure each stage runs effectively according to the timeline established by the Indonesian General Elections Commission; (2) The Socialization, Voter Education, Public Participation, and Human Resources Division aims to increase voter participation and encourage active participation; (3) The Finance, General Affairs, Logistics, and Household Division aims to manage election logistics accurately, in the right quantity, type, quality, and time. (4) The Planning, Data and Information Division has the objective of being able to provide valid, accurate, accountable and up-to-date election information and voter lists; and (5) the Legal and Supervision Division has the objective of being able to anticipate legal problems during the election stages.

In the 2024 Simultaneous Elections, the main planning was carried out at the central level, namely the Indonesian General Elections Commission (KPU RI), while the Banyumas Regency KPU functionally acted as an implementer at the regency level, following up on policies and directives from the KPU RI. The Banyumas Regency KPU carried out technical planning related to activities during the stages that were adjusted to the environment and conditions in Banyumas Regency. As a follow-up to the Banyumas Regency KPU Strategic Plan 2020-2024, the Banyumas Regency KPU prepared an Annual Performance Plan (RKT) and outlined it in more detail, including the implementation time, in the Performance Action Plan prepared annually.

The determination of objectives helps the Banyumas Regency KPU in determining the direction and focus of activities to be carried out during the stages of the 2024 Simultaneous Elections. Thus, the determination of objectives by the Banyumas Regency KPU becomes the basis for the management of the Banyumas Regency KPU in organizing the 2024 Simultaneous Elections to be more effective.

**Table 2.** Banyumas Regency KPU Programs and Activities in 2022-2024

Program	Activities	Person in Charge		
I. Election Implementation Program in the Process of Democratic Consolidation	Year 2022	Technical implementation of elections	Division of Technical Implementation	
	Year 2023	Program and budget planning, as well as drafting implementing regulations for election administration	Division of Planning, Data & Information	
		Registration and verification of election participants	Division of Technical Implementation	
		Formation of Adhoc Bodies	Division of Voter Education, Community Participation & Human Resources	
	Year 2024	Election campaign period	Division of Technical Implementation	
		Management, procurement, reporting, and documentation of logistics	Division of Finance, General Affairs, Logistics & Household Affairs	
		Voting and vote counting	Division of Technical Implementation	
		Program and budget planning, as well as drafting implementing regulations for election administration	Division of Technical Implementation	
		Formation of Adhoc Bodies	Division of Voter Education, Community Participation & Human Resources	
		Election campaign period	Division of Technical Implementation	
		Management, procurement, reporting, and documentation of logistics	Division of Finance, General Affairs, Logistics & Household Affairs	
	II. Management Support Program	Year 2022	Oath-taking and inauguration of the President and Vice President, members of DPR, DPD, Provincial DPRD, and Regency/Municipal DPRD	Division of Technical Implementation
			Determination of results	Division of Technical Implementation
		Year 2023	Financial management and State-Owned Assets (BMN)	Subdivision of Finance, General Affairs & Logistics
Office operations and infrastructure support			Subdivision of Finance, General Affairs & Logistics	
Data and information			Subdivision of Planning, Data & Information	
Year 2023		Financial management and State-Owned Assets (BMN)	Subdivision of Finance, General Affairs & Logistics	
		Office operations and infrastructure support	Subdivision of Finance, General Affairs & Logistics	

	Data and information	Subdivision of Planning, Data & Information
Year 2024	Financial management and State-Owned Assets (BMN)	Subdivision of Finance, General Affairs & Logistics
	Office operations and infrastructure support	Subdivision of Finance, General Affairs & Logistics

Source: Processed by Author (2025)

The table above shows that, in general, the Banyumas Regency General Elections Commission (KPU) has two main programs: the Election Implementation Program in the Democratic Consolidation Process and the Management Support Program. Every year, the KPU compiles a Performance Action Plan as a reference for all KPU staff in carrying out their duties. The planning process by the KPU is carried out through regular meetings, commonly known as Tuesday Meetings, attended by commissioners, secretaries, and all KPU staff. These meetings typically discuss the progress of ongoing programs and plan future activities. Next, the KPU develops strategies to achieve its desired goals. The KPU analyzes the strengths and weaknesses of the organization and the opportunities and threats from the external environment by examining changes and dynamics in the political, economic, social, and cultural life of the community. It also implements mitigation measures by inventorying problems that occurred during the 2019 Election. This aims to prevent similar errors from occurring in the 2024 Simultaneous Elections.

