

Performance Of The General Election Commision: A Study On The Performance Of The Polling Station Working Committee In 2024

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Abstract

The implementation of the 2024 Simultaneous Elections in Bekasi City is faced with complexities. height burden ad-hoc agency work , constraints technical adoption technology and crisis integrity potential ethics injure legitimacy democracy . Research This aim For analyze and evaluate in a way holistic interaction between burden Work operational Member Group Organizer Voting (KPPS), effectiveness use System Information Recapitulation (Sirekap), and integrity ethics organizer to trust public in Bekasi City. Research methods used is approach qualitative with design studies case . Data collected through interview in-depth , observation field , and study documentation , then analyzed use integration framework theory Street-Level Bureaucracy , Technology Acceptance Model (TAM), and Electoral Integrity. Research result show three findings main . First , even though the KPU has apply regulations restrictions age (PKPU No. 8/2022), burden Work clerical quantitative that exceeds 18 hours nonstop still trigger fatigue physical and cognitive extreme in KPPS. Second , adoption application Summary experience failure in variable perceived usefulness and perceived ease of use consequence anomaly OCR/OMR data reading as well limitations server capacity , which triggers technostress and coercion organizer back to manual recapitulation . Third , vulnerability operational the exacerbated by the scandal violation code ethics at the level the head of the Bekasi City KPU regarding suspicion gratification facility from participant elections

Keywords: *KPPS Workload , Sirekap Application , Technology Acceptance Model (TAM) , Organizer Ethics , Legitimacy Electoral .*

INTRODUCTION

The principle of popular sovereignty as stipulated in Article 1 paragraph (2) of the 1945 Constitution of the Republic of Indonesia affirms that the people are the holders of supreme power who exercise their will through General Elections and Regional Elections as instruments of democracy that must take place directly, publicly, freely, secretly, honestly, and fairly (Tajaswari & Asmorojat, 2021; Gunawan, 2024). The success of the election is an important indicator of the quality of democracy, however, the practice of money politics and various implementation issues still indicate a gap between constitutional ideals and reality on the ground (Roshady & Wibowo, 2023; Saputra et al., 2024). To increase the effectiveness of the presidential system and budget efficiency, the Constitutional Court through Decision Number 14 of 2013 which was later accommodated in Law Number 7 of 2017 stipulated the implementation of simultaneous elections (Yuri et al., 2023). However, the implementation of the simultaneous election system with five ballot boxes actually creates a very heavy workload for organizers at the lower level, giving rise to various operational problems and even human tragedies.

The 2019 Simultaneous Elections were one of the most challenging events in the history of Indonesian democracy because, for the first time, voters used five types of ballot papers simultaneously, increasing the administrative burden at the polling station (TPS) level and placing enormous pressure on the Voting Organizing Groups (KPPS), the spearhead of election administration (Tajaswari & Asmorojat, 2021; Saputra et al., 2024; Yuri et al., 2023). According to KPU data, these conditions resulted in the deaths of 894 officers and serious illnesses for 5,175 others. This tragedy was considered an Extraordinary Event (KLB) reflecting weak occupational risk management, as many officers had to work for more than 20 hours without a break, from

logistical preparation and voting to vote counting, triggering physical and psychological fatigue that contributed to the emergence of various health problems, especially among officers with a history of illness (Tajaswari & Asmorojat, 2021; Saputra et al., 2024).

**Table 1 Recapitulation Data on KPPs Officer Deaths
2019 National Election by Province**

No	Province	Number of Deaths (Souls)
1	West Java	177
2	East Java	82
3	Central Java	44
4	Banten	29
5	West Kalimantan	26
6	South Sumatra	25
7	Lampung	23
8	DKI Jakarta	18
9	Yogyakarta	12
10	North Sumatra	9
11	Riau	7
12	Bengkulu	7
13	West Nusa Tenggara	7
14	Jambi	6
15	Central Kalimantan	6
16	East Kalimantan	6
17	Southeast Sulawesi	6
18	Riau islands	4
19	South Sulawesi	4
20	Bali	2
21	North Sulawesi	2
22	Maluku	2
23	West Sumatra	1
24	Bangka Belitung	1
25	West Sulawesi	1

Source: Data processed from various KPU research sources and 2019 health reports.

