

**EFFECTIVENESS OF COMMUNICATION BETWEEN KPU AND DKPP:
A CASE STUDY OF PERMANENT DISMISSAL OF A KPU MEMBER****Betty Epsilon Idroos, Nurliah Nurdin, Muhadam Labolo, Ahmad Averus**

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The problem of ineffective communication often occurs among election organizing institutions, which is in line with the constant revision of laws related to election organizers, in fact almost every election is held. In terms of seeking the best form of democratization in Indonesia through elections, resolving ineffective communication between election organizers needs to receive full attention. This includes case studies regarding the permanent dismissal of KPU members as a form of follow-up to alleged violations of the code of ethics which is within the scope of DKPP's work. Carrying out an analysis through the conception of government communication, it appears that effective communication has not been achieved between the two, and this will also end up disrupting the synergy between the election organizing institutions, even though the institutional design is as a unified function of the election organizers. This article was written using a qualitative method with literature research which is associated with its eclectic, subjective nature and tends to have an interpretative nuance. This article also tries to see to what extent the effectiveness of communication and organizational synergy that occurs by looking at the role of organizational communication networks with the scope of permanent dismissal of KPU members by DKPP.

Keywords: KPU, DKPP, communication, synergy**I. Introduction**

To maintain public trust in the implementation of elections, the performance of the organizers is also very much determined. As a unified function of organizing elections, namely consisting of the KPU, Bawaslu and DKPP as regulated in Law Number 7 of 2017 concerning General Elections, they are the elements intended to demonstrate performance as organizers.

However, in several recent incidents, the synergy between the three institutions has not been able to show good synergy. In fact, the spirit of changing the form of synergy is always in line with changes or revisions to the relevant laws which always look for forms of improvement not only for the implementation, but also for the organizers. This poor synergy often shows that there is ineffective communication in this election institution. As stated by Several experts in Soyomukti (2009) stated that good communication and coordination will give birth to good synergy. The desired form of coordination is not possible if communication within and between organizations does not run effectively. Meanwhile, this is important because in the institutional design of election organizers in Indonesia it is a unified function of the organizers. This is important because apart from hoping for the birth of public trust as stated previously, it also shows a good level of democratic maturity as well.

The issue of synergy between the three organizing institutions is always in the public spotlight. Even the Chairman of Commission II DPR RI, Ahmad Doli Kurnia, on January 20 2021 stated in an interview in the mass media that there were sectoral egos and

mutual displays of arrogance towards the institutions in organizing the elections. This poor coordination synergy is very unfortunate because it affects public views and trust¹.

Reflecting on the phenomenon that occurred above, we still haven't achieved a synergistic institutional design, even though it is very good for improving the implementation of our elections. Even though this institution is designed to be permanent, national and independent as regulated in the 1945 Constitution. The choice of three institutions in the unity of the implementation function is filled with KPU membership at the national level with 7 (seven) commissioners, Bawaslu with 5 (five) people. The number of commissioners and DKPP is 7 (seven) commissioners, of which 2 (two) members are former officio members of the respective KPU and Bawaslu members who are assisted by the secretariat ranks at each institution.

It turns out that the institutional design of this implementation still leaves problems with many cases of alleged violations of the code of ethics for KPU and Bawaslu members and their staff. As the guardian of the code of ethics for election organizers, DKPP should have a very strategic role in addition to its function of taking action against violations of the code of ethics, but also its preventive function. Because if the prevention function can be optimized, then good implementation within the unified function of election organizers can also run well.

According to DKPP, as attached in the 2020 DKPP Performance Report, it is clear that there are still many allegations of election violations occurring in the field. Some of the data in question is described in the table as attached,

Putusan DKPP Tahun 2012 - 2020

No.	Tahun Perkara	Perkara Teregistrasi	Perkara Diputus	Perkara Sedang Diperiksa	Amar Putusan						Jumlah Teradu
					R	TT	PS	PT	PDJ	Tap	
1	2012	30	30	0	20	18	0	31	0	3	72
2	2013	141	141	0	399	133	14	91	0	28	665
3	2014	333	333	0	627	336	5	188	3	122	1281
4	2015	115	115	0	282	122	4	42	2	13	465
5	2016	163	163	0	376	173	3	46	2	10	610
6	2017	140	140	0	276	135	19	50	8	5	493
7	2018	319	319	0	522	632	16	101	21	40	1332
8	2019	331	331	0	808	552	4	77	17	46	1504
9	2020	184	101	83	200	174	2	26	7	0	409
Jumlah		1756	1673	83	3510	2275	67	652	60	267	6831
Keterangan		Perkara	Perkara	Perkara	Orang	Org	Org	Orang	Orang	Orang	Orang

Keterangan

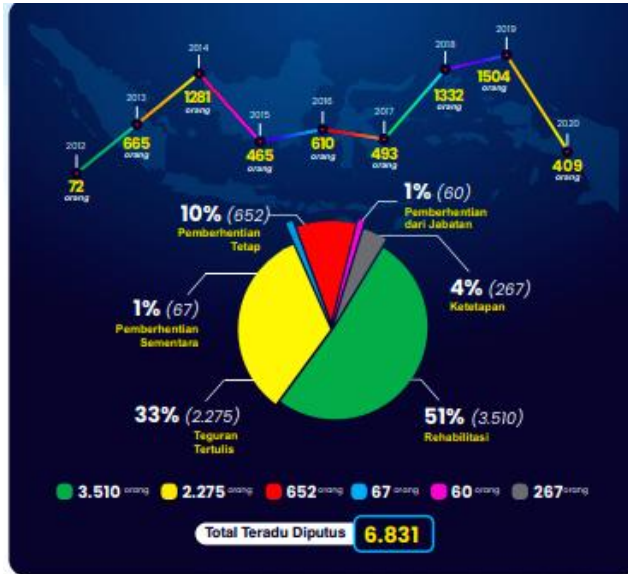
R : Rehabilitasi
 TT : Teguran Tertulis (Peringatan)
 PS : Pemberhentian Sementara
 PT : Pemberhentian Tetap
 PDJ : Pemberhentian dari Jabatan
 Tap : Ketetapan

Source: 2020 DKPP Performance Report

Since the DKPP was founded, in a period of 8 (eight) years, it has conducted trials, starting from 2012 to 2020, there were 1,756 cases registered, of which the decisions issued by the DKPP of the number of existing cases, 1,673 of which have already had their cases dismissed. in the form of a DKPP decision and the remaining 83 are currently being tried.