Furthermore, the Banyumas Regency KPU (General Elections Commission) also coordinated with various parties, including the Regional Leadership Communication Forum (Forkopimda), the Indonesian National Armed Forces (TNI/Polri), political parties participating in the election, election management bodies (DKPP, Bawaslu), civil society organizations, the media and press, academics and universities, and others. This coordination ensured that every activity planned by the Banyumas Regency KPU throughout the stages was aligned with current developments in the community. Based on this explanation, it can be concluded that, in general, the Banyumas Regency KPU implemented planning effectively. This was evident in the planning process, which established objectives and strategies based on mutual agreement and coordination with stakeholders. Periodic evaluations were also conducted to identify weaknesses and strengths in the planning. The results of this study align with Subekti (2019) research, which explains that thorough strategic planning regarding the preparation, implementation, and integrated oversight of all stages will impact election success. John R. Schermerhorn Jr. also argues that planning can foster focus and flexibility, coordination between divisions or subsections, oversight, and effective time management (Schermerhorn, 1996).

### Organizing

Organizing is the process of arranging, grouping, and allocating resources, as well as defining roles and responsibilities so that each member of the organization can contribute in a coordinated and structured manner (Hartono and Wijaya, 2025). Organizing is carried out to gather and organize all necessary resources, including human resources, so that the desired work can be carried out successfully (Terry and Rue, 2020). The research results show that the Banyumas Regency General Elections Commission (KPU) has a clear organizational structure and division of duties and authorities. The organizational structure of the Banyumas Regency KPU has been outlined in the Banyumas Regency KPU Strategic Plan, including detailed job descriptions for each division and sub-section within the KPU.



The image above shows that the organizational structure of the Banyumas Regency KPU consists of 2 (two) components, namely commissioners and secretariat. Commissioners are 5 members of the Banyumas Regency KPU, one of whom is elected as the chairman as the highest leader in the Banyumas Regency KPU. In accordance with PKPU RI No. 3 of 2020 concerning Amendments to PKPU No. 8 of 2019 concerning the Work Procedures of the General Election Commission, Provincial General Election Commission and Regency/City General Election Commission, members of the Banyumas Regency KPU are divided into 5 (five) divisions, namely:

1. The Finance, General Affairs, Logistics, and Household (KUL) Division, responsible for office administration, household and archiving, management and reporting of state property (BMN), financial reporting, planning and procurement of goods and services, and managing election logistics. Its implementation is assisted by the KUL sub-section.
2. The Technical Implementation Division, responsible for filling electoral districts and seat allocations, verifying political parties and nominations, preparing and implementing voting, vote counting, recapitulating vote counts, determining election results, and announcing them to the public. Its implementation is assisted by the technical sub-section.
3. The Voter Education and Socialization, Community Participation, and Human Resources (Sosdiklih, Parmas, and SDM) Division, responsible for voter education and socialization, establishing ad hoc bodies, providing training, and developing human resources. Its implementation is assisted by the legal and HR sub-sections.
4. The Planning, Data, and Information Division (Rendatin) is responsible for developing programs and budgets, updating and maintaining voter data, managing information and technology applications and networks, and managing and presenting national election results. Its implementation is assisted by the Rendatin sub-division.
5. The Legal and Supervision Division is responsible for drafting Banyumas Regency KPU decrees, legal review and advocacy, legal documentation and publication, internal supervision and control, dispute resolution and handling of administrative violations, and the Ad Hoc Body's code of ethics and code of conduct. Its implementation is assisted by the Legal and Human Resources sub-divisions.

