

# Analysis of Organizational Dimensional Settings General Election Commissions in the 2017 Indonesian Law Number 7 on the Election

Tatang Sudrajat\*, Hersusetyati Hersusetyati, and Vip Paramarta  
Sangga Buana University (USB) YPKP  
Bandung, Indonesia  
\*id.tatangsudrajat@gmail.com

**Abstract**—The existence of organizations is very important in the administration of elections. Setting various organizational dimensions adequately, is an important part of efforts to achieve organizational goals. Indonesian Law No.7 of 2017 concerning Elections, which replaces the three laws related to the election before was a dynamic effort towards an increasingly quality election. In this law, it is stipulated that the KPU is one of the organizations that organizes elections. The existence of various KPU organizational dimensions, both structural and contextual, in the law is one of the determinant factors for the effectiveness of achieving the KPU's objectives as an organization. With normative juridical research methods and library studies, this study concludes that Indonesian Law No. 7 of 2017 has included the arrangement of organizational dimensions, both structural and contextual dimensions. The structural dimensions include formalization, specialization, centralization, hierarchy of authority, standardization, complexity, professionalism, while the contextual dimensions include size, technology, goals, strategies and organizational culture and organizational environment. There are four dimensions of the organization that are fully regulated in the law, namely formalization, specialization, standardization, organization environment, organizational technology. The other dimensions are centralized, complexity, professionalism, size, environment and goals, strategies and organizational culture are not adequately regulated. There are several inconsistencies and obscurity in the arrangement, so this law needs to be revised including regarding the nature of the institution, the authority to make regulations, the minimum education requirements and the age of the election organizer.

**Keywords**—strategy; organisation; organizational dimension; election

## I. INTRODUCTION

The general election in 2019 which is conducted simultaneously between the legislative elections and presidential elections, is a new experience for the government, election organizers and the people of Indonesia. From a regulatory perspective, the birth of Indonesian Law Number 17 of 2017 concerning General Elections which underlies all aspects of the current election implementation is present in response to various types of election problems. One of the crucial aspects in organizing any activity is the organization. Therefore, the regulation of various aspects of election

organizers from time to time has always been the center of attention of decision makers and election stakeholders. Therefore, the arrangement of various dimensions of the organization of the General Election Commission (KPU) as one of the elements of election management in Law Number 7 of 2017 is very important in response to various inputs to the substance of the regulation in the previous law.

Practically, several issues that are always of concern include the duties and authority of the KPU and its ranks, integrity and neutrality, the level of decision making and the competence of the organizing apparatus. This shows that the importance of regulating the aspects of the organization of EMBs is regulated by law. In this context, according to Article 6 of Law Number 7 of 2017, the KPU consists of KPU, Provincial KPU, Regency / City KPU, PPK, PPS, PPLN, KPPS and KPPSLN.

Based on the perspective of organizational theory, the EMB as an organization is not only required to appear independently or independently, but also fulfill other aspects of the organization so that it can achieve its objectives effectively. Analysis of the election organizing organizations in this context becomes relevant, in line with the inherent organizational characteristics.

The hope for the future for election organizers is that they can emerge as organizations that meet very high public expectations. Elections that take place in a democratic manner are certainly a contributor that will determine the sustainability of Indonesia as a democracy. According to the organizational perspective, this will only be realized if the election organizers fully follow organizational rules. This includes the arrangement of various aspects of the organization that describe their characteristics as stated in the election law.

In this context, the analysis of the regulation of the KPU's organizational dimensions as one of the elements of the election organizer, which is regulated in Law Number 7 of 2017, becomes very important. This paper will describe, elaborate, and analyze the structural dimensions and contextual dimensions of KPU organizations as election organizers contained in the law.

## II. THEORETICAL BASE

### A. Organization

From the perspective of social science in general, it is understood that humans cannot be perfect if they are not involved in social alliances called in the organization. Experts have defined many organizations depending on their point of view or focus of attention. Robbins argues that an organization is a socially conscious entity, with a relatively identifiable boundary, that functions are generally continuous basis to achieve a common goal or set of goals [1]. The organization was mentioned by Pfiffner and Presthus as 'the structuring of individuals and functions into productive relationships. Organization seeks a pattern of skills and responsibilities that will ensure coordination and unity of purpose through supervision' [2].

