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## Assessing the Efficiency of the District Election Committee in the 2024 General Elections: Evidence from Ciwandan, Cilegon City

Ahmad Zainuri

Serang Raya University

Correspondence: [zainuri2007@gmail.com](mailto:zainuri2007@gmail.com)

**Abstract:** *This study aims to analyze the performance of the District Election Committee in Ciwandan District, Cilegon City. A qualitative descriptive approach was employed, with performance measured based on (S. Robbins et al., 2013) criteria, which include quality, quantity, timeliness, effectiveness, and efficiency. Data were collected through observation, interviews, and documentation, and analyzed using the stages of Data Condensation, Data Display, and Conclusion Drawing. The results indicate that the performance of the District Election Committee during the 2024 simultaneous general elections in Ciwandan District was generally in accordance with the planned schedule. However, several issues were identified, such as logistical shortcomings, including the insufficient supply of ballot papers and instances of ballot exchanges with other polling stations during the election process. Furthermore, 97 individuals were found to be unregistered in the voter list, indicating inadequacies in voter list updates a key responsibility of the District Election Committee. The study also highlights the insufficient commitment of committee members, as some members had other jobs outside the committee, leading to suboptimal performance due to task delegation to less knowledgeable members.*

**Keywords:** *District Election Committee, Performance Analysis, Logistical Shortcomings, Voter List Update, Commitment*

### 1. INTRODUCTION

One method to uphold democracy is through general elections. Elections are recognized as a democratic mechanism aimed at renewing commitment, enhancing morality, and facilitating leadership transitions in a democratic manner (Tartir, 2025). The General Election Commission (Komisi Pemilihan Umum or KPU) is an independent national institution responsible for organizing elections. However, the KPU does not work alone in preparing elections in each region. It is assisted by the District Election Committee, which organizes elections at the sub-district level, the Voting Committee at the village level, and the Voting Organizing Group responsible for ballot collection and counting—commonly referred to as the Ad Hoc Election Body.

Ciwandan District, located in Cilegon City, Banten Province, is one of the districts participating in the 2024 Simultaneous General Elections. The successful implementation of such elections relies heavily on the presence of well-functioning organizing components at the district, village, and polling station levels. According to KPU Regulation Number 7 of 2008 regarding the Formation and Work Procedures of the District Election Committee, Voting Committees, and Voting Organizing Groups, the District Election Committee comprises five independent and non-partisan members supported by a secretariat of three members. Their primary role is to ensure the smooth implementation of elections at the sub-district level, spanning preparation, execution, and vote recapitulation stages.

The District Election Committee plays a crucial role in determining the success or failure of elections at the sub-district level, acting as the right hand of the KPU. Despite this importance, election organization in Indonesia is often plagued by recurring issues. First, logistical shortages frequently occur, leading to inefficiencies. Second, voter data updates remain problematic, with cases of unregistered eligible voters persisting in the voter list—a core responsibility of the District Election Committee. Third, the commitment of committee members is often insufficient, attributed to inadequate infrastructure, limited human resources, and low work discipline. These challenges mirror broader organizational issues in Indonesia, where employee performance is influenced by variables such as communication and motivation (Moshood et al., 2025).

The District Election Committee in Ciwandan District has shown commendable performance in updating voter data, including temporary and final voter lists. As of the latest data, the final voter list in Ciwandan includes 46,315 registered voters, comprising 24,028 men and 22,287 women across six sub-districts.

This study focuses on analyzing the performance of the Ciwandan District Election Committee during the 2024 Simultaneous General Elections, employing (S. P. Robbins & Judge, 2018) organizational performance measurement theory. The dimensions evaluated include:

**1. Quality**

Performance is assessed based on the quality of work produced, emphasizing comprehensive training on election procedures, time management, and communication techniques to improve committee readiness.

**2. Quantity**

The performance is measured by the extent to which the target number of activities exceeds initial expectations, covering activities such as socialization, training, and meetings with clear guidelines.

**3. Timeliness**

This dimension evaluates the completion of tasks within designated timeframes, with a focus on planning and adhering to detailed work schedules.

**4. Effectiveness**

The level of resource utilization, including manpower, funds, and technology, is analyzed to determine how effectively these resources contribute to achieving organizational goals.

## 5. Efficiency

This measures the alignment between output and the resources utilized, ensuring that costs are minimized without compromising performance.