¹This statement is summarized from the statements contained in <https://www.merdeka.com/politik/komisi-ii-ada-arogansi-dan-ego-institusi-pada-3-anggaran-pengelola-pemilu.html>

Of the total number of cases, there were 6,831 election organizers who were complained about and the results of the decisions showed that there were 3,510 people (51%) whose good names were rehabilitated, 2,275 people (33%) were given written warnings, 67 people (1%) were temporarily suspended, 652 people (10%) were permanently dismissed and 60 people (1%) were dismissed from their positions. The percentage figures can be seen from the diagram below,



Source: 2020 DKPP Performance Report

To see the distribution of work areas for reports of alleged violations of the code of ethics processed by DKPP against KPU and Bawaslu members throughout Indonesia, the distribution data can be seen as seen in this chart,

Data Amar Putusan DKPP Tahun 2020 Berdasarkan Wilayah

NO	Provinsi	Jumlah (Orang)	AMAR PUTUSAN					TAP
			R	TT	PS	PT	PDJ	
1	Papua	142	32	73	3	32	2	0
2	Sumatera Utara	95	54	32	0	3	3	3
3	Pusat	54	26	26	0	2	0	0
4	Jawa Barat	40	19	21	0	0	0	0
5	Acen	34	10	18	0	5	1	0
6	Jawa Tengah	33	16	16	0	1	0	0
7	Sumatera Barat	29	11	16	0	0	2	0
8	Sulawesi Selatan	29	16	12	0	1	0	0
9	Sulawesi Tengah	23	11	5	0	6	1	0
10	Sumatera Selatan	21	21	0	0	0	0	0
11	Sulawesi Tenggara	21	12	6	0	3	0	0
12	Kepulauan Riau	17	12	5	0	0	0	0
13	Riau	16	6	10	0	0	0	0
14	Jawa Timur	16	9	6	0	1	0	0
15	Nusa Tenggara Barat	16	0	16	0	0	0	0
16	Kalimantan Selatan	16	14	1	0	1	0	0
17	Maluku Utara	16	14	2	0	0	0	0
18	Papua Barat	15	9	6	0	0	0	0
19	Nusa Tenggara Timur	10	8	1	0	1	0	0
20	Gorontalo	9	9	0	0	0	0	0
22	DKI Jakarta	5	0	5	0	0	0	0
23	Banten	5	5	0	0	0	0	0
24	Sulawesi Barat	5	0	5	0	0	0	0
25	Kepulauan Bangka Belitung	4	0	4	0	0	0	0
26	Kalimantan Barat	4	0	4	0	0	0	0
27	Maluku	4	0	3	0	1	0	0
28	Bengkulu	3	0	3	0	0	0	0
29	Kalimantan Utara	3	0	3	0	0	0	0
30	Jambi	2	0	1	0	1	0	0
31	Sulawesi Utara	2	0	1	0	1	0	0
32	Lampung	1	0	0	0	1	0	0
33	Bali	1	0	0	0	0	1	0
34	Kalimantan Tengah	0	0	0	0	0	0	0
35	Kalimantan Timur	0	0	0	0	0	0	0
Total (Orang)		698	314	307	3	60	11	3

Performance Report

If we focus on the title of this article, then at the national level in 2020 the number of election organizing members who were complained about was 54 people, of which 26 people had their good names rehabilitated, and 26 others were given written warnings. However, there were 2 of them who received permanent dismissal sanctions. The central level is ranked third with the most reports to DKPP after Papua and North Sumatra. To see which institutions are mostly reported between the KPU and Bawaslu, you can see the diagram below,



Source: 2020 DKPP Performance Report

From the picture above, it can be seen that out of a total of 698 complaints to institutions, 446 cases were directed at the KPU and its staff (64%), and 252 cases were directed at Bawaslu and its staff (36%). This means that reports regarding alleged violations of the code of ethics report more to the KPU and its staff than to Bawaslu and its staff. For the KPU itself, the one that gets the most reports is actually the Indonesian KPU because in terms of the number of KPUs at the national level there is only one, meanwhile the Provincial KPU has 53 reports from a total of 34 Provinces spread across Indonesia and 334 reports are addressed to Regency/City KPUs throughout Indonesia. Indonesia from 514 regencies/cities in Indonesia.

In accordance with the focus of this article, namely a case study of the dismissal of KPU members at the national level, which is called the KPU, the case of dismissal itself only occurred during this membership organization period. The dismissal that occurred as a result of the DKPP decision started with the dismissal as head of the division attached to the KPU members, which happened to 2 (two) members, namely Ilham Saputra and Evi Novida Ginting, each of whom was dismissed by the DKPP decision from the position of Head of their Division. Then continued with the case that happened to Wahyu Setiawan who was dismissed as a member of the KPU because he was deemed to be impartial and unprofessional, then the dismissal of Evi Novida Ginting as a KPU member and most recently the case of the dismissal of Arief Budiman as Chair of the KPU.

The debate between the inadequacy of synergy and the effectiveness of communication between institutions is still continuing even as this article was written. Regarding the case of Evi Novida Ginting, who was dismissed by the DKPP, it was then continued until the PTUN decision was issued regarding her dismissal. This case is still causing problems. DKPP does not want to acknowledge the existence of the person concerned after being reactivated by the KPU, because it considers that the decision that

has been taken is final and binding, referring to the provisions of Law Number 7 of 2017 concerning General Elections.

DKPP stated that the institution would not change its decision even though the PTUN Decision had been issued canceling the Presidential Decree regarding the dismissal of Evi Novida Ginting as a follow-up to the DKPP decision. On the other hand, an academic from USU named Fernanda Putra Fadella, believes that DKPP is considered to have failed to understand the PTUN decision as intended by saying The DKPP failed to understand because the judicial institution, namely the PTUN, had canceled the Presidential Decree issued by the President as a result of the follow-up to the DKPP decision as referred to in a quote taken from detik.com² dated August 7 2020. Fernanda further said that DKPP only has authority regarding ethical issues regarding election organizers.

Therefore, starting from the phenomenon above, this article was written to see to what extent Effective communication includes looking at the role of organizational communication networks within the two institutions referred to by locus, especially in cases of dismissal of KPU members. Apart from that, this article also wants to take photos a form of synergy that occurs between the two because it also involves issues of communication and organizational coordination, as well as what kind of improvement patterns can be made so that the effectiveness of institutional performance can work as a unified function of election organizers for the better improvement of democratization in Indonesia.

II. Concept Foundation

Organizational Communication: Definition and Process

In an organization, a leader is needed who has a leadership spirit so that he is able to influence other people to work together as a team to achieve the goals they want to achieve. To carry out the leadership function, a leader must understand as best as possible that individuals are an important component in the organization so they must be involved in delegating responsibilities to achieve organizational goals. Therefore, to support the function as intended, quality communication is needed, namely an enthusiastic attitude towards all organizational managerial activities, two-way communication and synergy between organizations.

Communication in everyday life is a basic activity experienced by every human being. In communication there is interaction between humans, because basically humans, apart from being individual creatures, are also social creatures. Humans always live with other humans, in society in terms of realizing the potential they have as well as meeting their needs³. Often also referred to as zoon politicon, a term introduced by Aristotle (348-322 BC) - humans have the instinct to interact with other humans. And communication is a condition for interaction and learning processes to occur.