Narayanan and Nath define it as 'an arena where human beings come together to perform complex tasks so as to fulfill common goal(s)' [3]. Some organizational characteristics according to James G. March and Herbert A. Simon as quoted by Henry include the organization 'are purposeful, complex human activities, have specialized and limited goals, are characterized by sustained cooperative activity, provide services and products to their environment, and are dependent upon exchanges with their environment' [4].

Although the characteristics of the KPU organization are independent, in the sense that they are free from the influence and intervention of any state institution including the government in carrying out their duties and authorities, but in the context of state administration and public policy he is more in the realm of implementing policy. With reference to Dwight Waldo's view that public administration is 'organization and management of man and material to achieve the purpose of government' [5], then it is clear that the KPU and its institutions up to the regional level are an integral part of the state organization in implementing public policies in the form of substantive area laws regarding electoral.

### B. Organizational Dimensions

According to Lubis, in an analysis of an organization it is often necessary to find out the characteristics of the organization first. Determination of characteristics can only be done if previously known organizational dimensions. Based on these dimensions an organization's characteristics can be formulated' [6]. According to him 'the organizational dimension consists of structural dimensions and contextual dimensions. The structural dimension consists of formalization, specialization, standardization, centralization, hierarchy of power (authority), complexity, professionalism and configuration. The contextual dimension consists of size, technology and organizational environment' [6].

The organizational dimension according to the Daft consists of structural dimensions and contextual dimensions. Structural dimensions according to him 'provide labels to describe the internal characteristics of an organization. They create a basis for measuring and comparing organizations. It was further stated that the structural dimensions consist of 'formalization, specialization, standardization, hierarchy of

authority, complexity, centralization, professionalism, dan personnel ratios. Furthermore, it was stated that 'contextual dimensions characterize the whole organization. Including its size, technology, environment, and goals. They describe the organizational setting that influences the structural dimensions. The contextual dimension consists of 'size, organizational technology, the environment, the organization's goals and strategy and an organization's culture' [7].

Each structural dimension is explained by Daft that 'Formalization pertains to the amount of written documentation in the organization [8]. Documentation includes procedures, job descriptions, regulations, and policy manuals. These written documents describe behavior and activities. Specialization is the degree to which organizational tasks are subdivided into separate jobs. Standardization is the extent to which similar work activities are performed in a uniform manner. Hierarchy of authority describes who reports to whom and the span of control for each manager. Complexity refers to the number of activities or subsystems within the organization. Complexity can be measured along three dimensions: vertical, horizontal, and spatial. Centralization refers to the hierarchical level that has authority to make a decision' [8].

It was further stated that 'professionalism is the level of formal education and training of employees. Professionalism is considered high when employees require long periods of training to hold jobs in the organization. Personnel ratios refer to the deployment of people to various functions and departments. Next, the contextual dimension is explained among other things 'Size is the organization's magnitude as reflected in the number of people in the organization. Organizational technology is the nature of the production subsystem, and it includes the actions and techniques used to change organizational inputs into outputs. The environment includes all elements outside the boundary of the organization' [8]. Based on Draft's view, it is clear that the existence of this structural and contextual dimension is very important to analyze the complete posture of the organization.

Substantial analysis of the organization of the dimensions of this organization focuses on Law Number 7 of 2017 concerning Elections as a product of state policy or public policy.

### C. Election

Michael stated that there are several key elements of democracy, including recognition of rights for individuals, decision makers to the people, and representation, accountability [9]. In Huntington's formula, 'the definition of democracy based on elections is a minimal definition. Open, free and fair elections are the essence of democracy, an inevitable sinequanon' [10]. According to Michael's view, democratic government has several characteristics, among others, namely that they must be represented in the legislative process that makes those laws; The institutions of government are functions which are delineated, responsibilities are defined, and mechanisms for change, including elections, are prescribed [9]. In line with that, Budiardjo put forward the essential characteristics of a democratic state such as "the rule of law, free elections, and guarantees for democratic rights" [11].