The extremely high death toll in West Java (177 people) indicates that areas with high voter density have a greater risk of officer deaths (Tajaswari & Asmorojat, 2021). This directly correlates with the number of ballots to be counted and the volume of forms that must be manually copied by KPPS officers (Saputra et al., 2024). This tragedy sparked a wave of criticism from various institutions, including the Indonesian Ombudsman, which stated that the state had committed negligence or maladministration in protecting the health and safety rights of election officials (Ombudsman RI, 2019; Tajaswari & Asmorojat, 2021).

Post-2019 Simultaneous Election analysis showed that most deaths of polling station (KPPS) officers were caused by non-communicable diseases triggered by extreme fatigue due to prolonged workloads. The Indonesian Ministry of Health recorded heart failure as the leading cause of death, followed by stroke and on-duty accidents. Research from Gadjah Mada University found that approximately 80% of officers who died had a history of cardiovascular disease (Indonesian Ministry of Health, 2019; Gadjah Mada University, 2019; Tajaswari & Asmorojat, 2021). Working without rest for more than 20 hours led to dehydration, sudden increases in blood pressure, and the risk of organ failure (Saputra et al., 2024). Furthermore, psychological stress from administrative demands, scrutiny by political party witnesses, and fear of making mistakes further exacerbated officers' conditions, resulting in the 2019 Election's occupational stressors being considered among the heaviest in the history of Indonesian public administration (Saputra et al., 2024).

The following are details of the medical causes of death based on the medical audit and verbal autopsy conducted . Ministry of Health :

Table 2 Details of the Medical Cause of Death of the 2019 Election Official

Types of Disease Diagnosis	Number of Death Cases
Heart failure	48
Stroke	24
Myocardial Infarction	18
Work accident	15
Asthma	12
Respiratory Failure	9
Tuberculosis (TB)	9
Kidney failure	8
Multi Organ Failure	8
Hepatic coma	7
Sepsis	6
Diabetes Mellitus	5
Hypertensive Emergency	3
Meningitis	3

Source: Medical Audit Report of the Indonesian Ministry of Health.

The fact that The 48 cases of heart failure confirmed that the workload exceeded the heart's physiological capacity to pump blood normally under sustained stress (Ministry of Health of the Republic of Indonesia, 2019; Tarwaka, 2014; Saputra et al., 2024). This condition was exacerbated by irregular eating patterns and a lack of adequate nutritional intake during election day (Gadjah Mada University, 2019; Saputra et al., 2024). Researchers concluded that these deaths were "natural" in the medical sense due to underlying diseases, but "unnatural" from a policy perspective due to the inhumane work system (Lipsky, 2010; Tajaswari & Asmorojat, 2021).

One of the main causes of fatigue among polling station (KPPS) officers in the 2019 Election was the large administrative burden they had to complete within a limited timeframe. Each polling station (TPS) served up to 300 voters with five types of ballots, requiring officers

to manage approximately 1,500 ballots and complete various administrative documents, particularly the Model C1 form for the minutes and certificate of vote count results (KPU RI, 2019; Yuri et al., 2023; Pratama & Utami, 2023). Officers were also required to complete 23 forms totaling over 100 pages and manually copy them in multiple copies for witnesses and supervisors, resulting in administrative processes lasting hours after the vote count was completed (PKPU RI, 2019; Wibowo & Lestari, 2023; Saputra et al., 2024). The high demands for accuracy, because the slightest error can trigger a dispute over the results up to the Constitutional Court, means that officers have to work in conditions of fatigue and drowsiness, thus increasing physical and psychological stress during the election (Lipsky, 2010; Bernardin & Russel, 2013; Azzahri, 2024).