Communication itself is defined as a process where someone conveys stimuli which are usually conveyed verbally to change other people's attitudes. This statement is translated from Hovland, Janis and Kelley that "Communication is the process which individual

²<https://news.detik.com/berita/d-5124622/dkpp-divalukan-gagal-pahami-angkatan-ptun-batalkan-keppres-pemecatan-evi-novida>

³Mumtazinur. Basic Social and Cultural Sciences, Indonesian Constitutional Studies Institute (LKKI) Faculty of Sharia and Law, Ar-Ranir State Islamic University (UIN), Aceh: 2019.

transmits stimuli (usually verbal) to modify the behavior of the individuals"⁴. Meanwhile, Brent D. Rubben in Arni Muhammad (2005) defines communication as a process in which individuals in groups, in organizations and society will create, send and use information to coordinate with their environment and other people.

Meanwhile, Laswell (1948) wrote that the most comfortable way to explain what communication is is by answering the questions who, says what, in which channel, to whom and with what effect. This communication model is known as the 5W model. In this model, Laswell explains who said what, through what channels, to whom and with what effect it was done. Laswell further revealed that there are several elements in the communication process, namely the communicator, message, media, receiver and effect.

Another communication model was also expressed by Robert K. Berlo, which is often called the SMCR model which has 4 (four) main components or elements that support the communication process. The four main elements are sender/source or message sender, message or message, channel or communication channel, and receiver or recipient of the message. Argiris (1994) defines communication as a process in which a person, group, or organization (sender) sends information (message) to another person, group, or organization (receiver). The communication process generally follows several stages. The sender of the message sends information to the recipient of the information via one or more means of communication. The process continues where the recipient sends feedback to the sender of the initial message. In this process there are distortions that disrupt the flow of information, known as noise.

The important thing to note in defining this is that distortion in the form of noise can inhibit or reduce the ability to both receive and send a message. Communication disorders can come in the form of personal factors, including prejudice, daydreaming, feelings of inadequacy and sensory disturbances, namely sounds that are too loud or weak, strong smells, hot air. Situations can also influence the course of communication because they can influence the behavior of the communicating party when communicating with other parties (Nurrohim and Lina, 2009).

Organizational communication can be done verbally and also non-verbally. Verbal communication in organizational communication can take the form of verbally, including instructions, verbal reports and explanations; and also writing which can be in the form of a decision letter, memo, letter, deed of agreement. Meanwhile, non-verbal communication can take the form of clothing style, facial expressions, body movements and so on.

In carrying out its duties, there are organizational network tasks that greatly determine the harmony and sustainability of an organization's performance (Rosadi, 2003). It is necessary to analyze this organizational network to see how the relationships between people in the organization and certain groups are formed, as well as to find out whether or not one group is open to other groups, as well as the people who play major roles in an organization.

The network consists of several roles that should be carried out by people in the organization. The roles referred to include:

1. *Opinion leader*, namely a formal leader who is in the organization and has formal authority within the organization; These people are called opinion leaders or opinion leaders, who are needed because of their opinions and influence.
2. *Gatekeepers*, namely individuals who control the flow of information between members of the organization. They decide to provide or not provide information on the network. He

⁴Hovland, C. I., Janis, I. L., & Kelley, H. H. (1953). *Communication and Persuasion*. Yale University Press.

himself can help personnel in the organization, such as leaders, to prevent them from receiving information that is not important (over information).

3. *Cosmopolite*, the individual who connects the organization with the environment. They collect information from sources in the environment and provide information to certain people in the environment. They are also those who come into contact with the outside world or individuals outside the organization and events outside the boundaries of the organizational structure. Usually those who travel frequently, are active with associations or NGOs, read publications or journals. They also often source resources outside the organization and act as conduits for new ideas coming into the organization.
4. *Bridge*, namely members of groups or organizations who connect the organization with other organizations or groups. These individuals help share information between organizations and coordinate them.
5. *Liaison*, namely a member of a group or organization whose role is similar to that of a bridge, but this individual is not tied to the organization. These are the ones who help share relevant information between organizations.
6. *Isolate*, namely members of the organization who have minimal contact with other members in the organization.

People in the organization will carry out network roles in carrying out communication as referred to above. These roles must be able to be coordinated and consolidated by the leadership of the organization. The division of roles is an important note in facilitating performance for organizational goals.

Building Effective Communication

Communication is an important skill in human life, including in the life of an organization. The ability of each individual to be a transmitter or recipient of information messages, using various methods or ways of communicating, including the use of audio-visual media, is an important part so that effective communication can be achieved. Another important factor in communication does not just lie in what is written or said by each individual in the organization, but also lies in the character and personal integrity of the individual who conveys the message as intended.

Steven Covey stated that there are 5 (five) basic abilities that must be possessed to build effective communication, namely efforts to truly understand other people, the ability to fulfill commitments, the ability to explain expectations, the willingness to apologize sincerely if you make a mistake, and ability to demonstrate integrity. The highest form of communication is empathic communication which means communicating to understand and comprehend the character, intentions and role of the other person who receives the message (Knutson, et al in Nurrohim and Lina, 2009).

It is further stated that integrity as intended is honesty, namely that which emphasizes truth or conformity between words and reality in building effective and healthy communication. To create effective communication, a communicator must be able to identify the target recipient of the message, determine the purpose of the communication, design the message, select the media, select the source of the message, and collect feedback.

In designing a message to be conveyed, a communicator must be able to develop an effective communication message. Even though it is often used in the world of marketing, the AIDDA theory is relevant to see that the recipient of the message desires what is expected by the communicator. The AIDDA theory is often called the AA Procedure (from Attention to Action Procedure) which was developed by Wilbur Schramm.

The message that will be developed is a message that goes through the stages as intended, namely:

1. *Attention*, namely how to focus and arouse attention contained in the message;
2. *Interests*, namely how to foster interest and formulate common interests;
3. *Desire*, namely how to build enthusiasm for the common good between communicators and communicants;
4. *decision*, namely how to make decisions that will be taken appropriately and wisely, and
5. *Action*, namely how the planned actions can be carried out and the potential actions that will be carried out as expected by the communicator.

Effective communication can be built when the communicator is able to decide on the content of the message, message format and message structure so that the message conveyed has maximum appeal, both rational, emotional and moral appeal. Another thing that communicators need to pay attention to is how to choose the media to be used, namely whether it is a personal or non-personal channel. Effective communication is important between government institutions, in terms of creating conduciveness, changing attitudes in the recipient of the message, creating the expected understanding and actions or attitudes that create better relationships.

Synergy between Organizations

Synergy itself comes from the Greek *synergos* which means working together. Synergy is a form of process or interaction that produces a harmonious balance so that it can produce something optimal. Meanwhile, Najiyati and Rahmat (2011) define synergy as a combination or combination of elements or parts can produce better and greater output. So synergy can be understood as a combined operation or combination of elements to produce better output.