As a political process, elections, relate to the existence of political parties which in Blondel's view are "parties are the main link between people and government in the contemporary world." Elections are the key mechanism of this link: they are only the way of the population that can support for a party rather than another' [10]. Regarding the election, Ball stated it as the means by which people choose and exercise some degree of control over their representatives [12].

There are three election objectives according to Surbakti [13], namely 'First, as a mechanism for selecting government leaders and alternative public policies. Second, as a mechanism to transfer conflicts of interest from the community to representative bodies of the people through elected people's representatives or through parties that win seats so that community integration is guaranteed. Third, it is a means of mobilizing and / or facilitating popular support for the state and government by participating in the political process.

Constitutionally the regulation of elections in Indonesia is contained in the provisions of Article 22 E of the 1945 Constitution, which underlies the issuance of election legislation including the election administration. Currently, elections are defined in Article 1 number 1 of Law Number 7 Year 2017 as a means of people's sovereignty to elect members of the DPR, DPD, President and vice president, and to elect members of the DPRD, which are carried out directly, publicly, freely, confidentially, honestly and fair in the Unitary State of the Republic of Indonesia based on the Pancasila and the 1945 Constitution of the Republic of Indonesia.

At present based on Law Number 7 of 2017, in Article 1 point 7 it is stated that Election Organizers are institutions that hold elections consisting of the General Election Commission (KPU), Election Supervisory Body (Bawaslu), and Election Organizing Honorary Council (DKPP) as one unitary function of election administration to elect members of the DPR, DPD, President and Vice President, and to elect members of the DPRD directly by the people.

### III. METHODS

Based on the type and function, this research is included in what Marzuki mentioned as legal research or normative legal research or library law conducted by examining library material or mere secondary data, or library research and documentaries [14,15]. Research is conducted on documented information in the form of regulations so that it is commonly known as document analysis or content analysis. The technique used to analyze secondary data is content analysis.

Referring to the opinions of the experts and in accordance with the objectives of the study to examine the arrangement of various organizational dimensions contained in the law as policy content, the document that is the focus of this research is Law Number 7 of 2017 concerning Elections.

### IV. RESEARCH RESULTS AND ANALYSIS

#### A. Research Result

Profile of law number 7 of 2017: The law consisting of 573 articles was ratified by the President of the Republic of

Indonesia in Jakarta on August 15, 2017, and promulgated in Jakarta by the Minister of Law and Human Rights of the Republic of Indonesia on August 16, 2017 (Republic of Indonesia Year 2017 Number 182). Its existence revoked and stated no longer applies three laws at once namely Law Number 42 of 2008 concerning the Election of the President and Vice President, Law Number 15 of 2011 concerning Election Organizers and Law Number 8 of 2012 concerning Elections of Members of the DPR, DPD and DPRD. In addition, revoking and declaring that the provisions of Article 57 and Article 60 paragraph (1), paragraph (2) and paragraph (4) of Law Number 11 of 2006 concerning Aceh Government are no longer valid.

For the first time, the KPU as an EMB in this law was named a non-structural institution, as stated in Article 8 Paragraph (4). Meanwhile, the Election Supervisory Board as referred to in Article 91 and the Election Honorary Council as referred to in Article 155 are not referred to as non-structural institutions.

1) *Organizational structural dimensions:* The "formalization" sub-dimension is contained in Article 7 Paragraph (1) concerning the work area which covers the entire territory of the Republic of Indonesia, Paragraph (2) the nature of its institutional duties continuously and Paragraph (3) which regulates the institutional nature of the KPU free from the influence of any party. In addition, there are also in Article 8 which consists of three verses concerning the position of the KPU and the institutional instruments below that are related to the state capital, province and regency / city, and the fourth paragraph concerning its position as a non-structural institution.

In addition, there are also Article 14 (14 KPU obligations), Article 17 (14 Provincial KPU obligations), and Article 20 (14 City / Regency KPU obligations). Other arrangements are found in Article 36 which consists of two verses (pledge of oath of members of the KPU, Provincial KPU and Regency / City KPU), Article 37, Article 38 and Article 39, each of which consists of 4 verses, 5 verses and 7 verses (dismissal members of KPU, Provincial KPU, Regency / City KPU), Article 51 consisting of four verses (PPK position), Article 58 (eight PPS obligations), Article 62 (seven KPPS obligations), Article 66 (four PPLN obligations), Article 70 (five KPPSLN obligations), Article 73 which consists of two verses (oath / promise of members of PPK, PPS, KPPS, PPLN and KPPSLN) and Article 74 which consists of five verses (dismissal of members of PPK, PPS, KPPS, PPLN and KPPSLN).