Bekasi City, one of the most densely populated metropolitan areas in West Java, was also seriously impacted by the 2019 Simultaneous Election tragedy, with 14 polling station (KPPS) officers dying during the election process (Tajaswari & Asmorojat, 2021; Gunawan, 2024). The high number of voters and the complexity of local political dynamics placed a heavy burden on polling station (TPS) officials (Saputra et al., 2024). As a token of appreciation, the government, through the General Elections Commission (KPU), provided compensation to the families of the deceased officers and recognized them as "Heroes of Democracy" (Tajaswari & Asmorojat, 2021; Yuri et al., 2023). The post-2019 election evaluation subsequently led to improvements in the recruitment system, the provision of health insurance and insurance for ad hoc bodies, and improvements in election management. Various evaluations also concluded that the excessive workload was influenced by the inaccuracy of work duration planning, especially because the vote counting simulation did not take into account the administrative process after the counting was completed, so that the tragedy in Bekasi City became an important basis for efforts to transform election governance in the following period (Lipsky, 2010; Pratama & Utami, 2023; Wibowo & Lestari, 2023; Saputra et al., 2024; Fauzi et al., 2025).

Entering 2024, Bekasi City faces a much larger operational scale than in the previous period (Gunawan, 2024; Fauzi et al., 2025). As a satellite city of the capital, Bekasi's voter turnout has been constant and significant. Data from the 2024 Election Final Voter List (DPT) shows 1,828,740 voters across 12 sub-districts and 56 urban villages (Bekasi City General Elections Commission, 2023; Rajuspa & Maulia, 2024). To serve these millions of voters, the Bekasi City General Elections Commission (KPU) has established 3,673 polling stations (TPS) involving tens of thousands of polling station (KPPS) officers (Bekasi City General Elections Commission, 2023; Yuri et al., 2023; Fauzi et al., 2025).

Table 3 Comparison of Election Electoral Indicators

Electoral Parameters	Bekasi City	Bekasi Regency
Number of DPT	1,828,740 Voters	2,258,378 Voters
Number of polling stations	3,673 Locations	4,090 Locations
KPPS Officer Estimates	25,711 Officers	28,630 Officers
Operational Budget / TPS	Rp1,990,000	Not Specified
Voter Participation	55.78%	81.81%
Number of Invalid Votes	43,794 Votes	Not Specified

Source: Secondary Data from the Bekasi City KPU and Bekasi Regency KPU 2024.

Disparity participation The striking voter turnout between Bekasi City (55.78%) and Bekasi Regency (>80%), coupled with a high number of 43,794 invalid votes, indicates political education barriers and technical complexities in the field (Gunawan, 2024; Rajuspa & Maulia, 2024). This situation places a heavy burden on the KPPS (Election Committee) who must manage the voting techniques while responding to voter confusion amidst the system's complexity (Saputra et al., 2024).

In response to the 2019 election tragedy, the Indonesian General Elections Commission (KPU) implemented the Sirekap application in the 2024 election, utilizing OCR and OMR

technology to accelerate vote recapitulation, reduce manual processes, and increase transparency of results in real time (Wibowo & Lestari, 2023; Fauzi et al., 2025). However, its implementation in Bekasi City faced various obstacles, particularly system failures in reading handwriting, which led to data discrepancies, led to accusations of vote manipulation, and increased psychological pressure on KPPS (polling station) officers. These conditions forced officers to make repeated manual corrections, thus maintaining a high workload (Azzahri, 2024; Kinasih, 2024; Davis, 1989; Fauzi et al., 2025). To mitigate similar risks, the KPU issued KPU Regulation Number 8 of 2022, which limits the age of KPPS members to 17–55 years and increases the honorarium as a form of protection and adjustment to the large workload of organizers (KPU RI, 2022; Yuri et al., 2023).

Table 4 Evolution of Ad-Hoc Officer Welfare and Policy (2019-2024)

Policy Components	2019 Election	2024 Election
Honorarium for the Head of KPPS	Rp. 550,000	Rp1,200,000
KPPS Member Honorarium	Rp. 500,000	Rp1,100,000
Maximum Age Limit	There isn't any	55 Years
Health Screening	Administrative Formalities	Mandatory Comorbidity Check
Form Duplication	Manual Handwriting	Photocopying is allowed
Death Benefit	Rp. 36,000,000	Rp. 36,000,000

Source: Processed from KPU Decisions and Official News.

Despite the implementation of mitigation policies, the risk of officer mortality has not been completely eliminated. In the 2024 election, 133 officers died in West Java, including in Bekasi City, due to quantitative workloads exceeding 18 hours without a break (Saputra et al., 2024; Tajaswari & Asmorojat, 2021). This phenomenon underscores the need for an in-depth evaluation of time management and *shift work schemes* for ad-hoc agencies at the local level (Tarwaka, 2014; Saputra et al., 2024).

