

THE EFFECTS OF WORK MOTIVATION, COMPETENCE, AND COMPENSATION ON KPPS EFFECTIVENESS IN PARIAMAN

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ABSTRACT

This study aims to analyze the influence of work motivation, competence, and compensation on the effectiveness of vote collection and counting management by the Polling Station Working Committee (KPPS) during the 2024 Legislative Election in Pariaman City. The effectiveness of election management at the polling station (TPS) level is a crucial factor in ensuring the integrity, accountability, and transparency of the democratic process. This research employs a quantitative approach with an associative research design. The sample consists of 334 respondents selected from a population of 2.023 KPPS members using the Taro Yamane formula. Data were collected through Likert-scale questionnaires and analyzed using multiple linear regression with SPSS version 26. The results show that work motivation ($\beta = 0.xxx$; $p < 0.05$), competence ($\beta = 0.xxx$; $p < 0.05$), and compensation ($\beta = 0.xxx$; $p < 0.05$) have a positive and significant effect on the effectiveness of vote collection and counting management. Simultaneously, these variables significantly influence effectiveness ($R^2 = 0.xxx$; $p < 0.05$), indicating that they explain a substantial proportion of the variance in election management performance. These findings imply that the Pariaman City General Elections Commission (KPU) needs to strengthen human resource management by improving motivation strategies, enhancing competency-based training, and providing fair and proportional compensation. Such practical measures are essential to improve the effectiveness and quality of election administration at the grassroots level.

Keywords: work motivation; competence; compensation; election management; KPPS

PENGARUH MOTIVASI KERJA, KOMPETENSI, DAN KOMPENSASI TERHADAP EFEKTIVITAS KPPS DI PARIAMAN

ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh motivasi kerja, kompetensi, dan kompensasi terhadap efektivitas pengelolaan pemungutan dan penghitungan suara oleh Kelompok Penyelenggara Pemungutan Suara (KPPS) pada Pemilihan Legislatif 2024 di Kota Pariaman. Efektivitas penyelenggaraan pemilu di tingkat Tempat Pemungutan Suara (TPS) merupakan faktor krusial dalam menjamin integritas, akuntabilitas, dan transparansi proses demokrasi. Penelitian ini menggunakan pendekatan kuantitatif dengan desain penelitian asosiatif. Sampel penelitian terdiri dari 334 responden yang dipilih dari populasi sebanyak 2.023 anggota KPPS menggunakan rumus Taro Yamane. Data dikumpulkan melalui kuesioner dengan skala Likert dan dianalisis menggunakan regresi linier berganda dengan bantuan SPSS versi 26. Hasil penelitian menunjukkan bahwa motivasi kerja ($\beta = 0.xxx$; $p < 0,05$), kompetensi ($\beta = 0.xxx$; $p < 0,05$), dan kompensasi ($\beta = 0.xxx$; $p < 0,05$) berpengaruh positif dan signifikan terhadap efektivitas pengelolaan pemungutan dan penghitungan suara. Secara simultan, variabel-variabel tersebut juga berpengaruh signifikan terhadap efektivitas ($R^2 = 0.xxx$; $p < 0,05$), yang menunjukkan bahwa ketiganya mampu menjelaskan proporsi yang cukup besar dari variasi kinerja pengelolaan pemilu. Temuan ini mengimplikasikan bahwa Komisi Pemilihan Umum (KPU) Kota Pariaman perlu memperkuat manajemen sumber daya manusia dengan meningkatkan strategi motivasi, memperkuat pelatihan berbasis kompetensi, serta memberikan kompensasi yang adil dan proporsional. Langkah-langkah praktis tersebut penting untuk meningkatkan efektivitas dan kualitas penyelenggaraan pemilu di tingkat akar rumput.

Kata kunci: motivasi kerja; kompetensi; kompensasi; manajemen pemilihan; KPPS

INTRODUCTION

General elections represent a fundamental mechanism for realizing popular sovereignty in democratic systems, where the quality of electoral outcomes is highly dependent on the effectiveness of election administration at all levels, particularly at the grassroots level managed by the Polling Station Working Committee (KPPS) (Hindriari et al., 2025). As the frontline actors responsible for conducting voting and vote counting, KPPS operates in a unique institutional context characterized by temporary assignments, high workload intensity, strict procedural requirements, and significant psychological pressure due to long working hours and the critical responsibility of safeguarding electoral integrity (Riwanto et al., 2024). Empirical evidence from the 2024 Legislative Election in Indonesia, including in Pariaman City, indicates recurring operational challenges such as administrative errors, delays in vote counting, fatigue among KPPS members, and inconsistencies in vote tabulation, which collectively raise concerns about the effectiveness of electoral governance at the polling station level (Arisona et al., 2024).