Other aspects regulated are contained in Articles 75 and 76, each of which consists of four and five verses concerning KPU Rules and Decisions, Article 451, 452 and Article 453, each of which consists of seven, one and one paragraph (KPU funding and finance ), as well as electoral criminal provisions concerning KPU institutions and their ranks as mentioned in Article 489, Article 501, Article 502, Article 503, Article 505, Article 506, Article 508, Article 512, Article 513, Article 514, Article 518, Article 524 , Article 537, Article 538, Article 539, Article 541, Article 542, Article 545, Article 546, Article 549, Article 551, and Article 554 which consist of 23 verses.

The "specialization" sub-dimension is contained in Article 11 which consists of three verses, regulating the duties of the Chairperson of the KPU, the Chairperson of the Provincial KPU and the Chairperson of the City / Regency KPU. In addition, it is also stated in Article 12 concerning 12 KPU duties, Article 13 (12 KPU authorities), Article 15 (12 Provincial KPU tasks), Article 16 (five provincial KPU authorities), Article 18 (12 City / Regency KPU tasks), and Article 19 (six authorities of the City / Regency KPU).

The arrangement of the sub-dimension "specialization" is also about the election ad hock committee / institution namely Article 53 with three verses concerning the duties, authority and obligations of KDP, Article 56 (11 PPS assignments), Article 57 (five PPS authorities), Article 60 (seven KPPS duties), Article 61 (three KPPS authorities), Article 64 (11 PPLN assignments), Article 65 (four PPLN authorities), Article 68 (seven KPPSLN assignments), and Article 69 (three KPPSLN authorities).

The "standardization" sub-dimension is illustrated by the necessity regulation as mandated by law to establish standardization in the form of KPU Regulations that provide standardization for various activities in the stages of election administration in Article 9 Paragraph (5) concerning the work procedures of KPU, Provincial KPU and KPU Regency / City, Article 167 Paragraph (8) concerning the details of the stages of election administration, Article 174 paragraph (3) concerning procedures for administrative research to determine the validity of the requirements of political parties as election participants. In addition, it is stated in Article 178 Paragraph (3) concerning the implementation and timing of verification of political parties, Article 178 Paragraph (4) concerning procedures for administrative research and determination of the validity of requirements, Article 183 Paragraph (6) concerning the time schedule for registration of DPD member election participants, Article 192 Paragraph (4) concerning electoral districts and the number of seats for each electoral district, Article 194 Paragraph (5) concerning the number of seats for members of Regency / City DPRD, seat allocation for DPRD Regency / city members and structuring of electoral districts formed after the election.

In addition, there is also Article 202 Paragraph (3) concerning the procedures for preparing the voter list, Article 205 Paragraph (3) concerning the duties and procedures for monitoring work, Article 218 Paragraph (3) concerning the voter data information system, Article 231 Paragraph (4) procedures for verification of the completeness and correctness of administrative requirements for candidate pairs, Article 238 Paragraph (5) concerning the postponement of the stages of president and vice presidential election, Article 257 Paragraph 3) concerning technical guidelines for nominating members of the DPR, provincial DPRD and regency / city DPRD, Article 277 Paragraph (6) concerning the implementation of debating pairs of candidates, Article 281 Paragraph (3) concerning the participation of state officials in the campaign, Article 297 concerning administration, broadcasting and campaign advertisements, Article 298 Paragraph (5) concerning installation and cleaning of campaign props.