Organizational performance is defined as the work outcomes achieved by individuals or groups within an organization, reflecting their authority, responsibility, and adherence to ethical and legal standards (Ahmad et al., 2020; Laoli et al., 2023; Rosiah et al., 2022; Waluyo & Rodiyah, 2023). (Jamaluddin & Suharli, 2024; Yulistiafani & Deswimar, 2024) further emphasizes that performance is the result of tasks completed based on skills, experience, dedication, and time. These theoretical perspectives form the basis for evaluating the Ciwandan District Election Committee's performance in the 2024 General Elections.

## 2. METHOD

This study uses a qualitative research approach, which aims to explain the object of study based on the facts or events observed during the research process. The purpose of this approach is to facilitate the researcher in obtaining objective data. The research type employed is descriptive, which provides a detailed account of the phenomenon or reality surrounding the evaluation of the District Election Committee's performance during the 2024 Simultaneous General Elections in Ciwandan District, Cilegon City. The research was conducted in Ciwandan District, Cilegon City.

The data sources for this study are divided into two categories: primary and secondary data. Data collection was carried out through several techniques, including observation, interviews, and documentation (Yulistiafani & Deswimar, 2024).

1. **Observation:** The researcher conducted direct field observations to assess the conditions and performance of the Election Committee in preparing for the election, as informed by the participants in the study.
2. **Interviews:** Interviews were conducted with key informants. The researcher prepared a list of structured questions and used these to facilitate direct discussions and gather relevant information.
3. **Documentation:** The researcher collected secondary data through documentation, obtaining records and administrative notes relevant to the research topic. This data was used to support the findings from the field.

Data analysis followed the procedures proposed by (Yulistiafani & Deswimar, 2024), involving continuous analysis during data collection until its completion. The analysis included data collection, data presentation, and conclusion drawing. Furthermore, data validation was conducted through triangulation, ensuring the credibility and accuracy of the findings.

### 3. RESULTS AND DISCUSSION

Ciwandan District's status changed from a representative area of Cilegon District to an independent sub-district following the issuance of Regional Regulation No. 3 of 1992, dated February 7, 1992, concerning the establishment of Ciwandan Sub-district. Located in Cilegon City, Banten Province, Ciwandan is situated at the easternmost part of the city, serving as a key point on the main northern coast route (Pantura) in Banten Province. The district covers an area of 21.49 km<sup>2</sup>, with a geographical profile consisting of low-lying northern regions and sloping hills in the southern part, with a maximum elevation of 200 meters above sea level. Ciwandan is approximately 5 kilometers from the Cilegon City government center and 28 kilometers from the provincial capital. The average temperature in the area ranges between 24°C and 31°C (Sugiharto & Riany, 2024).

The 2024 General Election in Ciwandan was organized by the District Election Committee, which consisted of five members and was assisted by three secretariat staff. Of the five committee members, four were men, and one was a woman.

**Table 1 Committee Election Subdistrict**

Position	Work
Members / Law & Supervision	Self-employed
Member / Logistics Division	Self-employed
Members / Data & Information	Apparatus Civil State
Members / HR & Parmas	Apparatus Civil State
Technical Organizer	Self-employed

Source: Committee Election Subdistrict of Ciwandan District (2024).

To support the tasks of the Sub-district Election Committee, a Secretariat was formed, consisting of three staff members. The Secretariat's role is to assist with the administration of the Sub-district Election Committee, which is led by the Secretary and supported by two staff members: one handling public relations & legal technical matters, and the other handling finance & logistics.

General elections are a means of implementing popular sovereignty through direct, general, free, confidential, honest, and fair voting, as outlined in the Pancasila and the 1945

Constitution of the Republic of Indonesia (Sugiharto & Riany, 2024). The general elections held in Ciwandan District, Cilegon City, were aimed at electing the legislature and the president.

