



# SWOT Analysis in The Implementation Of Electoral Management Policies in Surabaya: A Case Study Approach

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**Abstract.** *This study aims to evaluate the implementation of electoral policies in Surabaya City using SWOT analysis (Strengths, Weaknesses, Opportunities, Threats). The main issue faced is the suboptimal application of policies, despite various programs being launched to increase voter participation. SWOT analysis is a tool used to identify strengths, weaknesses, opportunities, and threats within an organization or policy. This research employs a qualitative approach with a case study design, involving in-depth interviews, participant observation, and document analysis to collect data from policymakers, policy implementers, and the general public. The results indicate that the primary strengths lie in competent human resources and capable technological infrastructure, while weaknesses include a lack of inter-agency coordination and budget constraints. Opportunities can be leveraged through technological advancements and community support, whereas threats include regulatory changes and cybersecurity risks. The study provides recommendations to enhance coordination, develop voter training and education programs, and strengthen cybersecurity. Thus, it is hoped that the electoral process in Surabaya will become more effective, efficient, and transparent, gaining full trust from the public.*

**Keywords :** SWOT Analysis, Policy Implementation, Surabaya City

## 1. INTRODUCTION

Elections are one of the main pillars of democracy, enabling active citizen participation in determining the direction of public policy and governance. In Indonesia, elections are regulated and supervised by the General Elections Commission (KPU) and the Election Supervisory Agency (BAWASLU), which are responsible for ensuring that the electoral process runs transparently, fairly, and efficiently (KPU, BAWASLU). Surabaya, as one of the major cities in Indonesia, faces unique challenges in implementing elections. The social-political dynamics and varying levels of voter participation demand effective strategies to enhance the quality of election administration (Howlett & Ramesh, 2014). This study focuses on a SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) to evaluate the operational effectiveness of KPU and BAWASLU in Surabaya and to identify the influence of technology and social media on voter participation.

Elections in Indonesia are democratic processes conducted to elect leaders at various levels of government, from the president to legislative members and regional heads. Elections in Indonesia are regulated by the KPU and supervised by BAWASLU, ensuring that elections are conducted transparently, fairly, and with integrity. Since the 1998 reform, elections in Indonesia have undergone significant changes, including the implementation of direct election

systems and increased public participation (Helms & Nixon, 2010). However, challenges such as money politics, vote manipulation, and low voter turnout, especially among young voters, remain issues that need to be addressed (Howlett & Ramesh, 2014). Efforts continue to enhance citizens' political awareness and strengthen the electoral system to be more inclusive and representative.

The main issue in this study is the suboptimal implementation of electoral policies in Surabaya. Although various programs have been launched to increase voter participation, the results have not been optimal (Helms & Nixon, 2010). Common solutions typically involve enhancing voter education and policy socialization, but these approaches have not been fully effective in overcoming existing challenges.

In this context, SWOT analysis offers a framework that encompasses election administration by delving deeper into each SWOT element. This study aims to evaluate the implementation of electoral policies in Surabaya using SWOT analysis (Strengths, Weaknesses, Opportunities, Threats). Additionally, the study aims to enrich the literature on election implementation by providing contextual and relevant analysis. The novelty of this study lies in its comprehensive SWOT analysis approach, which is expected to provide new insights into the factors influencing the success of election administration at the local level.

## **2. LITERATURE REVIEW**

### **Public Policy Theory**

Public policy theory provides a comprehensive framework for understanding how policies are formulated, implemented, and evaluated, encompassing the analysis of policy processes, involved actors, and factors influencing policy success. In the context of electoral management, this theory helps explain how policies are designed to achieve specific objectives, such as enhancing public participation and ensuring transparency. With this understanding, policymakers can design more effective strategies to achieve desired goals (Howlett & Ramesh, 2014).

### **Policy Implementation Theory**

Policy implementation theory focuses on how formulated policies are applied in the field. This includes analyzing factors affecting policy implementation, such as resources, communication, and bureaucratic structure. In the context of Surabaya, this theory is relevant for assessing how electoral policies are implemented and what challenges are faced during the

process. By understanding these factors, stakeholders can identify potential obstacles and develop solutions to address them (Hill & Hupe, 2014).