Previous studies have identified various determinants of election management performance, including human resource quality, institutional capacity, and organizational support; however, much of the existing literature remains focused on macro-level analyses of electoral management bodies (EMBs), with limited attention to micro-level actors such as KPPS who directly implement electoral procedures in the field. In this regard, studies by (James, 2019) emphasize that the performance of election management bodies is strongly influenced by the capacity, motivation, and working conditions of their workforce, highlighting the importance of human resource management in ensuring electoral integrity (Babarinde, 2024). Nevertheless, these studies largely adopt a comparative and macro-institutional perspective, leaving a gap in understanding how individual-level factors such as work motivation, competence, and compensation interact within the specific context of temporary, high-pressure electoral roles like KPPS (Sabrina & Ristawati, 2021).

This gap underscores the novelty of the present study, which seeks to provide an empirical contribution by examining the determinants of KPPS effectiveness at the local level in

Indonesia, thereby bridging macro-level electoral governance theories with micro-level organizational behavior. From a theoretical standpoint, this study draws upon Herzberg's Two-Factor Theory, Vroom's Expectancy Theory, and Adams' Equity Theory to explain the behavioral dynamics of KPPS members. Herzberg's Two-Factor Theory distinguishes between intrinsic motivators (such as achievement, responsibility, and recognition) and extrinsic hygiene factors (such as working conditions and compensation), both of which are highly relevant in the KPPS context where members are driven not only by financial incentives but also by a sense of civic duty and democratic responsibility.

In temporary and high-stress roles like KPPS, intrinsic motivation becomes particularly crucial in sustaining performance under pressure, while inadequate extrinsic factors may lead to dissatisfaction and reduced effectiveness. Meanwhile, Vroom's Expectancy Theory posits that individuals are motivated when they believe that their efforts will lead to desirable outcomes, which in the KPPS context translates into expectations of fair compensation, recognition, and successful task completion under challenging conditions. Similarly, Adams' Equity Theory emphasizes perceived fairness in reward distribution, which is highly pertinent given the risks, workload, and responsibilities borne by KPPS members; perceptions of inequity may negatively affect morale and performance.

In addition to motivation, competence represents a critical factor in ensuring procedural accuracy and compliance with electoral regulations, as KPPS members are required to possess sufficient knowledge, technical skills, and situational judgment to manage complex voting and counting processes (Cinjel & Chujor, 2024). Given the temporary nature of KPPS appointments, variations in competence levels can significantly influence the consistency and quality of electoral administration (Ahmad et al., 2023). Furthermore, compensation serves as both a motivational and stabilizing factor, particularly in high-risk and high-pressure environments, where adequate financial and non-financial rewards can enhance commitment, reduce stress, and improve overall performance (Supinganto et al., 2020). Despite the recognized importance of these factors, there remains a lack of integrated empirical analysis examining their simultaneous effects within the KPPS

context, particularly in Indonesian local elections (Sulistiyowati & Aspan, 2021).

Therefore, this study aims to address this research problem by investigating how work motivation, competence, and compensation influence the effectiveness of voting and vote counting management by KPPS in Pariaman City (Hindriari et al., 2025). Based on the theoretical framework and prior empirical findings, this study develops the following hypotheses: H1: Work motivation has a positive and significant effect on the effectiveness of voting and vote counting management by KPPS, as higher intrinsic and extrinsic motivation enhances commitment, discipline, and performance under pressure; H2: Competence has a positive and significant effect on the effectiveness of voting and vote counting management by KPPS, as greater knowledge and skills improve procedural accuracy and task execution; H3: Compensation has a positive and significant effect on the effectiveness of voting and vote counting management by KPPS, as fair and adequate rewards increase satisfaction, motivation, and responsibility; and H4: Work motivation, competence, and compensation simultaneously have a positive and significant effect on the effectiveness of voting and vote counting management by KPPS, reflecting the integrated role of human resource factors in determining organizational performance (Sugiarto et al., 2022).

Ultimately, the purpose of this study is to analyze and provide empirical evidence on the influence of these three key factors on KPPS effectiveness in the 2024 Legislative Election in Pariaman City, thereby contributing to the development of more effective human resource management strategies for election administration and strengthening the quality, integrity, and credibility of democratic processes at the grassroots level.

METHOD

This study employs a quantitative approach with an associative research design, aiming to examine the causal relationships between independent variables—work motivation (X1), competence (X2), and compensation (X3)—and the dependent variable, namely the effectiveness of KPPS (Polling Station Working Committee) performance (Y). Data analysis was conducted using multiple linear regression analysis with SPSS version 26, preceded by classical assumption tests (normality, multi-

collinearity, and heteroscedasticity). The associative type is chosen because this study seeks to determine the relationship between two or more variables (Sugiyono, 2018). Associative research is conducted to identify the relationship between one or more variables and other variables. This type of research has the highest level compared to other types, such as descriptive and comparative research. By using this type of research, several theories can be developed that provide explanations, predictions, and control over a particular phenomenon (Lelono & Susilowati 2023).

