



ASSESSING THE READINESS OF UIN SIBER SYEKH NURJATI CIREBON AS A STRATEGIC PARTNER IN E-VOTING IMPLEMENTATION TO SUPPORTING ELECTORAL DIGITAL TRANSFORMATION

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Abstract

This study aims to analyze the readiness of the State Islamic University (UIN) Siber Syekh Nurjati Cirebon as a strategic partner in implementing electronic voting (e-voting) for election administration in Cirebon City. This study employs a qualitative method with a case study approach, utilizing observation, in-depth interviews, and documentation. Data analysis was conducted interactively using the analytical frameworks of Organizational Readiness for Change, Digital Governance, and *masalah mursalah*. The results show that UIN Syekh Nurjati Cirebon possesses adequate technical and institutional

readiness, as evidenced by its integrated digital infrastructure, technical resource capacity, and experience in managing information technology based of systems. However, organizational readiness is not yet fully optimal due to existing digital competency gaps, varying levels of human resource adaptation, and an uneven commitment to digital transformation. From a digital governance perspective, e-voting implementation requires more integrated collaboration among higher education institutions, the General Elections Commission (KPU), local government, and other stakeholders. Meanwhile, the *masalah mursalah* analysis indicates that e-voting implementation holds normative legal legitimacy because it has the potential to enhance the efficiency, transparency, accuracy, and accountability of election administration while strictly maintaining cybersecurity risk mitigation and data protection. This study concludes that UIN Syekh Nurjati Cirebon is legally and technically viable to be positioned as an academic and technical partner in e-voting development, conditional upon organizational capacity building, collaborative governance, and adequate regulatory frameworks.

Keywords: *E-voting; Organizational readiness; Digital transformation; Digital governance; Masalah mursalah.*

INTRODUCTION

The implementation of simultaneous general elections in Indonesia over the past decade has revealed various structural and technical issues that threaten the effectiveness of democratic governance. The 2019 elections serve as the most evident precedent regarding heavy burden imposed by manual voting mechanisms. Data records that 527 members of the Ballot Station Committees (KPPS) passed away due to work related exhaustion, while 11,239 others suffered illnesses owing to the strenuous duration and intensity of duties during multitiered vote counting process.¹ Furthermore, 708 instances of data entry discrepancies from C1 forms into the Vote Counting Information System (*Situng*) of General Elections Commission were identified, underscoring the precarious validity of vote tabulation management in the conventional mechanism.² Such recurring issues throughout

¹ Di & Surabaya, "Kesalahan Input C1 dan Dampak Kelelahan KPPS," 2024.

² *Ibid.*,

various political momentums demonstrate that the problem is systemic rather than incidental.

The situation further intensified when the 2020 Regional Head Elections (*Pemilukada*) took place during the COVID-19 pandemic. Health protocol mandates exposed the inability of the manual system to adaptively respond to emergency conditions. Within this framework, electoral law scholars and analysts advocated for e-voting implementation as a safer, more efficient alternative to minimize crowd gatherings.³ Additionally, used e-voting is deemed aligned with the principle of *maslahah mursalah*, as it is assessed to be capable of minimizing *mudarat* (harm) such as extreme exhaustion, potential ballot manipulation, and vulnerability to election result disputes.⁴

At the international level, the implementation of e-voting has demonstrated success in enhancing the efficiency and accuracy of election results. Estonia, India, and Brazil serve as exemplary nations that have successfully digitalized their voting processes in a secure and accountable manner. Conversely, e-voting execution in Indonesia remains at constrained stage. Although certain subnational governments, such as Mempawah Regency, have experimented with e-voting in village head elections, the results exposed significant hurdles in infrastructure, civic readiness, and a shortage of supporting actors to facilitate the implementation.⁵

Previous studies on the digital acceleration of elections in Indonesia, such as the works of Suri and Yuneva (2021) and Wibowo (2024), argued that regulatory readiness and public support remain the primary determining factors. However, these studies only involved limited stakeholders, such as the General Elections Commission (KPU) and the general public, or analyzed the issue through literature reviews. There remains a lacuna in prior research specifically scrutinizing the role of digital oriented higher education institutions as strategic allies in expediting electoral digital transformation. Consequently, a critical

³ Kennedy & Suhendarto, "Electronic Voting sebagai Solusi Pemilukada 2020.

⁴ *Ibid.*

⁵ Miles, Huberman, and Saldaña, *Qualitative Data Analysis*, 3rd ed. (Thousand Oaks: Sage, 2014), 31–33.

research gap emerges regarding the lack of a comprehensive evaluation of digital campus readiness in facilitating e-voting execution. Within this context, UIN Siber Syekh Nurjati Cirebon as the sole Cyber Islamic University in Indonesia emerges as a highly relevant key actor. The campus has realized substantial digital milestones through the erection of the Cyber Building, the deployment of electronic single-window services, Distance Education (PJJ) frameworks, and network optimizations partnered with Indosat during 2023–2024, alongside an all-encompassing Electronic Signature (TTE) mandate projected for 2025. Complementing this structural hardware, UIN SSC aggressively pursues digital literacy cultivation for its academic and administrative personnel via joint capacity-building initiatives with Universitas Terbuka and the Ministry of Communication and Digital Affairs (KOMDIGI).