### **Public Participation Theory**

Public participation theory emphasizes the importance of community involvement in the policy decision-making process. Public participation is considered a key element in ensuring responsive and inclusive policies. In the context of elections, this theory helps assess the extent to which the community is involved in the electoral process and how their input is used to enhance policy quality. Thus, public participation can strengthen policy legitimacy and ensure that policies meet community needs (Nabatchi & Amsler, 2014).

### **Good Governance Theory**

Good governance encompasses principles such as transparency, accountability, participation, and efficiency. It is used to assess the quality of policy implementation and ensure that policies are executed in a fair and just manner. In the electoral context, good governance is crucial for ensuring that the electoral process is transparent and accountable. By applying good governance principles, stakeholders can enhance public trust in the electoral process (Fukuyama, 2013).

### **E-Government Theory**

E-Government theory focuses on the use of information and communication technology to enhance government efficiency and effectiveness. In the context of elections, e-Government can be used to increase transparency and community participation. This theory is relevant for evaluating how technology is used in the electoral process in Surabaya. By leveraging technology, the government can provide more accessible information and increase community participation in elections (Gil-Garcia & Helbig, 2013).

### **SWOT Analysis in Policy Evaluation**

SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) is a tool used to identify strengths, weaknesses, opportunities, and threats within an organization or policy. This tool is highly useful in the context of public policy evaluation, including electoral management policies in Surabaya. SWOT allows for a comprehensive assessment of internal and external factors affecting a policy's success or failure (Helms & Nixon, 2010).

## **Strengths**

Strengths are internal factors that provide advantages or benefits to an organization or policy. In the context of electoral management policies in Surabaya, strengths may include competent human resources, adequate technological infrastructure, and strong political support. The competence of election officials and technological readiness can enhance the efficiency and effectiveness of the electoral process. Additionally, political support from local government can ensure that electoral policies receive the attention and resources needed for implementation.

## **Weaknesses**

Weaknesses are internal factors that can hinder or reduce policy effectiveness. In this context, weaknesses may include a lack of coordination between agencies, budget constraints, and resistance to change. If the agencies involved in electoral management do not have good coordination, this can lead to confusion and inefficiency. Budget constraints can also limit the ability to implement new technologies or adequately train election officials. Resistance to change from certain parties can hinder the adoption of more effective new practices.

## **Opportunities**

Opportunities are external factors that can be leveraged to enhance policy success. Opportunities in the context of electoral policies in Surabaya may include new technological developments, community support, and collaboration with international organizations. Advances in information and communication technology can be used to increase transparency and public participation in the electoral process. Support from the community and collaboration with international organizations can also provide additional resources and new perspectives that can strengthen policy implementation.

## **Threats**

Threats are external factors that can disrupt or undermine policy success. In this context, threats may include regulatory changes, cybersecurity threats, and unstable political dynamics. Sudden regulatory changes can affect election preparation and implementation. Cybersecurity threats are also a major concern, especially with the increasing use of technology in the electoral process. Unstable political dynamics can create an environment that is not conducive to fair and transparent elections.

## **Application of SWOT in Electoral Policy Evaluation**

By using SWOT analysis, researchers can identify key factors influencing the success or failure of electoral policy implementation in Surabaya. This allows for a deeper assessment of how policies can be strengthened or adjusted to address existing challenges. For example, by understanding strengths and opportunities, policymakers can design strategies that leverage these advantages to overcome weaknesses and threats. Conversely, by identifying weaknesses and threats, they can develop mitigation plans to minimize negative impacts and ensure long-term success.

SWOT analysis can also be used as an effective communication tool among stakeholders, including government, community, and international organizations. By providing a clear picture of the current situation, this analysis can facilitate more constructive and collaborative discussions on how to improve electoral policies in Surabaya. Additionally, this approach can help formulate more targeted and responsive policy recommendations to meet community needs and expectations.

In an academic context, SWOT contributes significantly to the literature on public policy evaluation by offering a systematic and structured framework for assessing policies from various perspectives. This allows researchers to identify key elements contributing to policy success or failure and provides valuable insights for enhancing policy quality and effectiveness in the future.