The line of authority between the commissioners and the Banyumas Regency KPU secretariat is also clear. The commissioners, as leaders, establish decisions and policies related to the implementation of election stages, while the secretariat plays a role in providing technical administrative support and assisting the Banyumas Regency KPU in carrying out the election. The research results indicate that all Banyumas Regency KPU employees

understand their job descriptions and established lines of authority. Employee placement is also aligned with their competencies, thus maximizing performance in carrying out their duties. This finding aligns with John R. Schermerhorn, Jr.'s understanding that an organization should allocate work through a division of labor and provide coordination of performance results to effectively achieve organizational goals. This research also aligns with research by Yulia et al. (2025), who stated that a well-defined organizational structure within the KPU will enable each work unit to understand its role in the election coordination process

Furthermore, during the 2024 Simultaneous Election stages, there are 3 (three) main resources needed, namely: (1) Human resources (HR). HR at the Banyumas Regency KPU consists of 5 commissioners and 31 secretariat staff. In addition, it is also supported by Ad Hoc Bodies such as the District Election Committee (PPK), Voting Committee (PPS), Voting Organizing Group (KPPS), and Voter Data Update Officers (Pantarlih). (2) Budget. The budget used for the operations of the Banyumas Regency KPU and programs during the stages comes from the APBN. (3) Facilities and infrastructure, including BMN and election logistics, as well as the use of information technology. The research results indicate that the budget, facilities, and infrastructure during the stages were sufficient. However, the Banyumas Regency General Elections Commission (KPU) did not yet have a logistics warehouse, so the warehouse used was on loan. Furthermore, it was found that the KPU still faced challenges during the 2024 Simultaneous Elections, such as a less-than-ideal staff composition, given the heavy workload and short timeframe. Furthermore, there were changes in the terms of office of commissioners and secretariat staff midway through the stages, which impacted the effectiveness of performance during the stages. Nevertheless, activities and programs during the stages were still able to run smoothly and were completed on time thanks to the professionalism and good coordination between the new commissioners and secretariat staff, as well as with the Ad Hoc Agency and stakeholders involved.

### **Actuating (Implementation)**

Actuating, also known as action or direction, is an action or effort undertaken by a work group to complete assigned tasks so that group goals can be achieved (Terry and Rue, 2020). In other words, actuating is the actual implementation of a plan, involving all available human resources to achieve predetermined goals (Rohman, 2017).

The research revealed that in organizing the 2024 Simultaneous Elections, the Banyumas Regency General Elections Commission (KPU) is guided by Law No. 7 of 2017 concerning General Elections and KPU Regulation No. 3 of 2022 concerning the Stages and Schedule for the 2024 General Elections. Furthermore, in implementing activities and programs during the stages, the Banyumas Regency KPU refers to the 2020-2024 Banyumas Regency KPU Strategic Plan, the Annual Work Plan, and the Performance Reference Plan, as well as technical guidelines. In this regard, the Banyumas Regency General Elections Commission (KPU) has also prepared technical guidelines or Standard Operating Procedures (SOPs) in accordance with directives from the Indonesian General Elections Commission (KPU RI) and the Provincial General Elections Commission (KPU Provincial). SOPs provide a clear and detailed overview of a task, streamline time management, and facilitate the evaluation of work results.

Furthermore, the Banyumas Regency General Elections Commission (KPU) secretariat, as the implementing agency and support system for the commissioners, has performed its duties effectively according to the job descriptions of each sub-division. The division of duties is also clear, under the coordination of the secretaries and commissioners of each division.

1. Finance, General Affairs, Logistics, and Household (KUL) Division

Tasked to manage state assets (BMN), financial reporting, planning, procurement of goods and services, and distribution of election logistics, the division has performed quite well. This implementation is assisted by the KUL sub-division. Research results indicate that technically, financial management falls under the authority of the secretariat, while the KUL division commissioners only receive reports and oversee the management of election logistics. Based on the research findings, referring to the Banyumas Regency KPU Performance Report and the Banyumas Regency KPU Secretariat Performance Report, activities implemented by the KUL Division have been 100% realized.