Synergy can occur if there is effective communication, trust, fast feedback and creativity. According to several experts in Soyomukti (2009), this is built in two ways, namely good communication and coordination. Communication as explained in the previous conception, where there is a role played by each individual in the organization, runs well and fosters mutual understanding between organizations; and coordination, according to Moekijat (1994) that the activities of each individual and work unit are in a joint effort whose effectiveness is carried out by means of effective coordination. These include direct relationships, initial opportunities through planning and policy making, continuity of coordination, dynamics of coordination following environmental changes internally and externally, clearly organized goals, organizing organizational structures with clear formulation of authority, effective communication and ongoing leadership..

Election Organizers in Indonesia: Their Roles and Authorities

International IDEA (2012) states that there are three major models of election management institutions, namely independent, governmental and mixed. Based on the independent electoral management model, elections are held and managed by an election management agency that is institutionally independent and autonomous from the executive branch of government. This is like what happened in Indonesia, Armenia, Australia, Bosnia and Herzegovina, and Canada.

On the other hand, there are also government-based models, where elections are held and managed by the executive branch through a ministry or regional government. Countries like Denmark, New Zealand and Singapore use this method. Mixed models usually involve multiple structures which government elements manage the election stages, and independent elements make policies and carry out supervision; as is done in France and countries in West Africa.

According to Law Number 7 of 2017, as the latest technical regulations covering the implementation of elections in Indonesia and also covering the matter of organizers, there are 3 (three) election institutions that are mandated to carry them out. According to the law, these

three institutions have a unified implementation function, namely consisting of the KPU (General Election Commission), Bawaslu (Election Supervisory Body) and DKPP (Election Organizer Honorary Council).

The concept of election organizers consisting of 3 (three) institutions only exists in Indonesia when compared to other countries. It is hoped that its presence will be able to bridge the technical implementation of elections in Indonesia which is quite complex. The KPU is tasked with organizing and implementing the election stages. The KPU itself is an entity that has a national network up to the TPS (Polling Place) level. Likewise, Bawaslu is tasked with overseeing the election process. DKPP only exists at the national level, whose task is to supervise and provide decisions regarding alleged ethical violations that occurred within the ranks of election organizers. However, in its development, DKPP can form a Regional Audit Team to help DKPP dig up information and provide input before DKPP holds a plenary session to decide on its decision.

Elections themselves are an important event during a democratic government. Election management institutions that supervise, administer and manage honest and fair elections will be able to foster confidence in the electoral process and increase the prospects for democratic consolidation.

Regarding the authority of each election institution as a unified function regulated by law, the following is an explanation of each,

a. KPU (General Election Commission)

Article 12 of Law Number 7 of 2017 states that the KPU's task is basically top planning programs and budgets as well as setting schedules, developing hierarchical structure work procedures, compiling KPU regulations for each stage of the election; coordinate, organize, control and monitor all stages of election implementation, immediately follow up on Bawaslu decisions regarding findings and reports of alleged election violations or disputes and socialize the implementation of elections.

The KPU has the authority to select and determine the working procedures of its hierarchical structure, determine the KPU Regulations for each stage of the Election, Election participants, the results of the recapitulation of national level vote counts, issue KPU decisions to validate the Election results and announce them as well as determine standards and requirements for the procurement and distribution of Election equipment.

Meanwhile, the KPU's obligation is to carry out all stages of election implementation in a timely manner treatment of Election Participants fairly and equally. Apart from that, the KPU is also obliged, among other things, to convey all information on the implementation of elections to the public, report accountability for budget use in accordance with the provisions of statutory regulations, submit periodic reports regarding the stages of election implementation to the President and DPR with a copy to Bawaslu no later than 30 (thirty) days after taking the oath/promise, implementing Bawaslu decisions regarding sanctions for administrative violations and election process disputes, as well as implementing DKPP decisions.

b. Bawaslu (Election Supervisory Body)

In Law Number 7 of 2017, it is stated that Bawaslu has a duty to carry out supervision of the implementation of elections; prevent and take action against election violations, election process disputes; supervising the preparation and implementation of the stages of holding elections, preventing the practice of money politics, supervising the neutrality of the State Civil Apparatus, the Indonesian National Army, and the Indonesian National Police, as well as supervising the implementation of decisions/decisions of the DKPP, Courts, KPU, and authorized officials.

Meanwhile, Bawaslu's authority as regulated in the law in question is to receive and follow up on reports relating to alleged violations of the implementation of elections; examine, review and decide on violations of election administration and administration and money politics violations; as well as receiving, examining, mediating or adjudicating, and deciding on the resolution of election process disputes.

c. DKPP (Election Organizer Honorary Council)

Article 156 of Law Number 7 of 2017 states that the DKPP's duties include receiving complaints and carrying out investigations and verifications, as well as examining and/or reporting alleged violations of the code of ethics committed by Election Organizers. Therefore, the DKPP has the authority to summon election organizers who are suspected of violating the code of ethics to provide explanations and defenses, to summon reporters, witnesses and/or other related parties for questioning, including to ask for documents or other evidence, and to impose sanctions and make decisions. to election organizers who are proven to have violated the code of ethics.

In carrying out its duties and authority, the DKPP is obliged to apply the principles of maintaining justice, independence, impartiality and transparency to uphold the ethical rules or norms that apply to Election Organizers as well as being neutral, passive and not taking advantage of cases that arise for personal popularity. To expedite its performance, the DKPP itself can form a regional inspection team to examine allegations of violations of the code of ethics for regional election administrators. UU no. 7 of 2017 in Article 458 states that the nature of DKPP decisions is final and binding.

III. Research methods

This article was analyzed using qualitative research methods. This is based on the use of case studies, which this paper takes regarding several cases of dismissal of national level KPU members related to the effectiveness of government communication that occurred between the two institutions, namely between the KPU and DKPP.

As stated by Pawito in Soyomukti (2006), qualitative methods are more case and context oriented, because they are unique, urgent, or perhaps heartbreaking. The method is also based more on things that are discursive in nature, such as document transcripts, field notes, interview results, written documents and non-discursive data. As this article was written, it was intended to provide an overview or understanding of the symptoms that occurred related to government communication between the two institutions. Then, this method is also often eclectic, subjective, and tends to have interpretive nuances.

IV. Discussion

In the history since the founding of the DKPP in Indonesia, it was only during this period that the DKPP implemented quite severe sanctions against the Chairman and Members of the KPU, even to the point of imposing sanctions of dismissal. The case in question is described as follows,

1. On July 10 2019, the DKPP imposed sanctions in the form of a strong warning and the dismissal of a KPU member from the position of Chair of the Indonesian KPU Technical Organizing and Logistics Division, Ilham Saputra (can be seen from DKPP Decision Case Number 61-PKE-DKPP/IV/2019). This was issued because the person concerned was deemed to have violated the code of ethics by not immediately processing the Hanura Political Party's request for a PAW case against one of the DPR RI members to be elected, while the documents were deemed to have met the requirements.