## **Research Methodology**

This study employs a qualitative approach with a case study design to explore in-depth the implementation of electoral management policies in Surabaya. A qualitative approach is chosen because it allows researchers to gain a rich and detailed understanding of complex phenomena within a real-world context, as described by Yin (2018). Case studies provide a focus on one or several cases that offer deep insights into existing dynamics, aligning with Stake's perspective (1995).

Informants are selected through purposive sampling, which allows researchers to choose subjects who have experience and deep insights into the implementation of electoral policies. This technique, as described by Patton (2002), ensures that the selected informants are relevant and knowledgeable within the research context. The informants in this study include three main groups: policymakers, policy implementers, and policy recipients, namely the general public involved in the electoral process.

To ensure the depth and richness of information, qualitative data are collected through various methods. First, in-depth interviews with informants are conducted to gain insights into their views and experiences related to the implementation of electoral policies. These semi-structured interviews allow for the exploration of issues that arise during discussions, as described by Kvale and Brinkmann (2009). Second, participant observation is conducted in the field, particularly at polling stations and electoral management offices, to understand the dynamics of policy implementation and interactions between policy implementers and the community, as described by Emerson et al. (1995). Third, document analysis of policy documents, official reports, and electoral socialization materials is conducted to understand the policy context and how the policy is communicated to the public, as described by Bowen (2009).

The collected data are then analyzed using a thematic approach, which involves identifying, analyzing, and reporting patterns (themes) within the data, as described by Braun and Clarke (2006). The analysis process includes several stages: data transcription, repeated reading, initial coding, theme searching, theme reviewing, and report writing. This approach enables researchers to systematically organize and interpret data, as well as to uncover main themes relevant to the research objectives.

To ensure the validity and credibility of the data, this study applies several standard strategies in qualitative research, as described by Lincoln and Guba (1985). Triangulation is used by leveraging various data sources and data collection methods to validate findings. Member checks are conducted by verifying findings and interpretations with informants to ensure accuracy. An audit trail is meticulously recorded to ensure transparency and allow other researchers to trace the steps taken.

## **Research Results**

This study aims to promote the implementation of electoral management policies in Surabaya through an in-depth SWOT analysis. SWOT analysis, which consists of Strengths, Weaknesses, Opportunities, and Threats, is a strategic tool used to identify internal and external factors affecting the success or failure of a policy. In the context of electoral management analysis, it provides a framework for understanding the dynamics and challenges faced in implementing electoral policies in Surabaya.

## **Strengths**

The strengths in implementing electoral management policies in Surabaya include various internal factors that provide advantages for successful policy implementation. One of the main strengths is the competent and experienced human resources managing the electoral process. The competence and experience of election officials are crucial to ensuring that each stage of the election runs smoothly and in accordance with applicable regulations. Additionally, adequate technological infrastructure, such as an integrated electoral information system, is also a significant strength. This infrastructure enables more effective and efficient voter data management and supports transparency in the vote transmission process. Strong political support from local government is also an important strength, as it ensures that electoral policies receive the attention and resources needed for implementation.

## **Weaknesses**

On the other hand, weaknesses in implementing electoral policies in Surabaya include internal factors that can hinder the effectiveness of policy implementation. One major weakness is the lack of coordination among agencies involved in electoral management. This lack of coordination can lead to confusion and inefficiency in task execution and hinder the flow of information crucial for accurate decision-making. Budget constraints also pose a significant weakness, as they can limit the ability to implement new technologies or adequately train election officials. Additionally, resistance to change from certain parties can hinder the adoption of more effective new practices in electoral management.

## **Opportunities**

Opportunities in implementing electoral policies in Surabaya include external factors that can be leveraged to enhance policy success. One major opportunity is the rapid development of information and communication technology. These technological advancements can be used to enhance transparency and public participation in the electoral process, for instance, through the use of web-based or mobile electoral applications that allow voters to monitor election results in real-time. Community support and collaboration with international organizations can also provide additional resources and new perspectives that can strengthen the implementation of electoral policies. Furthermore, regulatory changes supporting innovation in the electoral process can be an opportunity to adopt more efficient and effective new practices.