In general, the financial and logistical management of the election has been implemented well. Election logistics have been in accordance with the principles of correct type, correct quantity, correct quality, correct target, and correct time. Logistics management has also been carried out in accordance with the Standard Operating Procedures (SOPs) established by the Indonesian General Elections Commission (KPU). However, the distribution of logistics to the sub-district level encountered obstacles due to difficult terrain and bad weather. This resulted in delays in the logistics distribution schedule. Nevertheless, the Banyumas Regency KPU was able to overcome this through coordination with the Ad Hoc Agency, ensuring that logistics reached all sub-districts on time and on target.

2. Technical Implementation Division

Tasked to implement the stages of determining electoral districts and seat allocation, nominating election participants, campaigning, and technical preparations for voting, vote counting, and vote recapitulation, all of which have proceeded smoothly in accordance with the timeline and schedule of the 2024 Simultaneous Elections. This implementation is assisted by the Technical Sub-Division and the Public Relations and Transportation Agency.

Based on the research results, referring to the Banyumas Regency General Elections Commission (KPU) Performance Report and the Banyumas Regency KPU Secretariat Performance Report, the activities of determining electoral districts and seat allocation, nominations, as well as the preparation and technical implementation of voting, vote counting, vote recapitulation, and the announcement of results have been realized 100%. However, the implementation target for the swearing-in ceremony for the president and vice president, as well as members of the DPR, DPD, Provincial DPRD, and Regency/City DPRD was not achieved. This was due to changes/revisions to the budget in the middle of the semester by the KPU RI.

The use of information systems such as the Electoral District Information System (SIDAPIL), the Nomination Information System (SILON), and the Political Party Information System (SIPOL) also ran smoothly. The use of these information systems has assisted the Banyumas Regency General Elections Commission (KPU), ensuring effective and efficient operations. Based on the 2024 Simultaneous Election Implementation Report in Banyumas Regency, the stages of the election generally ran smoothly, safely, and peacefully. This was evident in the absence of any alleged violations or revotes (PSU) throughout Banyumas Regency. This was due to thorough preparation and support from stakeholders. For example, the Banyumas Regency Regional Disaster Management Agency (BPBD) mitigated polling stations (TPS) in disaster-prone areas, developed standard operating procedures (SOPs) for disaster response, and conducted a live simulation of the voting and vote counting disaster response.

However, on election day and vote counting, the SIREKAP application was not running optimally. This was because it was discovered that on election day, or more precisely during the recapitulation stage of the vote count results, the SIREKAP system experienced a downtime and an error that could not be used by the Ad Hoc Body or the KPU. Much of

the data on Form C. Plano Results was not read correctly. Even so, the Banyumas Regency KPU was able to overcome this obstacle well through tiered manual checks and corrections to re-check data on Form C. Plano Results that were miscalculated or misstated for correction. After the tiered recapitulation was carried out, the Banyumas Regency KPU announced the election results to the public.

3. Division of Socialization, Voter Education, Community Participation, and Human Resources (Sosdiklih, Parmas, and SDM)

Tasked to provide socialization and education to the community. One of the goals to be achieved is to increase public participation. This includes not only active voters but also participating as organizers such as the PPK, PPS, KPPS, and Pantarlih (Election Committee), as well as monitoring the election process to understand the essence of democratic election administration. The target groups of the voter education program are: (1) First-time voters; (2) Young voters; (3) Female voters; (4) Voters with disabilities; (5) Marginalized groups; (6) Communities; (7) Religious groups and internet users (netizens).