In addition to facing a high workload, the implementation of the Election in Bekasi City was also marred by issues of integrity and organizational management. Allegations of gratification in the form of vacation facilities to Bali involving certain Bekasi City KPU commissioners and investigated by the DKPP were deemed to have damaged the institution's credibility and reduced public trust in the legitimacy of the election, especially amidst the significant sacrifices made by KPPS officers in the field (DKPP RI, 2024; Dwiyanto, 2008; Norris, 2014; Roshady & Wibowo, 2023). On the other hand, weaknesses in risk management were also evident in the logistical aspect, such as the flooding of the KPU warehouse due to flooding and the shortage and exchange of ballots between electoral districts. These problems have the potential to hinder the smooth running of voting, cause administrative losses, and increase psychological pressure on KPPS officers who deal directly with the public at TPS (Dwiyanto, 2008; Fauzi et al., 2025; Roshady & Wibowo, 2023; Saputra et al., 2024).

The dynamics of the 2019-2024 elections in Bekasi City indicate that the simultaneous elections still require a comprehensive evaluation, particularly in ensuring the safety of election organizers, increasing the effectiveness of technology utilization, and strengthening institutional integrity (Lipsky, 2010; Tajaswari & Asmorojat, 2021). The implementation of Sirekap should be a supporting instrument supported by infrastructure readiness and digital literacy, rather than increasing the workload of officers (Davis, 1989; Azzahri, 2024). Furthermore, Bekasi City's experience emphasizes the importance of more adaptive human resource and logistics management through the implementation of a rotating work system for KPPS (polling station workers), the provision of more comprehensive health protection, and strengthened ethical

oversight of election organizers to maintain public trust (Norris, 2014; DKPP RI, 2024). These various issues provide an important basis for the need for further research to formulate strategies for holding elections that are more effective, safe, and have integrity. Therefore, the author is interested in conducting research with the thesis title Evaluation of the Performance of the General Election Commission (Performance Study of the 2024 Voting Organizer Group)

RESEARCH METHODS

The research method used is a qualitative approach with a case study design. Data were collected through in-depth interviews, field observations, and documentation studies, then analyzed using an integration of the Street-Level Bureaucracy theoretical framework, the Technology Acceptance Model (TAM) developed by Davis (1989) and Election Integrity (Pippa Norris: 2014). Furthermore, this study uses a data analysis model from Miles, Huberman, and Saldana which consists of three simultaneous activity flows: data presentation, data collection, and data analysis, conclusions, and verification.

RESULTS AND DISCUSSION

The Reality of KPPS Operational Performance and Procedural Compliance

The Voting Organizing Group (KPPS) is the spearhead of the legitimacy of the 2024 Simultaneous Elections because it is tasked with implementing all stages of voting and vote counting in accordance with the provisions of PKPU Number 25 of 2023. Although the regulations demand a high level of accuracy, its implementation in the field is faced with a large administrative workload, especially in North Bekasi District as the area with the largest Permanent Voter List (DPT) in Bekasi City, namely 360,544 voters spread across 900 TPS and served by around 6,300 KPPS officers. These conditions require technical capabilities, physical endurance, and compliance with procedures simultaneously in ensuring the smoothness and integrity of the election administration.

Table 5 Evaluation of Operational Performance and Procedural Compliance of the North Bekasi KPPS

Work Indicators	Empirical Reality in the Field	Procedural Implications & Risks
Voice Management Burden	Manage 5 types of ballot papers x max 300 DPT (up to 1,500 sheets/TPS).	The duration of the physical count took 8–12 hours until late at night.
Administrative Copying	Filling out 23 types of physical forms (>100 pages of C-Results documents).	Triggers cognitive fatigue and <i>human error</i> in adding numbers.
Number Transposition Error	An error was found in the writing of the C-Copy Results figure in Teluk Pucung & Kaliabang.	Slowing down the progress of the Open Recapitulation Plenary Meeting at the PPK level.
Procedure Correction Compliance	Data adjustments were carried out openly	Maintaining the legality of forms even though it takes a long time to fix

	witnessed by PTPS and political party witnesses.	
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Source: Secondary Data from Bekasi City Election Commission and Interview Transcripts (processed), 2026