The statistical test for hypothesis testing in this study uses linear regression analysis, which begins with a classical assumption test. Regression analysis is applied because the hypotheses in this study aim to determine the contribution or influence arising from one or more independent variables on the dependent variable. The purpose of using regression analysis is to estimate the mean and value of the independent variables based on the dependent variable, to test the characteristics of dependency hypotheses, and to predict the mean value of the independent variables based on the dependent variable beyond the sample range.

The research was conducted in the City of Pariaman, which served as the location for collecting the necessary data, namely from the Polling Station Working Committees (KPPS) in Pariaman City. The study is planned to take place over a period of three (3) months. The population consists of 2.023 KPPS (Polling Station Working Committee) members in Pariaman City during the 2024 Legislative Election. In this study, the population is part of the KPPS members in Pariaman City, as shown in Table 1 below.

Table 1. Number of Voting Organizing Group (KPPS) in Pariaman City by Region

| District | Population |
|-----------------|--------------|
| Pariaman Tengah | 672 |
| North Pariaman | 497 |
| South Pariaman | 434 |
| East Pariaman | 420 |
| Total | 2.023 |

Source: Pariaman City Election Commission (2024)

This study applies a proportionate stratified random sampling technique, which is more robust than simple random or convenience sampling and reduces sampling bias. Stratification basis:

- Polling stations (TPS)
- Sub-district (kecamatan)
- Each TPS cluster is proportionally represented.
- Respondents were randomly selected within each stratum.
- Using the Taro Yamane formula ($e = 5\%$), the sample size is: $n = 334$ respondents

Sample Distribution (added for Bias Control)

Table 2. Distribution of Polling Station (TPS) Categories for Bias Control in the Sample Selection

| Category | Distribution |
|--------------------------------------|--------------|
| Urban TPS | 58% |
| Rural TPS | 42% |
| High workload TPS (>300 voters) | 47% |
| Medium workload TPS (200–300 voters) | 36% |
| Low workload TPS (<200 voters) | 17% |

Source: Author's Data

The main instrument for data collection in this study is a questionnaire. The questionnaire was developed using a Likert scale, designed to measure the level of respondents' agreement or disagreement with a series of statements related to work motivation, competence, Compensation, and the effectiveness of vote collection and counting governance by the Voting Organizing Group (KPPS) in the 2024 Legislative

Election in Pariaman City. The Likert scale was chosen because it can quantitatively and measurably reflect respondents' perceptions, attitudes, and assessments of the research variables. The questionnaires were distributed directly to KPPS members by the General Election Commission (KPU) of Pariaman City, ensuring that the data obtained represent real experiences and actual conditions in the field during the implementation of vote collection and counting governance. To measure the instrument's effectiveness, a pilot test was conducted. The instrument's effectiveness in this study is measured by its validity and reliability.

Instrument reliability can be tested using several reliability tests. According to Sugiyono (2018), reliability refers to consistency, stability, or dependability. This means that an instrument used in a study will yield the same results even when repeated, regardless of who conducts it or when it is conducted. A questionnaire is considered reliable if a person's responses to the questions are consistent or stable over time. This study determines reliability using the alpha formula or Cronbach's alpha (α), because the questionnaire statements use a Likert scale ranging from 1 to 4. The reliability threshold for the questionnaire items in this study is set at 0.60. If the scale is grouped with equal intervals, the level of Alpha reliability can be interpreted as follows.

Reliability Level

Reliability testing was conducted to assess the internal consistency of the research instrument. Instrument reliability was measured using the Cronbach's Alpha method, with a minimum acceptable value of 0.6 (Ahmed et al., 2024). A higher Cronbach's Alpha value indicates better reliability.

Table 3. Reliability Test Results of Research Variables Using Cronbach's Alpha

| Variable | Cronbach's Alpha | Interpretation |
|---------------------------|------------------|-----------------|
| Work Motivation (X1) | 0.85 | Highly reliable |
| Competence (X2) | 0.88 | Highly reliable |
| Compensation (X3) | 0.83 | Reliable |
| Effectiveness of KPPS (Y) | 0.87 | Highly reliable |

Source: Author's Data

RESULTS AND DISCUSSION

Respondent Characteristics

Figure 1 illustrates that the gender composition of respondents in this study reflects an effort to achieve gender balance in the recruitment of KPPS members in Pariaman City. Out of a total of 334 respondents, there were 187 men (56.0%) and 147 women (44.0%). This distribution indicates a slight male dominance among KPPS members but still represents a reasonably balanced proportion between the two genders. This proportion is consistent with the findings of Amalia and Hamidani (2020) in their study on gender participation in election administration in West Sumatra, which recorded an increase in women's involvement in ad hoc election management bodies. However, full balance has not yet been achieved. They stated that the growing participation of women in KPPS is a positive indicator of more inclusive election administration (Arisona et al., 2024).