The sanction of dismissal from his position as Division Chair does not eliminate his status as a KPU member, so that his rights and obligations as a KPU member are still

attached to the person concerned. Based on this DKPP decision, the Indonesian KPU then followed up on the DKPP Decision by shifting Ilham Saputra's position from the position of Chair of the Indonesian KPU's Technical Organizing and Logistics Division to Chair of the KPU's HR, Organization, Training and Research and Development Division;

2. On the same day, July 10 2019, DKPP also imposed sanctions on the Head of the HR, Organization, Education and Training and R&D Division, Evi Novida Ginting Manik in the form of a strict warning and dismissal from the position of Head of the Division (can be seen from DKPP Decision Case Number 31-PKE -DKPP/IV/2019). This is because according to the DKPP in question it has been proven that they have carried out different treatment and carried out inconsistencies in responding to the administrative requirements of PPK recommendations in the selection of prospective KPU members for one of the regencies/cities in Southeast Sulawesi Province. Based on this DKPP decision, the Indonesian KPU then followed up on the DKPP Decision by shifting Evi Novida Ginting's position from the position of Chair of Organizational Human Resources, Training and Research and Development of the KPU to Chair of the KPU Implementation Technical Division;
3. On January 16 2020, the DKPP imposed a permanent dismissal sanction on KPU member, Wahyu Setiawan, who was deemed by the DKPP to have carried out partiality and a partisan attitude towards election participants during the 2019 elections. This decision was then followed up by appointing an Interim Replacement KPU member (PAW) by the President of the Republic of Indonesia in April 15, 2020.
4. On March 18 2020, the DKPP imposed a permanent dismissal sanction on Member of the Indonesian KPU, Evi Novida Ginting Manik (can be seen from the DKPP Decision with Case Number 317-PKE-DPP/X/2019). This is because the DKPP views that as the Coordinator of the Technical Division for the Implementation and Logistics of Elections, the Indonesian KPU has a greater ethical responsibility for legal uncertainty and injustice resulting from the determination of election results whose validity and credibility cannot be accounted for by one of the election participants as a candidate for member of the DPRD of West Kalimantan Province. . The person concerned is considered that the DKPP should have full responsibility for coordinating, organizing, controlling, monitoring, supervising and evaluating related to determining and documenting election results. The President then issued a follow-up to the DKPP Decision which contained the dishonorable dismissal of the person concerned as a Member of the Indonesian KPU. This Presidential Decree is stated in Presidential Decree Number 34/P of 2020 concerning Disrespectful Dismissal of KPU Members for the 2017-2020 Position dated March 23 2020.

However, in this case the KPU did not follow up on the DKPP decision as intended. In this case, the KPU gave Evi Novida Ginting the opportunity to take legal action by filing an appeal against the Presidential Decree as a follow-up to the DKPP Decision. Evi believes that the DKPP's decision to dismiss him is considered legally flawed.

Evi is of the opinion that the DKPP's decision against him as commissioner of the Indonesian KPU was excessive, including against the West Kalimantan KPU because the complainant had actually withdrawn his complaint, but the trial was still being continued by the DKPP. According to Evi, this is contrary to the authority of the DKPP which should carry out examinations and decide on complaints of alleged ethical violations by election organizers; which according to him is also contrary to the provisions of Article 155 paragraph (2) of Law Number 7 of 2017.

Evi further revealed that he himself had not been given the opportunity to defend himself as complained before the DKPP at all; which according to him is also contrary to the provisions of Article 38 paragraph (2) of Law Number 7 of 2017. Likewise, Evi considers that the decision making at the plenary meeting regarding him by the DKPP was carried out without a quorum, because it was only attended by 4 (four) DKPP members who should be in DKPP Regulation Number 2 of 2019 must be attended by a minimum of 5 DKPP members.

From mass media reports on antaranews.com⁵It was described that on April 17 2020, regarding her lawsuit and in its decision, the Jakarta PTUN Panel of Judges granted Evi's lawsuit in its entirety, and declared the Presidential Decree as intended to be null and void. Another decision also requires the President to rehabilitate Evi's good name and restore Evi's position as a KPU member.

In this quite complicated journey, the President finally issued Presidential Decree (Keppres) Number 83/P of 2020 concerning the Revocation of Presidential Decree Number 34/P of 2020 on August 13 2020. In following up on this decision, the RI KPU plenary then stated that as of 24 August 2020, Evi Novida Ginting returned to actively serving as a Member of the KPU for the 2017-2022 period by returning to the same position, namely as. Arief Budiman as Chairman of the Indonesian KPU at that time revealed that the Indonesian KPU had sent a copy of the Presidential Decree regarding the revocation of Evi's dismissal as a KPU member to various parties, including the DPR, DKPP, Bawaslu and the Ministry of Home Affairs.

Not only did she file this lawsuit with the Jakarta PTUN, Evi also complained about the DKPP decision to the Ombudsman, alleging maladministrative decision making. On the Ombudsman website⁶It was stated that Ombudsman Member, Prof. Adrianus Meliala regretted and expressed disappointment with the DKPP's attitude which was considered uncooperative when asked for an explanation or clarification regarding alleged procedural irregularities by the Indonesian DKPP regarding the process of dismissing the former General Election Commission (KPU) Commissioner, Evi Novida Ginting Manik via letterletter from the Chairman of the Ombudsman Number B/577/LM.15-K1/0108.2020/IV/2020.

In fact, the Ombudsman's authority to request an explanation from the parties who are asked for an explanation regarding the reported problem refers to the provisions of Article 6 of Law Number 37 of 2008 concerning the Ombudsman. However, after waiting for some time, DKPP responded to the Ombudsman's request by sending letter Number 045/K.DKPP/Set-04/IV/2020 dated April 29 2020, in which DKPP believes that its attitude to explain again the case that has been examined and decided is inappropriate, in terms of avoiding differences in interpretation and uncertainty of decisions that have been taken by DKPP. In its excuse, the DKPP also argued that the decision it took was final and binding, in accordance with Law Number 7 of 2017. And in the end the Ombudsman was unable to continue the process and was then dismissed and closed because the substance of the problem then became the object of a lawsuit at the PTUN.

5. On January 13 2021, the DKPP also imposed a final stern warning and dismissal from the position of chairman on Arief Budiman as chairman of the Indonesian KPU in case number 123-PKE-DKPP/X/2020. According to DKPP, Arief Budiman was proven to have violated the code of ethics and behavioral guidelines for election organizers. The DKPP Council revealed that Arief was considered to have violated the code of ethics by

⁵ Look <https://www.antaranews.com/berita/1629910/perjalanan-evi-novida-ginting-dari-dkpp-anggaran-menang-di-ptun-jakarta>

⁶ Look <https://ombudsman.go.id/news/r/ombudsman-ri-menyayangkan-dan-kecewa-atas-sikap-dkpp--terkait-pemberhentian-komisioner-kpu-evi-novida>

accompanying and accompanying Evi Novida Ginting Manik, who was dismissed by the DKPP on March 18 2020 to register a lawsuit with the Jakarta PTUN.