## **Threats**

Threats in implementing electoral policies in Surabaya include external factors that can disrupt or undermine policy success. One major threat is sudden regulatory changes, which can affect election preparation and implementation. Cybersecurity threats are also a primary concern, especially with the increasing use of technology in the electoral process. Cyberattacks can threaten the integrity of voter data and election results and undermine public trust in the electoral process. Additionally, political instability can create an environment that is not conducive to fair and transparent elections. Unstable political dynamics can trigger conflicts and disrupt the electoral process.

## **Comprehensive Analysis**

Based on the SWOT analysis, it can be concluded that the evaluation of electoral management policy implementation in Surabaya has several strengths that can be leveraged to address existing weaknesses and threats. Competent human resources and adequate technological infrastructure are important assets that can be used to enhance policy effectiveness. However, to maximize this potential, efforts are needed to improve inter-agency coordination and address resistance to change. Additionally, existing opportunities, such as technological advancements and community support, should be optimally utilized to enhance transparency and public participation in the electoral process.

On the other hand, threats must be anticipated with appropriate mitigation strategies. For example, to address cybersecurity threats, investment in advanced security systems and training for election officials on information security is required. Additionally, to address political instability, it is important to build effective communication with all stakeholders and ensure that all parties have the same commitment to conducting fair and transparent elections.

By using SWOT analysis, this study provides a comprehensive insight into the factors affecting the success of electoral management policy implementation in Surabaya. The analysis results show that although there are some weaknesses and threats to be addressed, there are also strengths and opportunities that can be leveraged to enhance the quality of electoral management. Therefore, it is important for policymakers to formulate strategies to maximize strengths and opportunities while reducing the negative impact of weaknesses and threats. With this approach, it is hoped that the electoral process in Surabaya can be conducted more effectively, efficiently, and transparently, gaining full trust from the public.



### **3. DISCUSSION**

The SWOT analysis conducted for the implementation of electoral management policies in Surabaya identifies the strengths, weaknesses, opportunities, and threats that influence the success of policy implementation. By understanding these factors, stakeholders can formulate more effective strategies to improve the quality of electoral management.

#### **Strengths**

The strengths in implementing electoral management policies in Surabaya primarily lie in internal factors that support successful policy implementation. One of the main strengths is the competent and experienced human resources managing the electoral process. The competence and experience of election officials are crucial for ensuring that each stage of the election runs smoothly and in accordance with applicable regulations. These officials are capable of handling various challenges that arise during the electoral process, including managing emergencies and ensuring the integrity of the electoral process.

Additionally, adequate technological infrastructure, such as an integrated electoral information system, is also a significant strength. This infrastructure enables more effective and efficient voter data management and supports transparency in the vote transmission process. With an integrated information system, voter data can be managed more accurately, reducing the risk of errors and increasing public trust in election results.

Strong political support from local government is also an important strength. This support ensures that electoral policies receive the attention and resources needed for implementation. Commitment from local government can facilitate coordination among agencies and ensure that all parties work together to achieve fair and transparent election goals.

#### **Weaknesses**

Weaknesses in implementing electoral policies in Surabaya include internal factors that can hinder the effectiveness of policy implementation. One major weakness is the lack of coordination among agencies involved in electoral management. This lack of coordination can lead to confusion and inefficiency in task execution and hinder the flow of information crucial for accurate decision-making. The inability to share information effectively can result in delays and errors in election implementation.

Budget constraints also pose a significant weakness. Limited budgets can restrict the ability to implement new technologies or adequately train election officials. Without sufficient resources, it is challenging to adopt innovative practices that can enhance the efficiency and effectiveness of the electoral process. Additionally, limited budgets can hinder the ability to

conduct extensive voter education and outreach, which are essential for increasing public participation.

Resistance to change from certain parties can also hinder the adoption of more effective new practices in electoral management. Some parties may feel comfortable with traditional methods and be reluctant to adopt the changes necessary to improve election quality. Overcoming this resistance requires an inclusive approach and adequate education to demonstrate the benefits of new practices.

## **Opportunities**

Opportunities in implementing electoral policies in Surabaya include external factors that can be leveraged to enhance policy success. One major opportunity is the rapid development of information and communication technology. These technological advancements can be used to enhance transparency and public participation in the electoral process. For example, the use of web-based or mobile electoral applications allows voters to monitor election results in real-time, thereby increasing transparency and public trust in the electoral process.