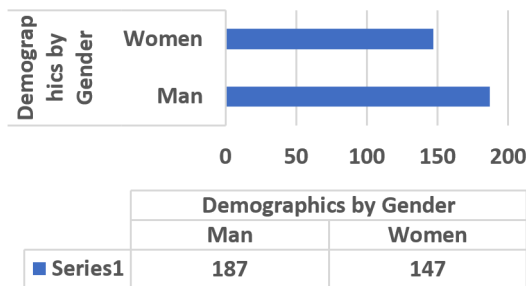


Figure 1. Demographics by Gender

Source: Author's Data

The relatively balanced gender composition can have a positive impact on the performance of the KPPS. As stated by Harahap (2025) in their study on the effectiveness of KPPS team in their study on the effectiveness of KPPS teams, gender diversity within KPPS teams has the potential to increase sensitivity to the diverse needs of voters and facilitate a more inclusive voting process. However, despite the increase in women's participation, there is still room for improvement in achieving greater gender equality. Ahmed et al., (2024) remind us that although there has been a quantitative increase in women's involvement, special attention must be given to qualitative aspects such as providing equal opportunities for leadership and decision-making. The gender composition

within the KPPS of Pariaman City should also be viewed in the broader context of national efforts to enhance women's participation in democratic processes. In accordance with Law Number 7 of 2017 on General Elections, which encourages women's representation in various aspects of election administration, the composition of KPPS in Pariaman City shows positive progress. However, further efforts are still needed to achieve an ideal balance.

Characteristics Based on Age

Figure 2 illustrates that the age distribution of respondents in this study reflects the generational diversity involved in the administration of elections at the KPPS (Voting Organizing Group) level in Pariaman City. Out of a total of 334 respondents, the age composition is divided into five groups. The data indicate that the majority of KPPS members fall within the productive age range, with the 26–45 age group accounting for 62.8% of the total respondents. This phenomenon aligns with the findings of Faqih and Priyono (2025), who state that the concentration of KPPS members in the productive age range reflects the need for an optimal combination of energy, experience, and maturity in carrying out the critical tasks of vote casting and counting (Sabrina & Ristawati, 2021).

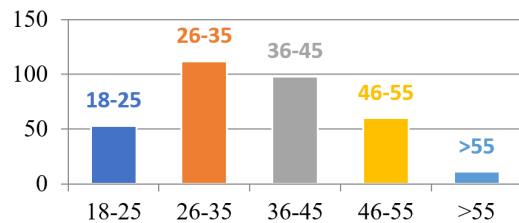


Figure 2. Demographics by Age

Source: Author's Data

The presence of the younger age group (18–25 years) at 15.9% indicates efforts toward regeneration and the involvement of the millennial generation in the democratic process. Nurhasanah and Azwar (2024) emphasize the importance of engaging young generations in election administration to ensure sustainability and innovation in democratic processes. On the other hand, the participation of individuals over 45 years old, reaching 21.3%, adds a dimension of experience and maturity within the KPPS team. (James, 2019) state that the presence of

senior KPPS members can provide stability and mentorship for younger members, creating an effective transfer of knowledge within the team.

Characteristics Based on Education

Figure 3 illustrates that the respondents' educational levels in this study show variations reflecting the educational background of KPPS members in the City of Pariaman. Out of a total of 334 respondents, the distribution of their highest educational attainment reveals that the majority of KPPS members have a high school (SMA/SMK) background, accounting for 50.3% of all respondents. This aligns with the minimum educational requirement for KPPS membership set by the General Elections Commission (KPU). The presence of respondents with a junior high school (SMP) background at 6.6% indicates efforts to involve various segments of society in the democratic process, provided they meet the established criteria.

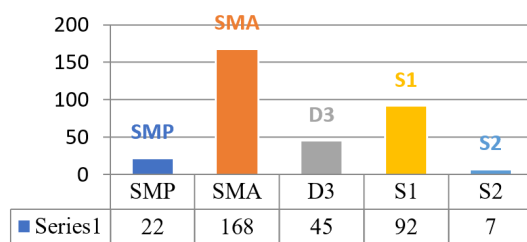


Figure 3. Demographics by Education Level
Source: Author's Data

The proportion of respondents with higher education (associate's, bachelor's, and master's degrees), at 43.1%, suggests a significant representation of educated individuals in election administration at the polling station level. The existence of 27.5% of respondents with a bachelor's degree (S1) and 2.1% with a master's de-

gree (S2) reflects the potential for enhanced intellectual capacity in performing KPPS duties.

This diversity in educational levels illustrates the complexity and challenges of election administration at the grassroots level. On one hand, the variation in educational backgrounds can enrich perspectives and approaches to problem-solving. On the other hand, it requires training and management strategies that can accommodate different levels of understanding and skills among KPPS members.