During the trial, Arief Budiman argued that his presence at the Jakarta PTUN to provide moral support, sympathy and empathy was based on a sense of humanity. His presence capacity at that time was as an individual, not as Chairman of the Indonesian KPU. And at the same time, Arief should have working status with a work from home (WFH) schedule.

The argument presented above was rejected by DKPP with the opinion that emotional ties should not close or kill the sense of ethics in carrying out individual activities of a personal nature, because personal and emotional actions are considered to drag down the institution and have implications for the impression of disobedience and disrespect. DKPP decisions are final and binding.

Apart from that, Arief is considered as the Chairman of the Indonesian KPU without legal basis asking Evi Novida Ginting Manik to return to actively carrying out his duties as a Member of the Indonesian KPU through Letter Number 663/SDM.12-SD/05/KPU/VIII/200 regarding asking Evi to become active again as Member of the Indonesian KPU.

Even though the letter issued by the Chairman of the Indonesian KPU refers to the Letter of the Ministry of State Secretariat of the Republic of Indonesia Number B.210, in essence the DKPP interprets that in the letter as intended it is only requested to convey an excerpt of the Presidential Decree revoking the previous decision to be conveyed to Evi Novida Ginting Manik. He was deemed to have abused his authority, because in the letter there was no phrase or provision ordering him to appoint and reactivate Evi Novida Ginting Manik as a member of the Indonesian KPU.

Arief has revealed that the appointment was carried out by making a decision through a collegial collective plenary session, but DKPP did not receive evidence to support this statement, namely in the form of documents.Minutes of the Plenary Meeting or other evidence. Therefore, according to DKPP, this decision was Arief's unilateral action without the knowledge of the other members.

However, in this case, one of the DKPP Assembly Members - former officio Member of the Indonesian KPU, Pramono Ubaid, gave a different opinion (dissenting opinion) that Arief's actions as Chairman of the KPU reflected the plenary decision. Arief signed the Republic of Indonesia KPU letter Number 663/SDM.12-SD/05/KPU/VIII/2020 in his capacity as Chair of the Republic of Indonesia KPU, not in his personal name and did not include serious violations that harmed the integrity of the election process or results. .

The DKPP decision was then followed up by the KPU by holding a plenary session and deciding to appoint Ilham Saputra as Plh. Chairman of the Indonesian KPU on January 15 2021. On April 14 2021, Ilham, through a plenary meeting of the Indonesian KPU, was decided to become the definitive Chairman of the KPU to replace Arief Budiman during this period.

Organizational Communication at KPU and DKPP

Before exploring further the effectiveness of government communication that occurs between election organizers, especially between the KPU and DKPP with a case study of the dismissal of members of the Indonesian KPU, it is better to first look at how these two government institutions carry out their organizational communication activities.In the world of organizing elections, as an organizing unit regulated in law, there are two dimensions of communication and various typologies of organizational communication in general, including; internal, external, vertical and horizontal communication.

Internal communication means that in every institution, including the KPU and DKPP, there is a patterned system within a government communication system, namely the commissioners and the bureaucracy. Internal communication at the KPU as intended is established in the KPU structure internally between bureaus, sections, sub-sections, staff who are the main duties and functions of the bureaucracy; between divisions which are the duties and responsibilities of the commissioners; between the commissioner and the bureaucracy - where the bureaucracy, which in this case is under the control of a Secretary General, provides technical and administrative support in accordance with the law. Apart from that, internally, because of its hierarchical nature, internal communication at the KPU is also established from the national, provincial, district/city levels and even to ad-hoc ranks (PPK, PPS, KPPS and Coklit Officers).

Similar to the KPU, DKPP also has the same type of internal communication. However, what is different is that the DKPP network is only at the national level. DKPP does not have a permanent DKPP structure at the Provincial and Regency/City levels. DKPP has a chairman and member structure with bureaucratic ranks led by an agency secretary. To assist DKPP in its work, DKPP formed an ad hoc Regional Inspection Team (TPD). TPD assists DKPP to carry out investigations into alleged violations of the code of ethics by election organizers at the regional level, where the final decision regarding these allegations rests with the authority of DKPP itself. TPD works when there are cases of suspected violations that occur in the area and its membership is elected once a year.

Internal government communication as referred to above is carried out both vertically and horizontally as mentioned and carried out not only in the form of written communication, but also in the form of oral communication. Meanwhile, external communication is carried out by means of a communication process between election organizers (KPU, Bawaslu and/or DKPP) and the main relevant stakeholders, including the DPR RI, and the Government, in this case handled by the Ministry of Home Affairs. As for other external parties involved in organizing the election stages apart from the main stakeholders mentioned above, there are, among others, political parties, election participants, the Ministry of Foreign Affairs, the Police/TNI, the Ministry of Law and Human Rights, KomnasHAM, NGOs/NGOs, the mass media and the other party.

The form of oral communication carried out is intended to facilitate coordination and consolidation between institutional devices that are adjusted to the authority and main duties and functions that are regulated in statutory regulations. This can be done either directly or indirectly. Communication is carried out directly at the KPU, for example by holding coordination meetings, plenary meetings, internal section meetings, meetings between sections.

Apart from the types of meetings which are usually held in formal form above, there are also forms of direct communication which are carried out informally, both internally and externally. This type of direct verbal communication between institutions related to election organizers is usually carried out at the DPR RI Commission II Hearing Meeting, together with the Election Organizers and the Ministry of Home Affairs. Another form is when meetings occur during DPR Working Visits, specific DPR visits, FGDs or other discussion models.

The form of oral communication presented above is carried out to carry out discussions related to work plans, follow up on activities that have been planned, carry out evaluations, discuss institutional coordination and consolidation, manage forms of technical and administrative support in accordance with meeting decisions, carry out all forms of activities in stages and non-stage implementation of elections. In terms of forms of written communication that are often carried out in these institutions, these include issuing letters (official letters and circulars), official notes, disposition sheets, technical and implementing instructions, decisions and also regulations. The authority of the KPU and DKPP regarding

the stages of holding elections or Pilkada in terms of issuing all written communication products is regulated in the provisions of the Law.

Internally, it should also be noted that there is still a communication pattern that has not yet been completed between the commissioners and the secretariat, including what occurs within the KPU. Idroos calls it “two-chamber” power⁷ in one KPU institution, namely what happened between the Commissioner and the KPU Secretary which also happened not only in the KPU at the national level. The main peak of the problem between the two chambers of power was when the DKPP (Honorary Council of Election Organizers) noticed that disharmony between the Secretariat and the Commissioners occurred when the DKPP decided that the KPU Secretariat General was proven to have violated the code of ethics, namely what happened in the fourth period of the leadership of the Indonesian KPU at that time, which was addressed to Mr Suropto Bambang Setiadi as Secretary General, Mr Asrudi Trijono as Deputy Secretary General of the KPU, who was also the Chair of the Political Party Verification Working Group at that time, Ms Nanaik Suwarti as Head of the KPU Legal Bureau and Mr Teuku Saiful Bahri Johan as Deputy Head of the Legal Bureau who recommended by KPU members to be dismissed from their positions and returned to their original institutions. KPU member Ida Budhiati stated at that time that the KPU Secretariat General had committed bureaucratic insubordination by not supporting the KPU's duties and functions when carrying out the verification process of political parties participating in the Election. One form of this form of defiance is seen in the role of the General Secretariat which does not provide political party administrative verifier personnel, so it is forced to ask for help from civil servants (PNS) from the DKI Jakarta KPU.