Other provisions are stipulated in Article 350 Paragraph (5) concerning the number, location, form, layout of polling stations and format of the official report, Article 356 Paragraph (3) concerning the provision of assistance to voters, Article 364 Paragraph (3) concerning assistance to foreign voters, Article 366 Paragraph (2) concerning special signs by KPPS / KPPSLN, Article 367 Paragraph (2) concerning the time of expiration of foreign voting, Article 381 Paragraph (3) concerning the implementation of vote counting and safekeeping, safeguarding and safeguarding foreign vote count results, Article 386 Paragraph (4) concerning technical guidelines for the implementation of voting, Article 387 Paragraph (4) concerning the format of writing of vote counting, Article 395 Paragraph (1) format of recapitulation of vote counting results, and Article 433 Paragraph (4) concerning procedures and the time for the implementation of advanced or follow-up elections

Regulations regarding the subdimensions of "centralization" are express in Article 40, Article 41 with three verses, Article 42 (two verses), Article 43 (two verses), Article 44 (two verses), Article 45 (three verses), Article 46 (four verses), and Article 47 concerning the mechanism of decision making in the KPU, Provincial KPU and Regency / City KPU (three verses).

The "authority hierarchy" dimension is regulated in Article 9 Paragraph (1) concerning the organizational structure of KPU, Provincial KPU and Regency / City KPU, as well as Article 35 (three verses) concerning the inauguration of KPU members, Provincial KPU and Regency / City KPUs. Besides that, it is also written in Article 48 (three verses), Article 49 (two verses) and Article 50 (two verses) concerning the hierarchy of accountability and reporting.

The "complexity" sub-dimension is found in Article 6 regarding the composition of the KPU organization, Article 8 (four verses) concerning the position of the KPU in stages, and Article 9 (four verses) concerning the hierarchical nature of the organization and relations with the secretariat.

Arrangements regarding the subdimension of "professionalism" are stated in Article 21 (two verses) which regulates, among other things, the requirements for the knowledge and expertise and education of members of the KPU, Provincial KPU and Regency / City KPU. In addition, also in Article 72 which regulates, among other things, the minimum education requirements of members of the PPK, PPS, KPPS, PPLN and KPPSLN.

2) *Organizational contextual dimensions:* Arrangements regarding the subdimension of "organizational size" are contained in Article 10 (eight verses) concerning the number and composition of members of the KPU, Provincial KPU and Regency / City KPU. In addition, the number and composition of ad hock electoral officers, namely in Article 52 (five verses regarding the number and composition of KDP members), Article 55 (three verses concerning the number and composition of PPS), Article 59 (six verses on the number and composition KPPS members), Article 63 (four verses about the number of PPLN members), and Article 67 (four verses, about the number of KPPSLN members)

The "technology organization" sub-dimension is regulated in Article 168 with two verses on the electoral system that uses an open proportional system for the election of DPR and DPRD members as well as many representative district systems for the election of DPD members. In addition, it is regulated in Article 174 concerning administrative validity research and determination of political party requirements, Article 178 (administrative research and determination of the validity of political party requirements), Article 2014 (updating voter data), Article 2016 (preparation of temporary voter list by PPS), Article 2018 (stipulation permanent voter list by Regency / City KPU), Article 212 (updating voter data by PPLN), Article 213 (preparation of temporary voter list by PPLN), Article 215 (preparation of final voter list by PPLN), Article 218 (ownership of information systems related to data voter). Apart from that in Article 381, Article 382, and Article 384, (election participants' vote counts), as well as regarding the recapitulation of vote counting in Article 393, Article 398, Article 402, and Article 405.

With regard to presidential elections, it is regulated in Article 230 (verification of the completeness and correctness of prospective administrative requirements documents) and Article 277 (candidate pair debate). Related to the election of the legislative body, it is regulated in Article 248 (verification of the completeness and truth of the administrative requirements for prospective members of the DPR, and DPRD), Article 253 (clarification to political parties), Article 259 (verification of completeness and truth of requirements for prospective DPD members), and Article 263 (clarification of prospective DPD members). The dimension of "goals, strategies and organizational culture" is illustrated in Article 3 concerning the principles of the administration of elections which mention independent, honest, fair, legal certainty, orderly, open, proportional, professional, accountable, effective and efficient.

The "organizational environment" dimension appears in the regulation of Article 200 concerning members of the TNI and Polri who do not exercise their right to vote, Article 434 concerning the role of government and regional government, Article 435, Article 436, Article 437, Article 438, Article 439, Article 440, Article 441, Article 442, Article 443, Article 444, Article 445, and Article 446 concerning election observers as well as Article 448, Article 449 and Article 450 concerning public participation in elections.