Empirical findings indicate that the primary problem with the operational performance of the KPPS (Election Polling Station) officers lies not in low commitment or compliance with regulations, but rather in limited physical and cognitive endurance due to excessive workloads. The obligation to manually complete and copy various documents late into the night creates a *systemic bottleneck* that increases the risk of fatigue, leading to recording errors, such as the transposition of numbers in vote count results found in several sub-districts in North Bekasi District. This situation is exacerbated by the lack of document simplification, limited supporting facilities such as photocopiers at polling stations (TPS), and the lack of a rotating work system for officers. As a result, although KPPS officers have demonstrated a high level of procedural compliance in carrying out their duties, the quality of their performance is hampered by the long work hours and administrative complexity, resulting in increased data entry errors and shifting the burden of corrections to the sub-district recapitulation level.

Technical and Managerial Realities Use of the Sirekap Application

The implementation of the Recapitulation Information System (Sirekap) in the 2024 Election was designed as a digital transformation effort to accelerate vote recapitulation, reduce manual administrative processes, and increase the transparency of counting results through OCR and OMR technology that converts photos of C-Result Plano forms into digital data. However, its implementation at 900 polling stations (TPS) in North Bekasi District still faces various technical and managerial obstacles, such as inconsistent device specifications, limited telecommunications network quality, and the system's inaccuracy in document reading. These conditions have resulted in suboptimal utilization of Sirekap and have actually increased the workload of KPPS (Polling Stations) as officers must manually check and correct data to ensure accuracy results recapitulation .

Table 6 Evaluation of Technical and Managerial Barriers to the Sirekap Application in North Bekasi

Evaluation Dimensions	Empirical Reality at North Bekasi Polling Station	Operational Impact & Risk Level
Server Reliability	The KPU central server experienced <i>overload</i> and <i>went down</i> during national peak hours.	The process of uploading the C-Result Plano photo failed repeatedly until early morning.
OCR/OMR accuracy	The algorithm mistranslates handwritten numbers (e.g., the number 1 is read as 7).	This creates data asymmetry on the KPU portal and triggers suspicions of fraud.
Device Specifications	Relying on officers' personal devices (<i>smartphones</i>) with varying camera quality.	The document photo results are blurry/cropped so the OCR system fails to process them.
Internet Connectivity	There were <i>blank spots</i> and provider signal instability at several polling station locations.	KPPS was forced to move to find a signal outside the TPS area.

Data Correction Function	The absence of flexible independent number editing/correction features at the KPPS level.	Transferring the burden of corrective data correction to the sub-district plenary.
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Source: Secondary Data from the Bekasi City Election Commission and Interview Transcripts (processed), 2026.

The processing of the empirical findings above leads to an analysis of the *Technology Acceptance Model* (TAM) framework developed by Davis (1989). From a TAM perspective, the level of acceptance of a digital innovation is determined by two main variables: perceived usefulness and perceived ease of use. The implementation of Sirekap in North Bekasi District shows that the goal of increasing efficiency and ease of recapitulation has not been fully achieved. From the aspect of *perceived usefulness*, OCR/OMR reading errors cause digital data to not always match the results of the C-Result Plano form, so KPPS officers and witnesses continue to rely on manual calculations as the basis for determining results. Meanwhile, from the aspect of *perceived ease of use*, the application is considered not easy to use enough because it often experiences disruptions, a complicated verification process, and limited features for making direct data corrections. This condition makes Sirekap an additional workload amidst the high pressure faced by officers. These findings align with research by Azzahri (2024) and Kinasih (2024), which states that election digitalization requires adequate infrastructure, systems, and equipment to avoid new administrative issues. Thus, the experience in North Bekasi District shows that the digital transformation of the 2024 Election still faces various technical obstacles, such as server instability, limited OCR accuracy, and the lack of standardization of work tools. Consequently, Sirekap has not been able to function optimally as an instrument for bureaucratic simplification and continues to impact the effectiveness of the KPPS (Polling Station Working Group) and public trust in the initial recapitulation results.