Similar cases do not only occur at the central level, but also occur at regional KPUs. Among other things, in August 2019, the DKPP also dismissed the Secretary of Toli-toli Regency because he was proven to have violated the code of ethics due to non-payment of honorarium and operational funds for the Toli-toli Regency PPK for several months without clear reasons. Strict warning sanctions were also given to the Treasurer and Head of Finance Subdivision of the Toli-toli Regency KPU. Something similar, namely the sanction of dismissal against the secretariat, also occurred in the Lampung Province KPU in the 2014 regional elections, the Serdang Bedagai KPU in North Sumatra, the Bone Regency KPU, and also the Tulang Bawang Regency KPU. Likewise, disharmony has occurred between the Secretariat and Commissioners at the Bitung Regency KPU, West Phakpak Regency KPU, and Soppeng Regency. Of course, the problems mentioned above are problems that are visible on the surface because these problems were reported to the DKPP, so it does not rule out the possibility that there are still many other problems occurring in the field.

Likewise between the KPU and Bawaslu. Several times there have been differences in interpretation of certain clauses, including for example after the 2009 Election that there were unequal perceptions regarding the recruitment of Panwaslu members in the regions where Bawaslu considered it to be the domain of Bawaslu's authority from the beginning of the recruitment stage, while the KPU considered that the domain of determining prospective Panwas members was the authority of the KPU. At that time the relationship between the two was considered like "Tom and Jerry". This disharmonious relationship also occurs when interpreting the use of the political party information system (Sipol), where the KPU insists on using this application as a verification method for political parties to make it easier to find duplicate data between political parties, between political party regions and other data that

⁷Idroos, Betty Epsilon. KPU Human Resources Bureaucratic Reform: Institutional Design to Strengthen Democratization in Indonesia, Call For Paper Evaluation of the 2019 Simultaneous Elections in the Field of Election Institutional Evaluation, www.journal.kpu.go.id, Jakarta: 2019.

does not match under the condition. However, Bawaslu believes that the application does not have binding legal force.

In the 2019 elections, there were still differences in perception between the KPU and Bawaslu regarding the campaign carried out by one of the election participants who installed campaign props on a protocol road in Jakarta. There are also perceptions regarding the validity of the nomination of members of the DPR and DPRD who are former corrupt convicts. KPU regulations state that it is not permissible and valid to become a candidate if, in the case of nominating members of the DPR and DPRD, there are former corrupt convicts. Meanwhile, Bawaslu stated that the KPU had no right to do this because it was not regulated in the clause of the applicable law. However, on the other hand, the drafting of the KPU Regulations was actually consulted together with Bawaslu at the Hearing Meeting at Commission II of the DPR RI. Although later the Supreme Court decision revoked the provisions of the articles contained in the KPU Regulations. Likewise between the KPU and DKPP. The discussion will be discussed in more detail in the article below.

DKPP itself has written and verbal forms of communication both within and outside the institution as stated above. Forms of communication from internal parties to the institution include, among other things, involving 7 (seven) commissioners, including 2 (two) former officios from the KPU and Bawaslu, 1 (one) each. Before deciding on the form of follow-up action for alleged violations of the code of ethics, DKPP carries out procedures for determining procedures as regulated in the DKPP Regulations. The regulation states that the regulated form of organizational communication is carried out through DKPP plenary meetings which are held behind closed doors and must be attended by at least 5 (five) DKPP members.

DKPP will then listen to considerations or written opinions from DKPP members and then hold deliberations to reach consensus in making decisions in the plenary meeting. If it turns out that consensus cannot be reached through deliberation, the decision will be made based on the majority vote directly or electronically. However, DKPP also opens other internal organizational communication avenues if there are still differences in decision making regarding extraordinary matters, where each member with a different opinion can write a different opinion as an attachment to the decision (dissenting opinion).

Apart from face-to-face meetings, even before the Covid-19 pandemic took place, several times for reasons of efficiency, hearings were held via video conference hearings or long-distance hearings. The use of this technology makes things easier for all parties involved considering that access to Indonesia's geography is not easy and consists of islands, while the DKPP assembly panel is sometimes at the Jakarta Police Headquarters while the parties, both Defendants and Complainants, simply meet from their respective regional Police Headquarters and do not need to come to Jakarta. As a form of outward communication, the parties who are DKPP stakeholders externally are almost the same as the KPU institutions. Including in making the annual Performance Report, DKPP asking for input from external parties, namely from Election Organizers, KPU and Bawaslu, Political Parties, Government, Election Observers and Activists. This is done in the context of report objectivity.

The DKPP examination hearing on the election organizers was also broadcast live streaming by the DKPP so that communication with external parties including the public could watch the ethical examination hearing process in real time. However, since becoming a Working Unit of the Ministry of Home Affairs, which was previously in the Bawaslu Working Unit which has been in effect since Law Number 7 of 2017 and Presidential Regulation Number 6 of 2018, the DKPP has stated that the existence of the DKPP Secretariat is not in accordance with the constitutional mandate, namely intervention from the Ministry of Home Affairs. Country. This form of communication between government organizations needs to receive performance support with integrity from all parties in the organizational network so that the independence of election organizers, including the DKPP,

can be well maintained. Similar to the KPU, DKPP also always submits state documents under its control to ANRI as proof of written communication of all its activities. Proof of written communication as intended is carried out by submitting state documents and information that are appropriate and required to be kept by the State through ANRI.

Effectiveness of Communication and Synergy that Occurs between KPU and DKPP

As illustrated in the section above regarding dismissal as a form of sanction in the DKPP decision, the dispute between The KPU and DKPP apparently do not stop here. On June 23 2021, two members of the Indonesian KPU, namely Arief Budiman and Evi Novida Ginting, conducted a material review of Law Number 7 of 2017 Article 458 paragraph (13) at the Constitutional Court. This article regulates DKPP decisions which are final and binding. Both of them as Petitioners requested that the Constitutional Court provide an interpretation of the application of the article as intended. This was done because both of them thought that DKPP is not a judicial body that exercises judicial power. In many cases of dismissal determined by the DKPP, so far the Indonesian KPU has always carried out follow-up actions in accordance with the Decision clause requested by the DKPP - both for cases of violations committed by KPU members at the national level - as seen in the picture above, as well as those carried out by Provincial and Regency/City KPU members. This means that the KPU respects the interpretation of the DKPP decision which is final and binding. This shows the inconsistency of the KPU's attitude so far until the dismissal of Evi Novida Ginting as a KPU member and Arief Budiman as Chair of the Indonesian KPU occurred.