**B. Analysis**

1) *Profile of law number 7 of 2017*: This law as referred to in Article 571 revokes and states that the entire provisions of the three laws that were previously in force are no longer valid, namely Law Number 42 Year 2008, Law Number 15 Year 2011 and Law Number 8 of 2012. In other words, it is clear that Law Number 7 of 2017 is changing rather than changing the three laws. However, in the consideration there is not a single clause that states that the three laws are inadequate so that they need to be replaced. Concerning letter only mentions that the three laws need to be put together and simplified into one law. Similarly, the explanation of this law in section I. General only stated that the establishment of this

law was based on efforts to simplify and harmonize, and combine the electoral arrangements contained in the three laws.

One thing that distinguishes all the previous laws related to the characteristics of the KPU organization as the organizer of the election is about its institutional position. In Article 8 Paragraph (4) it is stated that KPU, Provincial KPU and Regency / City KPU are located as non-structural institutions. This term as a non-structural institution is not found in all previous electoral laws. The structural organization according to the Explanation of Article 8 Paragraph (4) of Law Number 7 of 2017 is an institution formed because of the urgency of a particular task that cannot be accommodated in the form of government / state institutions. The State Administration Agency (2015) defines it as an independent institution that is formed based on legislation to carry out certain tasks because the nature of its duties cannot be accommodated in the form of existing ministries / institutions, where institutional membership involves elements outside the government and its existence is financed by state budget.

Meanwhile, the Election Supervisory Board/Bawaslu and the Election Honorary Council/DKPP which together with the KPU according to the provisions of Article 1 number 7 are institutions that hold elections as a unitary function of election administration, in the provisions governing their institutions, namely Article 91 and Article 155 are not named as a non-structural institution. In terms of organizational regulation, of course this is something that is not contributive to the effectiveness of the organization. The confusion of naming the type / nature of state administering institutions as important as this from the perspective of state administration is certainly something that will more or less interfere with organizational performance.

Quantitatively seen from the number of articles, the most structural arrangement of organizational dimensions is the subdimension of "formalization" which is as many as 43 articles, so that the ratio to all articles is 7,5 %) and to the number of articles of KPU is 11,5 %. "Professionalization", namely two articles (0,34%) and (0,53%). Completely can be seen in the following Fig 1.

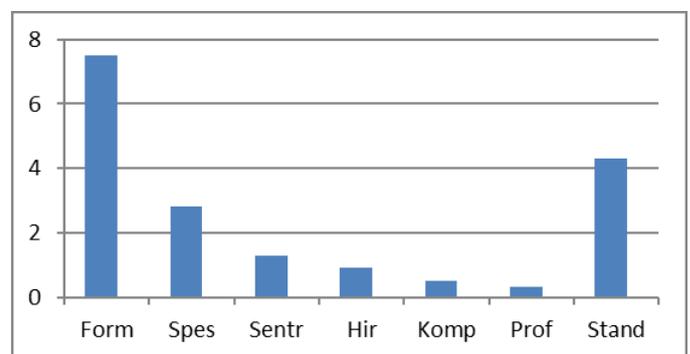


Fig. 1. Composition of organizational structural dimensions in uu number 7 of 2017 against all articles, Information: Form = Formalization; Spec = Specialization; Stand = Standardization; Hir = Hierarchy of Authority; Comp = Complexity; Sentr = Centralized; Profs = Professionalism.

The composition and ratio of the number of articles to the number of specific or related articles of the Commission of Election/KPU can be seen in the following Fig 2.

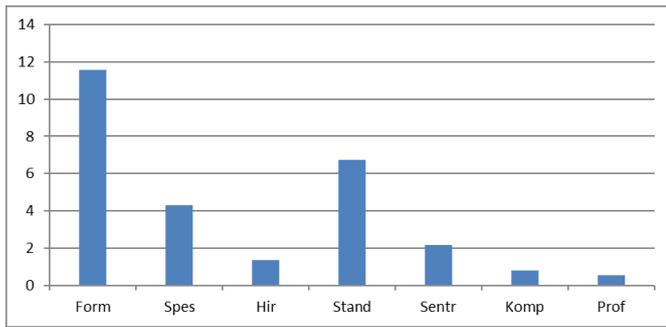


Fig. 2. Composition of organizational structural dimensions in uu number 7 of 2017 against articles about KPU, Information: Form = Formalization; Spec = Specialization; Stand = Standardization; Hir = Hierarchy of Authority; Comp = Complexity; Sentr = Centralized; Profs = Professionalism.