Community support and collaboration with international organizations can also provide additional resources and new perspectives that can strengthen the implementation of electoral policies. International organizations can offer technical assistance and training that can enhance local capacity to conduct fair and transparent elections. Additionally, strong community support can encourage greater participation in the electoral process, which is important for the legitimacy of election results.

Regulatory changes that support innovation in the electoral process can also be an opportunity to adopt more efficient and effective new practices. Regulations that support innovation can facilitate the introduction of new technologies and more secure and faster voting methods. With supportive regulations, electoral organizers can more easily implement the changes needed to improve election quality.

## **Threats**

Threats in implementing electoral policies in Surabaya include external factors that can disrupt or undermine policy success. One major threat is sudden regulatory changes, which can affect election preparation and implementation. Unexpected regulatory changes can cause disruptions and interfere with the preparations made by electoral organizers.

Cybersecurity threats are also a primary concern, especially with the increasing use of technology in the electoral process. Cyberattacks can threaten the integrity of voter data and election results, and undermine public trust in the electoral process. To address these threats, investment in advanced security systems and training for election officials on information security is required.

Additionally, political instability can create an environment that is not conducive to fair and transparent elections. Unstable political dynamics can trigger conflicts and disrupt the electoral process. To address these threats, it is important to build effective communication with all stakeholders and ensure that all parties have the same commitment to conducting fair and transparent elections.

Based on the SWOT analysis, it can be concluded that the implementation of electoral management policies in Surabaya has several strengths that can be leveraged to address existing weaknesses and threats. Competent human resources and adequate technological infrastructure are important assets that can be used to enhance policy effectiveness. However, to maximize this potential, efforts are needed to improve inter-agency coordination and address resistance to change.

Existing opportunities, such as technological advancements and community support, should be optimally utilized to enhance transparency and public participation in the electoral process. On the other hand, threats must be anticipated with appropriate mitigation strategies. For example, to address cybersecurity threats, investment in advanced security systems and training for election officials on information security is required.

By implementing these recommendations, it is hoped that electoral management in Surabaya can be conducted more effectively, efficiently, and transparently, gaining full trust from the public. This study provides comprehensive insights into the factors affecting the success of electoral policy implementation and offers strategies that can be used to improve the quality of electoral management in the future.

#### **4. CONCLUSION**

Overall, the SWOT analysis reveals that the implementation of electoral management policies in Surabaya possesses several strengths that can be leveraged to address existing weaknesses and threats. Competent human resources and adequate technological infrastructure are crucial assets that can be used to enhance the effectiveness of policy implementation. However, to maximize this potential, efforts are needed to improve inter-agency coordination and overcome resistance to change. Existing opportunities, such as technological

advancements and community support, should be optimally utilized to enhance transparency and public participation in the electoral process. On the other hand, threats must be anticipated with appropriate mitigation strategies.

By implementing these recommendations, it is hoped that the electoral process in Surabaya can be conducted more effectively, efficiently, and transparently, gaining full trust from the public. This study provides comprehensive insights into the factors affecting the success of electoral policy implementation and offers strategies that can be used to improve the quality of electoral management in the future. This research also contributes to academia by offering a systematic and structured framework to evaluate policies from various perspectives and providing recommendations that are more targeted and responsive to local needs.

## **RESEARCH RECOMMENDATIONS**

Based on the SWOT analysis and research findings regarding the implementation of electoral management policies in Surabaya, the following are two recommendations that are expected to enhance the effectiveness and desirability of these policies:

### **Development of Training and Voter Education Programs**

To overcome budget constraints and resistance, it is important to develop comprehensive training programs for election officials and broader voter education programs. Training for election officials should include the use of new technologies and strategies to address challenges in election implementation. Meanwhile, voter education programs should be designed to increase public political awareness and encourage active participation in the electoral process.

### **Strengthening Cybersecurity and Technology Use**

Cybersecurity threats are one of the main risks in the increasingly digital electoral process. Therefore, investment in advanced cybersecurity technology and training for election officials on information security should be a priority. Additionally, the use of information and communication technology should be continuously enhanced to support transparency and public participation. Developing secure and easily accessible web or mobile-based electoral applications can be a strategic step to increase public trust in the integrity of the electoral process. These applications not only facilitate real-time information access but also enable voters to be more actively involved in the democratic process.

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