The success of election implementation at the sub-district level depends heavily on the performance of the Sub-district Election Committee. (Rony et al., 2024) define performance as the results achieved from carrying out tasks or work within an organization. Performance requires a work spirit that embodies various success values for both the organization and the individual (Tungtakanpoung & Prouska, 2024). Based on the results of interviews, observations, documentation, and literature studies, the performance of the Sub-district Election Committee in Ciwandan was analyzed using performance indicators outlined by (S. P. Robbins & Judge, 2018). The evaluation includes the following:

1. **Quality of Work** Quality refers to the results obtained by the Sub-district Election Committee in organizing the 2024 simultaneous elections in Ciwandan District, Cilegon City, in accordance with applicable legal provisions. The performance of the committee is measured by members' perceptions of the quality of the work produced, which focuses on achieving perfection in the execution process. According to (Mansyur et al., 2024), performance is defined as the ability of an individual to carry out assigned tasks optimally, healthily, safely, and comfortably.

The performance of the Sub-district Election Committee can be considered successful if they are able to carry out each stage of the election process. A key area of focus in this study is the committee's performance in managing logistics, determining the Voter List, and the members' commitment to completing their tasks. Workers play a direct role in managing data within the organization, and their behavior significantly impacts the achievement of organizational goals (Nuryanto et al., 2024). The service provided by each committee member's strengths and abilities is crucial in ensuring that tasks are completed effectively.

Interview results from Maman Tamami, a member of the Sub-district Election Committee in Ciwandan, on October 23, 2024, show the following:

*“Overall, I am very satisfied with my team's performance. We worked hard to ensure that all stages of the election, from socialization to implementation, went smoothly.”*  
— Maman Tamami, Member, Sub-district Election Committee, Ciwandan, October 23, 2024.

This statement reflects that the performance of the Sub-district Election Committee was optimal during the election preparation stages, with professionalism and good communication among team members.

However, a different perspective was provided by Mrs. Neneng, the District Area Coordinator for Cilegon City’s General Election Commission, on August 21, 2024:

*“Several targets were not achieved during the last election period. In my evaluation, the performance of the Sub-district Election Committee in Ciwandan was less than optimal, particularly regarding the commitment of its members, who were often absent from meetings or delegated tasks to others. There was also a shortage of logistics, such as missing or mixed-up ballots, due to insufficient planning. As a result, 97 people were not registered on the voter list, and there were issues with data duplication from other areas. The Data and Information Division also failed to meet its responsibilities in managing population data for the district.”*

— Mrs. Neneng, District Area Coordinator, Cilegon City General Election Commission, August 21, 2024.

From the second interview, it is evident that the performance of the Sub-district Election Committee in Ciwandan regarding the quality of their work was suboptimal. This was primarily due to the insufficient commitment of committee members, who had other jobs outside the committee and were often absent from meetings. This resulted in tasks being passed to other members who were unfamiliar with the job, causing delays and inefficiencies. Furthermore, logistical issues, such as missing ballots and mixed-up voting materials, were reported. Additionally, the voter list had 97 unregistered individuals, and there were data duplication issues in other areas.

**Table 2. Implementation Performance Subdistrict Election Committee**

Sub-district	Implementation Performance
Banjar Negara	93%
Gunungsugih	95%
Kepuh	99%
Kubangsari	97%
Randakari	98%
Tegalratu	99%

Source: Committee Election Subdistrict of Ciwandan District (2024)..

### **Analysis of Sub-district Election Committee Performance**

From the table, it can be observed that while the performance of the Sub-district Election Committee is generally high, several deficiencies can be identified:

#### **1. Performance Percentage Variation**

There is a noticeable performance disparity between the highest-performing sub-districts (99% in Kepuh and Tegalratu) and the lowest-performing sub-districts (93% in Banjar Negara). This variation suggests that the implementation standards are not uniformly

applied across all sub-districts, which may indicate a lack of consistency in how tasks and processes are carried out.

## **2. Lowest Performance in Banjar Negara (93%)**

Banjar Negara reported the lowest performance compared to other sub-districts. This could be attributed to several factors, such as insufficient human resources, limited facilities, or constraints in managing time and tasks effectively. Addressing these issues in Banjar Negara should be a priority to improve overall performance.

## **3. Imperfections in Other Districts**

Other sub-districts, such as Gunungsugih (95%), Kubangsari (97%), and Randakari (98%), have not reached the optimal performance level of 100%. This suggests that there are opportunities for improvement in areas such as efficiency, coordination, or task execution, which could further enhance the performance of these sub-districts.

## **4. Absence of 100% Performance Standard**

No sub-district achieved the 100% performance standard. This could indicate existing gaps in implementation, such as administrative errors, inadequate training, or suboptimal communication within the committee. It highlights the need for closer attention to detail and better systems to ensure complete task execution.