Setting the "formalization" subdimension that is more than the others can be understood in relation to the important elements that should be present in the organization. The institutional structure that is hierarchically arranged in harmony with the government structure from the center / national, namely the KPU to the lowest level, namely the Voting Organizing Group (KPPS) is an important factor for the running of the information flow top down and bottom up, effective coordination and efforts to build organizational cohesiveness. Similarly, the assertion that the KPU is a non-structural institution is an important part of the existence and identity of the organization, because since it was formed in 2002 as an independent institution with no political party members, this law has been explicitly referred to as a non-structural institution.

Likewise, it is very important for a detailed arrangement of the duties, authorities and responsibilities of the KPU and its ranks to the lowest level. This can be a guarantee for the organizers / implementers to carry out electoral work calmly without being overshadowed by the fear of being accused of abuse of authority. Regulations regarding the authority to form legal products in the form of regulations and decisions as well as clarity about funds and finances for the administration of elections are also very important for the success of holding elections. Another important aspect that is regulated in great detail is about criminal provisions because as a consequence of the rule of law there are signs that must be carefully considered by the election organizers.

There is a contextual context, the most regulated is the subdimension of "organizational technology" which is 23 articles so that the ratio of all articles is 4,01% and the number of articles regarding the KPU is 6,18%. The least are the subdimensions of "goals, strategies and organizational culture", 1 article (0,17 %) and 0,26 %. Completely can be seen in the following Fig 3.

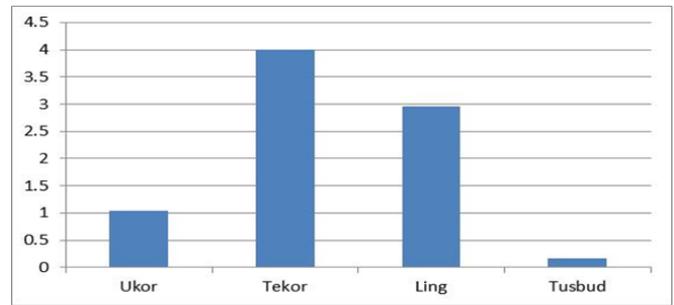


Fig. 3. Composition of organizational contextual dimensions in law number 7 of 2017 against all article, Information: Ukor = Organizational Size; Tekor=Organizational Technology; Ling = Environment; Tusbud = Objectives, strategies and organizational culture.

The composition and ratio of the number of articles to the number of specific articles concerning or related to the KPU can be seen in the following figure 4.

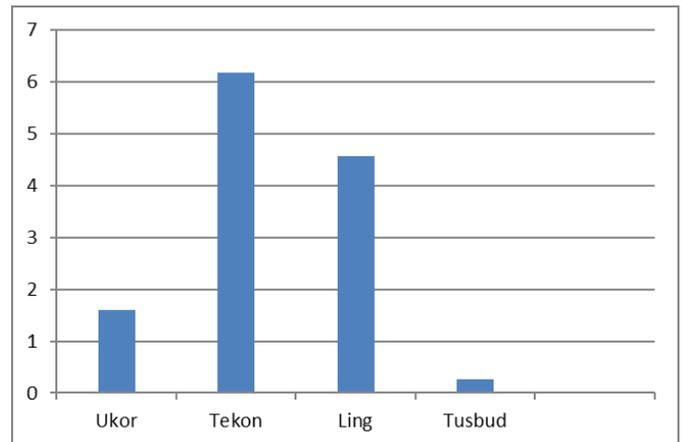


Fig. 4. Composition of organizational contextual dimensions in law number 7 of 2017, against article about KPU, Information: Ukor = Organizational Size; Organizational Technology = Technology; Ling = Environment; Tusbud = Objectives, strategies and organizational culture.