The Banyumas Regency General Elections Commission (KPU) implemented strategies for voter education and outreach activities through collaboration with government and non-governmental organizations, and the use of information technology. These activities can be conducted directly, such as through forums, seminars, talk shows, and the use of local culture, or indirectly, through mass media, print, electronic media, social media, and other means. The Banyumas Regency KPU also innovated by holding a group screening of the film "Kejarlah Janji," outreach using props, and engaging games like election Scrabble and Snakes and Ladders with election-related questions. The implementation was assisted by the Technical and Public Relations (Parhubmas) sub-divisions, as well as other sub-divisions if additional personnel were needed.

In addition, the Social Education, Lih, Parmas, and Human Resources Divisions were responsible for the formation and selection of Ad Hoc Bodies, which were assisted by the Legal and Human Resources Sub-divisions. Research has shown that these activities have been 100% successful, adhering to regulatory requirements and provisions. These include age restrictions and the physical and mental readiness and health of Ad Hoc Bodies.

4. Planning, Data, and Information Division (Rendatin)

Tasked to implement program and budget planning, voter data updating and maintenance, information system management, and public information provision (PPID) management. Based on research findings, referring to the Banyumas Regency General Elections Commission (KPU) Performance Report and the Banyumas Regency KPU Secretariat Performance Report, the activities implemented by the Rendatin Division have been 100% successful. Its implementation is assisted by the Rendatin Sub-Division.

Program and budget planning refers to the central government and coordinates with local governments and relevant stakeholders. The planning process begins with the preparation of drafts by each division or subsection, which are then jointly approved through a Plenary Meeting with the commissioners. The voter data updating stage also went well with the use of the Voter Data Information System (SIDALIH), which has been upgraded compared to the 2019 Election. Now SIDALIH is able to detect duplicate data both within one district and across provinces. This makes it easier for the Banyumas Regency KPU to manage voter data in a factual, valid, accurate, accountable, and up-to-date manner.

5. Legal and Supervision Division

Tasked to carry out internal supervision and control, decision-making, legal documentation and publication, resolution of administrative and ethical violations, and resolution of disputes regarding election processes and results. Based on research findings,

the activities carried out by the Legal and Supervision Division, with the assistance of the Legal and Human Resources Sub-Divisions, have been running smoothly.

In this case, the Banyumas Regency KPU coordinated with the Banyumas Regency Election Supervisory Agency (Bawaslu) regarding regulations and when there were allegations of violations or disputes during the stages. Through the Legal and Supervision Division, it also aims to anticipate violations and legal problems during the stages, so that internal and external supervision is necessary. The Banyumas Regency KPU also directed the Ad Hoc Body to understand and comply with existing regulations. From the results of the study, it was found that there were no violations or disputes regarding the election process in Banyumas Regency. Through the Legal Documentation and Information Network (JDIH), the Banyumas Regency KPU provides information related to election law, as a form of accountability and transparency of the Banyumas Regency KPU to the public, in the form of KPU regulations, decrees, circulars, SOPs, technical instructions/guidelines, and legal dispute processes.

Furthermore, during the implementation process, the Chairperson of the Banyumas Regency KPU as the leader always monitors the performance of all employees and provides good direction according to instructions from the center. The Banyumas Regency KPU Secretariat also routinely holds morning roll calls every Monday as well as coaching led by the secretary and sub-section heads. Not only that, as a leader, he also always provides support and motivation to improve the work spirit of employees, including those in the Ad Hoc Body by each respective division head. Forms of appreciation are not only verbal motivation but also fulfilling the needs of employees and the Ad Hoc Body according to their rights. The results of this study are in line with the research of Febrianto, et al. (2024) which explains that leadership, motivation, work discipline and human resource turnover influence the performance of KPU employees in carrying out their duties.

Based on the explanation above, it can be concluded that the Banyumas Regency KPU has implemented the actuating aspect well, such as implementing the planned plans and decisions in accordance with the SOP through direction from the leadership to ensure that every task is completed properly and on time. However, challenges were still encountered during the implementation, such as the logistics distribution process being hampered by difficult terrain and bad weather, as well as the SIREKAP system experiencing downtime and errors during use. Even so, the Banyumas Regency KPU was able to overcome these obstacles through effective coordination with various parties involved, so that obstacles could be overcome and the process stages ran smoothly. This was proven by the absence of negative responses, disputes, or complaints from the public.