## **5. Lack of Uniform Monitoring and Evaluation**

The performance disparities across sub-districts may also point to inconsistencies in the monitoring and evaluation system for the District Election Committee. It is essential to establish a more standardized and effective monitoring system to ensure that all sub-districts meet the same performance standards.

Given this analysis, Banjar Negara should be prioritized for improvement, while sub-districts that are approaching 100% should continue refining their implementation to achieve optimal results.

Despite having carried out the election stages, the quality of the Sub-district Election Committee's performance is still not optimal. In particular, the Committee in Ciwandan experienced logistical issues, such as missing ballots, during the election. This was partly due to the logistics division's absence from meetings, which were often attended only by other committee members who were less familiar with logistics tasks. This lack of participation from the logistics division resulted in poor planning and insufficient communication between the logistics team and the field committee, leading to logistical shortfalls and mixed-up voting materials with other sub-districts.

Another factor contributing to the suboptimal performance of the Sub-district Election Committee in Ciwandan is the continued presence of residents who were unable to use their right to vote due to not being registered on the Voter List. This situation arose because the Committee did not fully update voter data, a task that should have been carried out as per the General Election Commission's 2008 guidelines for updating voter lists. Consequently, some members of the community were unable to cast their votes because their names were not included on the official Voter List.

**Table 3 Data and Information Division Committee Election Subdistrict Subdistrict Ciwandan**

<b>Sub-district</b>	<b>Number Not on Voter List Still</b>
Banjar Negara	38
Gunungsugih	14
Kepuh	22
Kubangsari	12
Randakari	6
Tegalratu	5
<b>Amount</b>	<b>97</b>

*Source: Committee Election Subdistrict of Ciwandan District, Data and Information Division (2024)*

### **Analysis of Sub-district Election Committee Performance: Ciwandan District**

- 1. Data Collection and Voter List Update** The Data and Information Division of the Sub-district Election Committee in Ciwandan faced significant challenges in updating the Voter List. Despite the task being outlined, there were still gaps in addressing it effectively. One issue was the lack of thorough planning for field officers who were responsible for checking the voter data. Additionally, the communication between the Data and Information Division and the field committee members was inadequate. This led to a lack of socialization about new population data, and permission to check local residents' data was not obtained from the local Neighbor Pillars. This miscommunication contributed to discrepancies in the data matching process, resulting in 97 people not being registered in the Voter List.
- 2. Quantity of Completed Activities** The Sub-district Election Committee's performance can be assessed based on the number of activities completed, such as socialization, training, and meetings. According to an interview with Maman Tamami, a member of the Ciwandan Sub-district Election Committee, they successfully

completed a significant portion of the activities planned by the General Election Commission. However, certain targets were not met as expected, including issues related to missing logistics and residents not being registered in the Voter List. Despite these challenges, the committee managed to address the problems through collaboration. The committee did meet most of its activity targets, including voter education and voter data verification (Gordon-Rogers et al., 2024; Khatami, 2024).

3. **Punctuality** Punctuality refers to the committee's ability to complete tasks according to the established schedule. According to Maman Tamami, the committee largely succeeded in adhering to the schedule. The committee worked diligently to avoid missing deadlines, despite the numerous tasks that needed to be completed. They also optimized available time by conducting additional activities, such as technical guidance for committee members and voter socialization, as well as monitoring the voting process. Regular monitoring was conducted to ensure that all stages of the election process were carried out efficiently and according to the required provisions (Ayobolu, 2024; Jubaidi, 2024).
4. **Effectiveness** Effectiveness refers to the committee's ability to utilize available resources—such as human power, finances, and technology—in an optimal way to achieve the desired results. The interview with Mrs. Nunung, the Regional Coordinator for Ciwandan District, highlighted that the committee still faced challenges in terms of member commitment and coordination. While there was a clear budget for activities, there was a gap in the commitment level of committee members, who often had other responsibilities outside of their election duties. This affected the overall effectiveness of the committee in achieving the expected outcomes. However, the committee was able to leverage technology effectively, utilizing social media platforms like Facebook, Instagram, and WhatsApp to communicate election-related information and engage with the public (Czainska & Biernat, 2024; Idris & Alabi, 2024).
5. **Efficiency** Efficiency refers to the committee's ability to produce the desired output with the least possible cost, ensuring that resources are utilized effectively. Based on interviews with members of the Ciwandan Sub-district Election Committee, it is evident that the committee made efforts to manage its budget efficiently. The committee worked closely with the General Election Commission to ensure that the budget was allocated appropriately for the required activities. Regular meetings were held to evaluate the use of funds, and careful planning was done to ensure that the

costs matched the actual needs of the activities. The committee also provided clear documentation for all expenditures, ensuring transparency and accountability in budget management (Al Izzati et al., 2024; David et al., 2024; Hargono et al., 2024).