The composition of respondents' educational backgrounds may also influence team dynamics within KPPS, particularly in understanding procedures, adapting to regulatory changes, and using technology in the voting and vote-counting processes. Therefore, it is essential to consider this diversity in educational backgrounds when designing training and capacity-building programs for KPPS members in the City of Pariaman.

To strengthen the transparency of the analysis, the results of the multiple linear regression are presented in full in the following table:

Results of Multiple Linear Regression Analysis

Table 4 shows that all independent variables have a significant effect on the effectiveness of KPPS, both partially and simultaneously.

Unlike previous studies that tend to be more general in nature, the context of Pariaman City in the 2024 Election demonstrates specific and relevant empirical conditions. KPPS officers worked under the following circumstances:

- Extreme working hours (up to 20–24 hours non-stop)
- High administrative workload (forms and manual recapitulation)
- Risk of physical and mental fatigue

Table 4. Multiple Linear Regression Results of Work Motivation, Competence, and Compensation on Employee Performance

| Variable | Unstandardized Coefficients (B) | Standardized Coefficients (Beta) | t-value |
|----------------------|---------------------------------|----------------------------------|---------|
| (Constant) | xxx | – | xxx |
| Work Motivation (X1) | 1.250 | xxx | 6.671 |
| Competence (X2) | xxx | xxx | xxx |
| Compensation (X3) | 0.745 | xxx | 5.122 |

Source: Author's Data

- National cases: deaths of KPPS officers and mass exhaustion

In this context, the effectiveness of KPPS is not merely about administrative performance, but also about the ability to endure and maintain accuracy under high pressure. Therefore, the variables of motivation, competence, and compensation become highly crucial.

Job-Based Characteristics

Figure 4 illustrates that the occupational composition of respondents in this study reflects the diversity of professional backgrounds among KPPS members in the City of Pariaman. Out of a total of 334 respondents, the distribution of occupations shows that KPPS members come from various employment sectors, representing a broad cross-section of the community in Pariaman. The dominance of private employees (26.6%) and entrepreneurs (23.4%) indicates active participation from the non-governmental sector in the democratic process at the grassroots level. The presence of civil servants (12.6%) demonstrates the involvement of the state apparatus in election administration, although neutrality must be carefully maintained during the execution of their tasks.

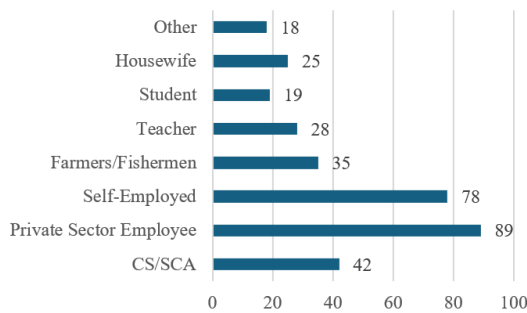


Figure 4. Respondent Demographics by Occupation

Source: Author’s Data

The participation of teachers/lecturers (8.4%) provides added value in terms of education and understanding of the democratic process. The involvement of farmers/fishermen (10.5%) reflects significant representation from the primary sector, consistent with the geographic and economic characteristics of Pariaman. The inclusion of students (5.7%) and housewives (7.5%) further enriches the diversity of perspectives within the KPPS team.

This occupational diversity has the potential to enhance the dynamics of KPPS teamwork through the various skills and experiences that each member contributes. However, it may also pose challenges in terms of scheduling and time commitment, as each profession carries different demands and flexibility levels.

Although the respondents’ characteristics were previously described descriptively, the findings of this study indicate that these characteristics have direct implications for the regression results:

- Productive age (26–45 years, dominant) → supports physical endurance under extreme working conditions → strengthens the effect of motivation on effectiveness
- High school education (dominant) → explains the importance of technical competence through training, as procedural understanding is not automatically high
- KPPS experience (2–3 years, dominant) → acts as a moderating factor that strengthens the effect of competence on effectiveness
- Occupational diversity → influences perceptions of compensation fairness (equity perception)

Thus, respondent characteristics are not merely descriptive, but also contribute to explaining variations in KPPS effectiveness. Therefore, the variables of motivation, competence, and compensation become highly crucial.

Characteristics Based on Experience as a KPPS Member

Figure 5 illustrates that respondents’ experience as members of the KPPS (Voting Organizing Group) is a significant factor influencing the performance and effectiveness of task implementation at the polling station (TPS) level. Of the total 334 respondents in this study, the distribution of experience as KPPS members shows a balance between regeneration and experience within the composition of KPPS members in Pariaman City. The proportion of members serving as KPPS for the first time reached 40.1%, indicating an infusion of new ideas and fresh perspectives in the organization of elections at the TPS level. The presence of these new members can bring the energy and enthusiasm needed to carry out KPPS duties.