### **Controlling**

Controlling is the process of evaluating work implementation by comparing actual performance with expectations (goals and objectives) and taking necessary action (Terry and Rue, 2020). Control aims to measure the extent to which achieved results align with expected outcomes and to identify deviations so that necessary corrective actions can be taken. In short, control ensures that everything is carried out correctly, in the right manner, and at the right time. According to Malayu, S.P. Hasibuan, control functions can be divided into three types: supervision, assessment, and correction (Karyoto, 2016).

In the General Elections Commission (KPU), oversight generally consists of two types: internal oversight and external oversight. Internal oversight is a hierarchical oversight mechanism carried out by the KPU over its subordinate staff, both through monitoring and supervision (Perdana et al., 2019). External oversight, meanwhile, is conducted by the Elections Supervisory Agency (Bawaslu) and its staff, as well as by public reports or complaints. Internal oversight and control fall under the coordination of the Legal and

Supervision Division. Throughout the election process, the Banyumas Regency KPU conducts regular monitoring, holding at least once a week a routine meeting, known as the "Tuesday Meeting," attended by all KPU staff.

Furthermore, the Banyumas Regency KPU also supervises the Ad Hoc Body through direct monitoring during the election process and through regular coordination meetings at each stage. Furthermore, the Banyumas Regency KPU coordinates with the Banyumas Regency Bawaslu. Any reports or appeals from Bawaslu are submitted through forums or meetings for discussion with the relevant divisions. Based on the research results, it was discovered that the Banyumas Regency General Elections Commission (KPU) has conducted oversight of every activity and implemented procedures in response to findings or reports from both the public and the Elections Supervisory Agency (Bawaslu). The KPU will verify and clarify matters with the relevant parties and Bawaslu through a Plenary Meeting. The KPU will gather supporting information and evidence and coordinate with Bawaslu. If violations of the code of ethics or code of conduct are proven, sanctions will be imposed in accordance with applicable regulations, such as written warnings or temporary suspension.

Meanwhile, after all stages of the 2024 Simultaneous Elections have been completed, the KPU will also conduct an evaluation internally, through the Ad Hoc Body, and in collaboration with stakeholders. Evaluation is a crucial step that election organizers must undertake to further improve performance in subsequent years (Perdana et al., 2019). The results of the study indicate that the Banyumas Regency KPU has conducted evaluations of both the institutional and technical aspects of election administration. From an institutional perspective, both the Banyumas Regency KPU as a whole and the Secretariat compile an Annual Performance Report as a form of accountability for all activities carried out in order to determine the level of success in achieving targets. Meanwhile, regarding the implementation of elections, the Banyumas Regency KPU compiled a Report on the Implementation of the 2024 Simultaneous Elections of the Banyumas Regency KPU which, in addition to being a medium of information for the public, of course, the report is useful as a contribution from the Banyumas Regency KPU to improving the policy formulation process and the technical implementation process of elections in the future.

Based on the explanation above, it can be concluded that in general the Banyumas Regency KPU has well implemented the controlling aspect which includes the sub-aspects of clarification and checking for errors, providing alternative solutions for deviations, and evaluating targets according to established standards. The results of this study are in line with the research of Yulia, et al. (2025) which explains that the implementation of structured periodic evaluation and monitoring can help the KPU in identifying weaknesses and continuously making improvements in the implementation of coordination during the election stages. The results of the evaluation by the Banyumas Regency KPU are also stated in the 2024 Banyumas Regency KPU Performance Report, the 2024 Banyumas Regency KPU Secretariat Performance Report and the 2024 Simultaneous Election Implementation Report of the Banyumas Regency KPU which can be accessed by the public through the Banyumas Regency KPU website.