#### **4. CONCLUSION**

Based on the research findings, the performance of the Ciwandan Sub-district Election Committee in the 2024 general election, evaluated through Robbins' theory (S. P. Robbins & Judge, 2018), can be summarized as follows:

1. **Quality:** The Ciwandan Sub-district Election Committee has completed various stages of the 2024 election process, but there were still quality-related challenges. The main issue was the lack of commitment from some members, who were juggling other responsibilities outside the election duties. This led to suboptimal performance, as tasks were sometimes carried out by individuals who were not fully knowledgeable about the job description. Additionally, the lack of detailed planning and poor communication between the logistics division and field participants resulted in issues such as inadequate logistics and misallocated voting materials. Furthermore, some citizens remained unregistered in the Voter List, leading to the use of Resident Identity Cards during voting.
2. **Quantity (Amount):** The committee succeeded in completing several activities as per the stages outlined by the General Election Commission. However, the overall targets were not fully met, with 97 individuals still unregistered in the Voter List and logistical shortcomings in terms of voting materials.
3. **Punctuality:** The Ciwandan Sub-district Election Committee successfully adhered to the established schedule, ensuring that all stages of the election process were completed on time. The committee maximized available time to conduct additional activities, such as technical guidance sessions and field monitoring, to ensure that the voting process at the ward level was progressing smoothly.
4. **Effectiveness:** Despite efforts to improve performance, the committee faced challenges due to insufficient commitment from its members. The lack of effective task completion was partly due to members having other work obligations. However, the committee made efficient use of the available budget, ensuring that financial resources were allocated appropriately. Additionally, technology was effectively utilized for communication, with the committee promoting election-related information and

facilitating public feedback via social media platforms such as Instagram, Facebook, and WhatsApp.

5. **Efficiency:** The Ciwandan Sub-district Election Committee demonstrated efficiency in managing its budget. The committee planned and allocated funds based on actual needs, ensuring that each activity was budgeted accurately. The committee also maintained transparency by regularly reporting budget usage and providing documentation for all expenses related to the election process.

In conclusion, while the Ciwandan Sub-district Election Committee achieved some of its objectives, there were areas for improvement in terms of member commitment, communication, and logistical planning. Addressing these challenges would enhance the committee's overall performance in future election processes.

### **Limitations**

Although this study provides valuable insights into the performance of the Ciwandan Sub-district Election Committee in the 2024 General Election, there are several limitations that should be acknowledged:

1. **Data Limitations:** This research relied on interviews with members of the Election Committee and available internal reports. However, not all committee members could be interviewed, so the perspectives obtained may be limited and might not fully reflect the experiences and opinions of all members.
2. **Time and Resource Constraints:** This study is limited by the time and resources available. The interviews and data collection were conducted within a specific period during the election stages, which means the research does not account for changes that might have occurred after the study was completed.
3. **Geographical Scope:** The study is focused solely on the Ciwandan Sub-district Election Committee, which is one of the sub-districts in Cilegon City. Therefore, the findings from this research may not be generalizable to other sub-districts with different characteristics.
4. **Other Aspects Not Covered:** This research primarily focuses on the committee's performance in terms of quality, quantity, punctuality, effectiveness, and efficiency. However, there are many other factors that could influence the committee's performance, such as political factors, public support, and socioeconomic conditions, which were not examined in depth in this study.

5. **Influence of External Factors:** Some of the challenges faced by the Ciwandan Sub-district Election Committee, such as logistical issues and delays in voter data, may be influenced by external factors beyond the committee's control, such as policies from the General Election Commission (KPU) or emergency situations.

Thus, while this study provides an overview of the performance of the Ciwandan Sub-district Election Committee, several limitations must be considered when interpreting the findings.

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