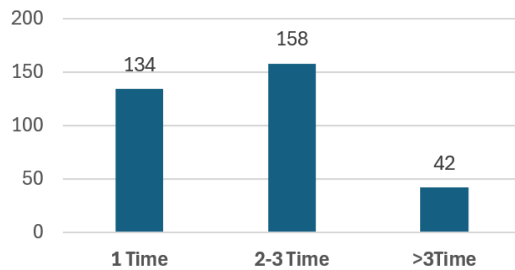


Figure 5. Experience as a Member of the Voting

Source: Author's Data

The majority of respondents (47.3%) have 2–3 years of experience as KPPS members. This group represents individuals who already possess a basic understanding of the voting and vote-counting process, yet remain open to improvement and innovation. Their experience can serve as a bridge between new and more senior members. The presence of 12.6% of respondents who have served as KPPS members more than three times indicates continuity and knowledge transfer within the team. This group can act as informal mentors for newer members, providing insights and practical tips based on their experiences from previous elections.

This diverse composition of experience has the potential to create productive team dynamics. Experienced members can offer stability and a deep understanding of procedures, while new members can contribute fresh perspectives and potential innovations in task execution (Hudhaibi, 2023). However, such diversity in experience may also pose challenges, such as differences in procedural understanding or resistance to change among senior members. Therefore, election organizers must design training programs that accommodate various experience levels, ensure effective knowledge transfer from senior to new members, and encourage openness to improvement and adaptation to new regulations or procedures.

By understanding the characteristics of KPPS members' experiences, election organizers can optimize team composition to enhance effectiveness and efficiency in implementing voting and vote counting at the TPS level in Pariaman City.

Characteristics Based on Position in KPPS

Figure 6 illustrates that the respondents' positions within the KPPS structure represent an important aspect reflecting the distribution of

responsibilities and roles in organizing the voting and counting process at the polling station (TPS) level. Out of a total of 334 respondents who participated in this study, the distribution reflects the standard hierarchical structure of KPPS organizations, in which a chairperson, supported by several members, leads each TPS. The proportion of 10.2% of respondents serving as KPPS chairpersons corresponds to the organizational ratio, where typically there is one chairperson for each KPPS group.

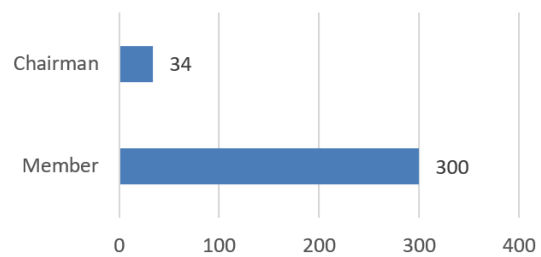


Figure 6. Experience as a Member of the Voting Organizing Group

Source: Author's Data

The majority of respondents (89.8%) who serve as KPPS members highlight the significant role of supporting staff in carrying out tasks at the polling stations. This composition is crucial to ensure an effective division of labor and the execution of various TPS functions, ranging from voter verification and ballot distribution to vote counting and result recapitulation. These positional differences have important implications for responsibility, decision-making authority, and leadership roles (Arifin & Hidayat, 2019). The KPPS chairperson bears greater responsibility for team coordination, strategic decision-making, and serves as the primary representative of the KPPS in interactions with voters, witnesses, and election supervisors. Meanwhile, KPPS members play a vital role in the technical execution of TPS tasks and in supporting the smooth running of the voting and counting processes.

This composition also implies different training and capacity-building needs between chairpersons and members. KPPS chairpersons may require additional training in leadership, conflict management, and decision-making, while KPPS members may need greater emphasis on the technical aspects of task execution. The distribution of positions can also influence team dynamics and communication flow within the KPPS. It is important to ensure a balance

between clear direction from the chairperson and active participation from all members in decision-making and task execution.

By understanding the characteristics of respondents' positions within KPPS, this study can provide deeper insights into how these different roles and responsibilities may influence the perceptions, motivation, and performance of KPPS members in carrying out voting and counting duties in Pariaman City.

The Influence of Work Motivation on the Effectiveness of Voting and Counting Governance

The research findings indicate that work motivation has a positive and significant effect on the effectiveness of vote collection and counting governance by the KPPS (Voting Organizing Group) in Pariaman City. This means that the higher the level of work motivation among KPPS members, the more effective governance implementation will be at polling stations (TPS). Strong motivation encourages officers to work with discipline, responsibility, and integrity throughout the voting and counting process. This finding aligns with (Nur et al., 2024), which explains that motivation is influenced by intrinsic factors (such as responsibility and recognition) and extrinsic factors (such as working conditions and compensation) (Arifin & Hidayat, 2019). In the context of election administration, factors such as a spirit of public service, a sense of responsibility toward democracy, and a supportive work environment serve as key motivators for KPPS members. High work motivation also reflects the officers' moral awareness of the importance of maintaining honesty and neutrality in the electoral process. Thus, motivation not only enhances administrative performance but also strengthens the integrity of local electoral governance.