Based on the research conducted, it shows how important the role of management in the General Elections Commission (KPU). Through the implementation of effective management functions, the KPU is able to align the election stages with the dynamics of life. In accordance with the Management Theory by George R. Terry and Leslie W. Rue, which emphasizes the importance of planning, organizing, actuating and controlling in an organization in creating the effectiveness of the efforts undertaken. This is proven by implementing management functions, the Banyumas Regency KPU in organizing the stages of the 2024 Simultaneous Elections became more effective and efficient. Through careful

planning and mitigation of the implementation of previous elections, the Banyumas Regency KPU was able to increase its anticipation of the possibilities that occurred during the stages. This can be seen, despite the challenges faced by the Banyumas Regency KPU, it was able to overcome them well by implementing management functions such as establishing coordination both within the team and with the stakeholders involved.

## CONCLUSION

Based on the research results outlined above, it can be concluded that the management of the General Elections Commission (KPU) in the 2024 Simultaneous Elections in Banyumas Regency has generally been quite successful. Planning has been well implemented, as evidenced by the Banyumas Regency KPU's 2020-2024 Strategic Plan, Annual Performance Plan, and Annual Performance Action Plan, which clearly outline the objectives and plans for programs or activities to be implemented, who is responsible for each task, and the strategies used to achieve these objectives, tailored to the local environment. In terms of organization, the Banyumas Regency KPU has a clear organizational structure and lines of authority. The necessary resources, such as human resources, budget, and facilities and infrastructure, have been well prepared and met the requirements. However, the internal human resource composition of the Banyumas Regency KPU is not yet ideal, given the heavy workload and short timeframe. Furthermore, there was a change in terms of office midway through the election, which impacted the effectiveness of the ongoing election. Furthermore, the Banyumas Regency KPU does not yet have an election logistics warehouse. Despite this, the Banyumas Regency KPU was able to overcome these challenges by maximizing the potential of existing resources, ensuring the effective implementation of programs and activities throughout the election.

The Banyumas Regency General Elections Commission (KPU) has also performed well in the actuation aspect. Each division and sub-section has implemented the planned programs and activities according to their respective job descriptions. The Chairperson of the Banyumas Regency KPU also consistently provided clear direction and provided support and motivation to employees and the Ad Hoc Body for their excellent performance. However, several challenges were encountered during the implementation of the 2024 Simultaneous Elections in Banyumas Regency, such as logistics distribution being hampered by weather and geographical conditions, as well as an error in the SIREKAP system. Nevertheless, the Banyumas Regency KPU was able to overcome these challenges effectively in accordance with existing procedures and coordinated with stakeholders to ensure smooth activities throughout the stages.

The control aspect has also been implemented well. The Banyumas Regency General Elections Commission (KPU) conducts regular monitoring and evaluation both internally and through the Ad Hoc Body at every stage. When errors or reports of alleged violations are found, clarification is immediately sought with the relevant parties and coordination with the Banyumas Regency Elections Supervisory Agency (Bawaslu) to find appropriate solutions. The evaluation results are outlined in the Banyumas Regency General Elections Commission (KPU) Performance Report, the Banyumas Regency General Elections Commission (KPU) Secretariat Performance Report, and the 2024 Simultaneous Elections Implementation Report. This demonstrates that the Banyumas Regency KPU has implemented effective management in the implementation of the 2024 Simultaneous Elections.

Thus, although the Banyumas Regency KPU has successfully overcome the challenges that have arisen, the author provides several recommendations to the Banyumas Regency KPU in the management process, especially during the election stages, namely by increasing

the capacity of human resources both internally and in the Ad Hoc Body and distributing the workload evenly, so that the stages can run more effectively and efficiently. Then evaluate the mechanism for changing the commissioner's term of office so that it is not done in the middle of the election stage, because it affects the effectiveness of the ongoing stage. And improve the information systems used, such as the Vote Recapitulation Information System (SIREKAP) so that updates are made based on the problems faced during the 2024 Simultaneous Election.

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