Setting contextual dimensions in the form of sub-dimensions "organizational technology" in a greater number than the other sub-dimensions can be interpreted that the legislators pay more attention to the aspects of the process of various stages of elections. This is crucial for the success of the overall election objectives. In detail, each element of each stage of the election is arranged in such a way that it becomes a technical guide for those who are interested, especially the election implementers at various levels and participants of the election.

Based on the perspective of organizational theory, there are ambiguities and inconsistencies among them regarding the provisions of Article 75 paragraph (3) which states that Provincial KPU and Regency / City KPU are authorized to determine "decisions" based on KPU rules and decisions. The authority of the KPU to form KPU regulations and KPU's decisions is regulated in Article 75 (1). In other words, the Provincial KPU and Regency / City KPU are not authorized to form regulations but only form decisions in carrying out their duties and authorities as stipulated in Article 75 Paragraph (3). However, Article 16 letter a state the authority of the Provincial

KPU is to determine the election schedule in the province, which sees the nature of the charge more precisely in the form of regulations, not decisions because in it, among others, contains a number of norms. Similarly, the same thing is regulated regarding the authority of Regency / City KPU in Article 19 letter a.

With regard to the mechanism of decision making and the type / form of product of organizational policy at each level of election organizers, the process of making decisions at each level of election organizers horizontally and their links vertically requires adequate arrangements for the creation of organizational effectiveness. Likewise, it is very important that there is firmness in the form / type of product of organizational policy which is the authority of each level of the organizer, whether it is only regulation (regeling), decision (beschikking) only or covers both. Clarity of the form / type of organizational policy that is part of its authority will very clearly determine the effectiveness of the organization.

Referring to the perspective of the organizational dimension, there is things that have the potential to become problems, with regard to formal education qualifications and competencies at least members of the KPU, Provincial KPU and Regency / City KPU. As stipulated in Article 21 Paragraph (1) letter f, the requirement to become a member / commissioner of the KPU and Provincial KPU is the lowest undergraduate / strata 1 (S-1) without looking at the field of scholarship, and the lowest is high school or equivalent for KPU Regency City. Indeed, there are other requirements as stipulated in letter e that candidates must have knowledge and expertise related to the administration of elections, constitutionality and party. Explanation of the letter states that the candidate is prioritized to have the ability to conduct elections, both in the fields of political science, law and management, and this is evidenced by a series of tests. This is different from the requirement to become a member of another independent commission / institution, for example the KPK as mentioned in Article 29 letter d of Law Number 30 of 2002 concerning the Corruption Eradication Commission. The provision states that the requirement is a diploma in law degree or other scholars who have expertise and at least 15 years of experience in the fields of law, economics, finance or banking.

Thus, it is clear that from the subdimension of "professionalism" in this institution requires certain fields of science or specific relevant knowledge and experience according to the core business of the institution concerned with a minimum level of education at the bachelor level. In this context, Nanus has reminded that "various external forces have formed 21st century organizations with eight characteristics, including that the workforce mainly consists of employees who have extensive knowledge and high skills" [8]. Thus, it is clear that the current and future challenges of the KPU are the availability of members who are qualified for education that are relevant to electoral tasks.

## V. CONCLUSION AND RECOMMENDATIONS

Based on the discussion above, it can be concluded that Law Number 7 of 2017 contains several organizational dimensions, both including structural and contextual dimensions. The structural dimensions include formalization, specialization, centralization, standardization, hierarchy of authority, complexity, professionalism, while the contextual dimensions include organizational size, organizational technology, goals, strategies and organizational culture and organizational environment.

There are two structural dimensions of the organization that are sufficiently contained in the law, namely formalization, specialization and standardization compared to other dimensions. There are two contextual dimensions that are quite adequate, namely organizational technology and organizational environment. There are several inconsistencies related to the regulation of the EMB so that it has the potential for less effective organizational goals.

This research recommends that Law Number 7 of 2017 be improved to better accommodate several organizational dimensions whose arrangements are inadequate. Among them are related to the dimensions of "professionalism" namely the level of education and the suitability of the field of science, and "centralization" namely the process, form, and type of organizational decisions.

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