Dynamics of Extreme Workload, Health Conditions, and Stressors Psychological Officer

Behind the successful technical implementation of the 2024 Election, there are significant challenges related to the occupational safety and health of polling station (KPPS) officers, the spearhead of election administration. In North Bekasi District, approximately 6,300 officers assigned to 900 polling stations (TPS) are not only responsible for administrative accuracy and the operation of the Sirekap application, but also must work extremely long hours without an adequate shift system. Evaluations show that officers' working hours on Election Day average 20–28 hours continuously, from polling station preparation, through voting and vote counting, to completing administrative tasks the following morning. These conditions cause high levels of physical fatigue and significant psychological stress, potentially reducing performance quality and increasing the risk of occupational health and safety problems. for KPPS officers.

Table 7 Mapping of Workload, Health Impacts, and Stressors KPPS Psychology

Dimensions / Categories	Operational Indicators at TPS	Health Impacts (Physical)	Psychological (Mental) Stressors	References (Body Note)
Manual Clerical & Administrative Workload	• Copying dozens of copies of form C. Manual results.	• Extreme physical fatigue (<i>fatigue</i>).	• Academic/technical anxiety (<i>administrative anxiety</i>).	(Wibowo & Lestari, 2023; Saputra et al., 2024)
	• Manage 1,500 ballots (300 voters × 5 boxes).	• Chronic dehydration & digestive disorders.	• Fear of miscalculations that could trigger	

Dimensions / Categories	Operational Indicators at TPS	Health Impacts (Physical)	Psychological (Mental) Stressors	References (Body Note)
	• Filling out 23 types of forms (>100 pages).	• Muscle fatigue (<i>musculoskeletal disorder</i>).	disputes over results.	
Extreme Work Duration & Break Time	• Working hours exceed 18–20 hours <i>non-stop</i> (H-1 until dawn H+1).	• Activation of cardiovascular comorbidities.	• Cognitive <i>burnout</i> .	(Ministry of Health of the Republic of Indonesia, 2019; Tarwaka, 2014; Saputra et al., 2024)
	• Lack of rest time and irregular nutritional consumption.	• Hypertensive crisis, heart failure, and stroke.	• Decreased concentration & accuracy.	
		• Drastic decrease in body resistance.	• High quantitative <i>occupational stressors</i> .	
Use of Digital Innovation (Sirekap)	• Taking photos of C. Plano results with a cellphone camera.	• Eye fatigue (<i>eye strain</i>).	• Frustration due to technological failure (<i>technostress</i>).	(Davis, 1989; Azzahri, 2024; Kinasih, 2024)
	• Repeated manual corrections due to OCR/OMR system errors.	• Neck and back tension due to holding a device for hours.	• Psychological pressure due to public/witness accusations of data manipulation.	
	• KPU network/server problems at the TPS location.			
Social & Political Environmental Pressures	• Intensive supervision and verbal intimidation of political party witnesses.	• Post-duty sleep disturbances (<i>insomnia</i>).	• Interpersonal pressure and direct conflict in the field.	(Lipsky, 2010; Roshady & Wibowo, 2023; Gunawan, 2024)
	• Dealing with voter disappointment due to logistical constraints.	• Psychosomatic symptoms (dizziness, nausea due to anxiety).	• Moral burden on the purity and transparency of the people's voice.	
	• Maintain order in crowded polling station areas.			

Source: Secondary Data from the Bekasi City Election Commission and Interview Transcripts (processed), 2026.

Analysis of research findings indicates that the high workload of polling station (KPPS) officers in the 2024 Election is not only related to the technical aspects of the implementation, but also reflects fundamental issues in Occupational Safety and Health (K3) management in the public sector. Based on *the Street-Level Bureaucracy perspective* (Lipsky, 2010), KPPS officers are in a vulnerable position because they must carry out complex administrative procedures under conditions of time constraints and physical exhaustion. From a medical perspective, health problems experienced by officers are generally triggered by comorbidities exacerbated by fatigue, dehydration, and prolonged stress. Meanwhile, from a public policy perspective, these conditions indicate systemic weaknesses in the design of election administration that do not fully take into account human biological capacity, particularly due to the lack of a rotating work system, adequate medical support, and occupational risk management at the polling station level. High administrative pressure and demands for accuracy under the supervision of election participant witnesses also pose a source of stress that has the potential to degrade the physical and psychological condition of officers. Findings in North Bekasi District indicate that age restrictions and initial health checks are not sufficient to ensure the safety of KPPS officers. Therefore, election administration reforms need to integrate Occupational Safety and Health (K3) standards more comprehensively so that protection for election organizers becomes an integral part of efforts to realize elections that are effective, have integrity, and are oriented towards human rights.