This form of incongruity with the final and binding DKPP decision clause can be seen in its development in the form of written communication from the Indonesian KPU as outlined in the KPU Regulations. The KPU regulation in question is KPU Regulation Number 4 of 2021 which was just promulgated on July 8 2021. In essence, the regulation in question regulates changes to the working procedures of the General Election Commission, Provincial General Election Commission and Regency/City General Election Commission, especially in Article 130 A.

In article 130A paragraph (1), this provision states that interim replacement for members of the Provincial KPU or Regency/City KPU who are dismissed as members of the Provincial KPU and Regency/City KPU can only be replaced periodically by taking into account the deadline for submitting legal action or carried out in accordance with the provisions. legislation. Dismissal as a member as intended also applies to those who are sanctioned with permanent dismissal by the DKPP. If the court decision later grants the request for legal action, the KPU will follow up on the decision by reinstating his position as a member of the Provincial KPU or Regency/City KPU.

This decision has been executed by the KPU in response to the re-appointment of the Chair and Members of the Papua Province KPU who had been fired by the DKPP as a follow-up to the PTUN Decision which granted the legal request as intended. The KPU issued Decree Number 586/SDM.13/Kpt/05/KPU/XI/2021 dated 14 July 2021 regarding the reactivation of the chairman and member of the Papua Province KPU for the 2018-2023 period.

To analyze the effectiveness of communication between these two institutions, especially regarding the dismissal of KPU members, it is clear that there is no good communication and synergy. On one occasion during a discussion entitled "Rearranging the Design of Election Organizing Institutions" held by Tulisdem on January 17 2021, it was stated that each election organizing institution for this period actually demonstrated its own authority and did not complement each other as a unified function of organizing elections. The relationship that has existed recently seems disharmonious and tends to compete with each other. The relationship between election organizers, which has previously given rise to competition between election participants, is now also happening among election organizers.

If viewed from the organizational network conception, it is important to see how the role in question works because it also determines the harmony and sustainability of the performance of the KPU and DKPP. This analysis will describe the form of relationship between people in the KPU and DKPP, as well as to find out whether there is openness between them or not, as well as the people who play the main roles in it.

This network, as stated in Rosadi (2003), which consists of several roles such as opinion leaders, gate keepers, cosmopolites, bridges, liaisons, isolates, should be managed and coordinated so that synergy between them can be established. The author sees that their respective roles are not running optimally and there is weak coordination between the two. So that the effectiveness of communication in the case of mutual understanding between the two is difficult to achieve. This is evident from the many different interpretations including the issue of dismissing KPU members between the two institutions. Between communicators and communicants at the KPU and DKPP there is a lot of noise which hinders communication. This mapping is important for the KPU and DKPP to carry out, because the distribution of roles in the communication network is not well coordinated. Synergy can grow between these two institutions, including in discussions related to case studies regarding the dismissal of KPU members if effective communication can be carried out. Likewise, effective communication must be supported by coordination. This role must be able to be coordinated and consolidated by the leadership of the KPU and DKPP. The division of roles is an important note in facilitating performance for organizational goals. If this has been mapped well, then the people at the KPU and DKPP will carry out a network role in carrying out communications as referred to above.

In building effective communication, it turns out there are other important factors as explained above. It turns out that this important factor does not just lie in what is written or said by each KPU and DKPP member, but also lies in the character and personal integrity of the individual who conveys the message as intended.

It is further stated that integrity as intended is honesty, namely that which emphasizes truth or conformity between words and reality in building effective and healthy communication. This can be explained when looking at the inconsistency of these two institutions regarding the follow-up interpretation of the clauses of the statutory regulations which they believe to be true.

For example, DKPP's inconsistency in carrying out its role, which is considered *ultra petita*, is when DKPP decided that the Bawaslu report related to recommendations for factual verification of political parties that did not pass administrative verification during the 2019 Election. The KPU interpreted that this could not be done because it was not in accordance with the provisions in the statutory regulations. However, the DKPP decision stated that the KPU's good name was rehabilitated, but on the other hand it still asked the KPU to carry out the stages as recommended by Bawaslu.

Likewise, there was inconsistency in the KPU implementing DKPP decisions regarding the dismissal of KPU members. The KPU's policy which then stated that DKPP decisions could still be brought into the court of judicial settlement at the PTUN was carried out not from the start of the 2019 Election, but rather as a reactive attitude to the case of dismissal as a member experienced by Evi Novida Ginting, and then continued in the case as Chair experienced by Arief Budiman. So far, before the Evi Novida Ginting case and the policies contained in KPU Regulation Number 4 of 2021, the KPU always followed up on all DKPP Decisions including cases of dismissal of the Chair and/or members of the KPU at the Provincial and Regency/City levels, even following up on DKPP Decisions which dismissed Ilham Saputra as Head of the Technical Administration and Logistics Division and Evi Novida Ginting as Head of the KPU Human Resources and Organization Division.

Even if we look at the effectiveness of communication established through the AIDDA conception, it can be seen that attention to action as expected by the communicator towards the communicant is not well established. To get Attention from the communicant

which then turns into Interest from the communicant, let alone building Desire which gives birth to Decision and Action has not been clearly described between the two parties, namely between the KPU and Bawaslu.

Conclusions and recommendations

The permanent dismissal of KPU members by the DKPP is an interesting case study to be analyzed using the government communication analysis knife. Moreover, this case is a phenomenon that has only occurred in the current leadership period of the KPU and DKPP, even since the DKPP has been permanently present in the life of government organizations as regulated by law. As a unified function of organizing General Elections, there are still many government communication obstacles that occur, especially between the KPU and DKPP. Effective communication has still not received attention from both parties, both as communicants and communicators on their respective sides, so that working relations between governments on both sides is still a problem even as of this writing.

The mutual understanding between the two institutions regarding the clauses regulated in written regulations such as the Law and related regulations as a form of effective communication that will result in joint action has apparently not yet found a pattern. In fact, many parties, including election activists and Commission II of the DPR RI, suspect that sectoral egos and institutional overlap between election organizing institutions are always demonstrated, even openly.

In the future, it is felt that there is a need to improve communication between election institutions in Indonesia. The communication pattern that must be built starts from the actors who carry out leadership in the two institutions in question. By continuing to maintain individual and institutional integrity, institutional synergy can be achieved. Likewise, coordinating all individuals in a communication network pattern with their respective roles needs to be done both formally and informally institutionally, written or verbally in order to achieve mutual understanding between the two.

Inconsistencies in follow-up from all parties as election organizers require a joint forum which was previously called the tripartite forum for election organizers. This forum needs to always be carried out considering the high dynamics of organizing the election stages, so that all election institutions can truly become a unified function of organizing elections. All sectoral egos and overlaps between election organizers can be minimized by providing mutual understanding since attention is brought between parties, to be able to foster mutual interests in terms of building the same spirit through decisions and actions that will be carried out between communicators.

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