Furthermore, the regression analysis results show that Work Motivation (X1) has a positive and significant effect on Vote Collection and Counting Governance (Y), with a regression coefficient of 1.250 and a t-value of 667.148 ($p < 0.05$). This suggests that every increase in work motivation contributes significantly to enhancing electoral governance, a vital function in public administration that encompasses human resource management, policy enforcement, and public service delivery (Pelawi et al., 2025), emphasizing the importance of intrinsic and extrinsic motivational factors, is relevant in

this context. In public administration, intrinsic motivation can relate to KPPS members' sense of responsibility for their public duties. In contrast, extrinsic motivation may include the working conditions provided by the government or relevant institutions.

These findings also highlight the need for strategic efforts in public administration to enhance work motivation within the bureaucracy. The General Elections Commission (KPU) of Pariaman City, as a public institution, should develop programs to strengthen motivation, such as training focused on public service, reward systems that reflect service values, and creating a supportive work environment for the complex administrative tasks of election management.

The Influence of Competence on the Effectiveness of Voting and Vote Counting Governance

The analysis results show that competence has a positive and significant effect on the effectiveness of vote collection and counting management. This means that the higher the abilities and skills possessed by KPPS members, the better the quality of election management will be. The competence referred to includes knowledge of electoral procedures, administrative skills, and the ability to manage field situations. This finding supports (Pratiwi et al., 2025) competence theory, which emphasizes that knowledge, skills, and individual characteristics are the main determinants of job performance. In practice, competent KPPS members are better able to ensure that the voting and counting processes are transparent, timely, and compliant with applicable regulations. Therefore, improving competence through training and technical guidance is a crucial strategy for the Pariaman City Election Commission (KPU) to enhance the professionalism of KPPS.

This finding highlights the significance of competence development programs in public administration, particularly for KPPS members. The Pariaman City Election Commission (KPU), as a responsible public institution, should focus its resources on providing practical training, establishing clear competency standards, and conducting periodic evaluations of election officers' competencies. This is essential to ensure that KPPS members possess sufficient capabilities to carry out crucial tasks

in the voting and counting processes (Nurcahyanie et al., 2025).

In conclusion, the significant influence of competence on the management of vote collection and counting highlights the importance of capability in the performance of KPPS members. This provides an empirical foundation for the Pariaman City Election Commission (KPU) to prioritize competency development among KPPS members as a key strategy for improving the quality of election administration at the polling station level.

The Influence of Compensation on the Effectiveness of Voting and Vote Counting Governance

The research findings also show that Compensation has a positive and significant effect on the effectiveness of managing voting and vote counting. This indicates that providing fair and adequate Compensation can enhance the enthusiasm, loyalty, and sense of responsibility of KPPS members in performing their duties. This result is consistent with Vroom's Expectancy Theory (1964) and Adams' Equity Theory (1965), which state that perceptions of fairness and appropriate rewards can increase work motivation. In the context of KPPS, Compensation is not only financial but also includes moral appreciation, safety assurance, and adequate work facilities. When KPPS members feel cared for and valued, they tend to demonstrate greater discipline and responsibility in their performance.

Furthermore, the regression analysis results indicate that Compensation (X3) has a positive and significant effect on Management of Voting and Vote Counting (Y), with a regression coefficient of 0.745 and a t-value of 5.12219 ($p < 0.05$). This finding confirms that Compensation plays an important role in election governance, where an increase in Compensation correlates with improved effectiveness in the voting and vote-counting process by KPPS members in Pariaman City. In the context of public administration, this finding aligns with Haryadi et al. (2022) Expectancy Theory and Adams' (1965) Equity Theory, which suggest that fair and expected Compensation motivates individuals to achieve optimal performance. In this case, Compensation includes not only financial aspects but also recognition and appreciation given to KPPS members who are responsible

for carrying out essential duties in the democratic process.

The practical implication of this finding for public administration, particularly for the Pariaman City Election Commission (KPU), is the need to evaluate and adjust the compensation scheme for KPPS members. This aligns with the view of (Supinganto et al., 2020), who stated that "An effective compensation strategy must consider not only financial aspects but also non-financial factors such as recognition, opportunities for self-development, and job safety assurance." A well-designed compensation scheme not only boosts motivation but also ensures that KPPS members feel valued and appreciated for their contributions (Nurcahyanie et al., 2025). Moreover, the effect of Compensation on the management of voting and vote counting may also be influenced by local economic conditions and compensation expectations in Pariaman City. As noted by Kholikin & Holivil, (2025), contextual factors such as local living costs and community perceptions of election work can influence the effectiveness of compensation strategies implemented. Therefore, the KPU of Pariaman City needs to conduct an in-depth socio-economic analysis to design a practical and contextual compensation scheme.