Urban Voter Service Quality, Disaster Responsiveness, Logistics, and Records Integrity Ethics

The success of the election is determined not only by the smooth voting and vote counting process, but also by the quality of service to voters, the organizers' ability to respond to emergency situations, and their commitment to maintaining integrity and adherence to ethical principles. In Bekasi City, as an urban area with high population mobility, the Bekasi City General Elections Commission (KPU) and its ad hoc bodies are required to provide inclusive, adaptive, and accountable services. However, the implementation of the 2024 election in North Bekasi District faced various challenges, such as flooding that disrupted logistics, obstacles to the distribution of voting notification letters, and cases of alleged ethical violations involving Bekasi City KPU leaders. These various conditions demonstrate that the accountability and legitimacy of election organizers are influenced not only by technical aspects, but also by the organization's ability to manage risks, maintain the quality of public services, and maintain trust public .

Based on results Research shows that the performance of the Voting Organizing Group (KPPS) in the 2024 Simultaneous Elections in North Bekasi District has generally been carried out according to regulations and demonstrated a high commitment in carrying out the duties of organizing elections. However, the effectiveness of its implementation still faces various obstacles in operational, technological, occupational safety, public service, and institutional integrity aspects. KPPS officers are able to carry out the voting and vote counting process, provide inclusive services to voters, and ensure the smooth running of the election stages. However, administrative complexity, very long work duration, suboptimal implementation of the Sirekap application, and limited support for facilities and risk management have resulted in a high workload and increased the potential for administrative errors. In terms of public services, the quality of service at polling stations (TPS) is relatively good, especially for vulnerable groups, but weaknesses are still found in the distribution of voting notification letters which have an impact on low voter participation. Meanwhile, from an institutional governance perspective, various cases of ethical violations involving the leadership of the Bekasi City General Elections Commission (KPU), weak logistical risk mitigation, and suboptimal follow-up to supervisory recommendations indicate that the main challenges in election administration lie not only at the operational level of the KPPS (polling station committees), but also in the aspects of

accountability, integrity, and organizational governance. Therefore, future election administration requires more comprehensive reforms through administrative simplification, improvements to digital systems supported by adequate infrastructure, implementation of Occupational Safety and Health (K3) standards for ad hoc bodies, strengthening logistics management and public services, and increasing ethical oversight and accountability of election organizers so that elections can be more effective, with integrity, and able to increase public trust. towards the democratic process.

CONCLUSION

Based on empirical data analysis, in-depth interviews, and document review, this study concludes that the performance of the Voting Organizing Group (KPPS) in the 2024 Election in North Bekasi District was generally successful in ensuring the implementation of all voting stages. However, the effectiveness of its implementation still faces various operational, technological, occupational safety, and institutional governance issues. The very high administrative burden, work durations reaching 20–28 hours without a rotating work system, and the complexity of document filling cause cognitive fatigue, which results in increased administrative errors and a decline in the quality of task implementation. Furthermore, the implementation of the Sirekap application has not been able to achieve the desired efficiency and transparency due to ongoing constraints on OCR/OMR accuracy, system disruptions, and the lack of standardization of work tools, thus continuing to rely on manual recapitulation processes. This study also shows that occupational safety and health (K3) protection for KPPS officers is inadequate, resulting in a high risk of health problems due to the extreme workload. Furthermore, although voter service at polling stations (TPS) was generally good, various logistical issues, low voter turnout, and ethical violations involving election officials at the leadership level have undermined public confidence in the election process. Therefore, comprehensive reforms are needed, including administrative simplification, digital system enhancements, strengthening occupational health and safety (K3) standards, improving logistics management, and strengthening the integrity and accountability of election officials to achieve more effective, safe, and consistent elections.

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