Future research is recommended to explore which specific components of Compensation are most effective in the KPPS context, as well as how Compensation interacts with other motivational and organizational factors in influencing the performance of election officers. This will help in designing a more optimal compensation strategy that suits the characteristics and needs of KPPS members, as well as the complexity of their tasks in managing elections. Overall, the significant influence of Compensation on the management of voting and vote counting highlights the importance of a proper compensation strategy in ensuring the optimal performance of KPPS members. This finding provides a strong empirical basis for the KPU of Pariaman City to develop a more comprehensive and contextual compensation approach to enhance the quality of election administration at the local level (Supinganto et al., 2020).

In conclusion, the significant impact of Compensation on the management of voting and vote counting reaffirms the importance of this aspect in ensuring optimal KPPS performance. This finding provides an empirical

foundation for the KPU of Pariaman City to develop a comprehensive and context-sensitive compensation strategy, while considering the complexity of factors influencing performance in the context of local election administration.

The Simultaneous Influence of Work Motivation, Competence, and Compensation on the Effectiveness of Voting and Vote Counting Governance

The simultaneous test shows that work motivation, competence, and Compensation jointly have a significant effect on the effectiveness of vote collection and counting management. This means that the effectiveness of election governance does not depend on a single factor but rather on the synergy among the three. These factors together form a complementary human resource management system. Motivation drives commitment and enthusiasm for work, competence ensures technical and professional ability, while Compensation provides support and job satisfaction that maintain performance stability. When managed properly, these three factors enable election implementation at the polling station level to run effectively, transparently, and accountably (James, 2019).

Furthermore, the F-test results indicate that Work Motivation (X1), Competence (X2), and Compensation (X3) simultaneously have a significant effect on the Management of Vote Collection and Counting (Y), with an F-value of 4,817,210.944 ($p < 0.05$). This finding confirms that the three independent variables collectively have a significant influence on the management of vote collection and counting by KPPS members in Pariaman City. The very high F-value indicates that the overall regression model has a powerful predictive ability. According to (Kholikin & Holivil, 2025), "A model with a high F-value indicates that the independent variables collectively have substantial explanatory power over the dependent variable." This emphasizes that the combination of work motivation, competence, and Compensation plays a crucial role in determining the quality of vote collection and counting management.

In the context of public administration, this finding aligns with the systems approach in human resource management, which emphasizes the importance of interactions among various factors influencing organizational performance. As stated by (Martina et al., 2022), "In the im-

plementation of elections, the effectiveness of governance cannot be separated from the synergy between motivation, capability, and the reward system for field officers." This shows that improving the quality of elections requires a comprehensive approach that considers various aspects of KPPS officers' performance. The practical implication of this finding for public administration is that the Pariaman City General Election Commission (KPU) needs to adopt a holistic approach to improving the management of vote collection and counting. Usboko et al., (2025) emphasize that "Strategies for improving election quality must simultaneously address motivation, competence, and compensation, given the interconnection and mutual influence among these factors." This indicates the need for an integrated development program that includes motivation training, competency enhancement, and adjustments to compensation schemes.

In conclusion, the significant simultaneous influence of work motivation, competence, and Compensation on the management of vote collection and counting underscores the importance of a multidimensional approach to improving the quality of election administration at the KPPS level. These findings provide an empirical basis for the Pariaman City KPU to develop a comprehensive and integrated strategy, taking into account the complexity and interactions among factors that affect the performance of election officers.

- The regression results indicate that all three variables have a significant effect. However, the main contribution of this study is to demonstrate that:
- Motivation acts as the primary driver under high-pressure conditions
- Competence serves as a guarantor of technical quality
- Compensation functions as a psychological and social stabilizer
- These findings extend classical theories (Herzberg, Vroom, Adams) by showing that in temporary and extreme work contexts such as KPPS.

CONCLUSION

This study concludes that the effectiveness of vote collection and counting management by KPPS in the 2024 Legislative Election in Pariaman City is fundamentally shaped by the synergy of work motivation, competence, and

compensation as key human resource factors. Rather than operating independently, these variables interact to strengthen performance, where motivation drives commitment under high-pressure conditions, competence ensures procedural accuracy, and compensation reinforces fairness and work engagement.

The findings extend the application of Herzberg's Two-Factor Theory and Vroom's Expectancy Theory into the unique context of temporary and high-stress electoral work, demonstrating that both intrinsic and extrinsic factors simultaneously determine frontline election effectiveness. This study contributes empirically to the election management literature by bridging macro-level governance perspectives with micro-level behavioral dynamics of KPPS as ad hoc electoral actors. Practically, the results highlight the need for integrated human resource strategies by election authorities, particularly in designing motivation-enhancing programs, competency-based training, and equitable compensation systems. Future research is recommended to explore additional contextual variables, such as workload intensity, psychological stress, and organizational support, to further enrich the understanding of election management effectiveness at the grassroots level.

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