Nevertheless, research findings indicate that while technical readiness is categorized as high, the primary challenge lies within non-technical dimensions—specifically, the low collective internal commitment among unit leaders to actively participate in digital transformation. This condition underscores that e-voting implementation is not merely a technological issue, but deeply encompasses organizational dynamics, change management, and institutional readiness. Consequently, a study on the readiness of UIN SSC holds strategic value for formulating electoral digitalization policies at the regional level.

Based on the aforementioned rationale, this study is imperative and pressing due to three primary reasons. First, systemic failures inherent in conventional Indonesian elections demand structural technological interventions. Second, a distinct research gap emerges as no extant literature scrutinizes the function of digital-oriented higher education institutions as strategic allies in e-voting. Third, Cirebon City possesses significant potential for digital collaboration through a partnership between the KPU and UIN SSC, thereby requiring a comprehensive institutional readiness study.

Under these parameters, this research focuses on three primary questions: (1) how is the readiness of the UIN SSC Campus to support e-voting implementation in elections of Cirebon City; (2) what strategic formulations are required to sustain e-voting execution; and (3) how

does the *masalah mursalah* doctrine evaluate these strategic configurations. Resolving these inquiries aims to offer theoretical advancements to digital electoral transition studies, alongside actionable paradigms for subnational governments and academic bodies to foster a more efficient, transparent, and just electoral governance.

METHODOLOGY

This study used qualitative approach with a phenomenological method to gain a profound understanding of the institutional readiness of UIN Siber Syekh Nurjati Cirebon (UIN SSC) in supporting e-voting implementation for the elections in Cirebon City.⁶ The phenomenological approach was adopted to offer analytical space for unraveling the experiences, perceptions, and meaning constructions of key actors toward the institutional digital transformation process. The research site was established at UIN SSC as a cyber university that possesses a relatively comprehensive digital infrastructure, including the Cyber Building, Distance Learning (PJJ), Electronic Signatures (TTE), and digitally based administrative system.⁷

Research data were gathered through in-depth interviews, Focus Group Discussions (FGD), limited observations, and documentary studies. Informants were selected purposively, consisting of ten key stakeholders, including the Rector, Vice-Rector II, Head of the Data and Information Center (*Pusdatin*), Head of the Bureau of General Affairs, Planning, and Finance (Biro AUPK), the Information and Communication Technology Unit (UPT TIK), lecturers, and technical staff involved in the implementation of the campus's digital systems.⁸ Semi structured interviews were utilized to explore organizational understanding and readiness, and FGD were used to map out consensus across units, while observations conducted to examine actual condition of the digital infrastructure.⁹ The documentary

⁶ John W. Creswell, *Qualitative Inquiry and Research Design*, 3rd ed. (Thousand Oaks: Sage, 2013), 76–77

⁷ J W Cresswell, "Penelitian Kualitatif Dan Design Riset: Memilih Di Antara Lima," *Edisi Ketiga. Pustaka Pelajar*. Yogyakarta, 2014.

⁸ Cresswell.

⁹ Cresswell.

study supported triangulation by examining policies, internal reports, and digitalization tracks.

Data analysis conducted using the Miles and Huberman model, which encompasses data reduction, data display, and conclusion drawing.¹⁰ The validity of the data was strengthened source and method triangulation, member checking, and an audit trail. This procedure ensures that the findings reflect real world conditions and can be scientifically accounted for. The study addresses public comprehension of Law Number 23 of 2002, the challenges faced during its implementation, and public expectations for improving child protection within the family. The findings of this study are anticipated to provide contributions more effective legal policy making and law enforcement practices in safeguarding children against family based violence.

PREVIOUS RESEARCH AND THEORETICAL FRAMEWORK

Studies on the implementation of electronic voting (e-voting) in Indonesia have evolved from various perspectives, ranging from legal aspects, information technology, and system security to public governance. Most researchers position e-voting as an instrument for modernizing the electoral system capable of enhancing administrative efficiency, accelerating the vote counting process, and minimizing human error. Conversely, number of studies indicate that the implementation of e-voting still faces diverse challenges, particularly regarding regulatory readiness, data security, technological infrastructure, and level of public trust in the electronic voting system. Research by Bachmid and Djanggih demonstrates that the implementation of electronic voting within the Indonesian legal system possesses potentially for development, provided supported by an adequate legal framework and consistently safeguards democratic electoral principles. Their study emphasizes the importance of legal certainty as primary prerequisite before digital innovations applied electoral administration. Meanwhile, a study by Samihardjo et al. focuses technical aspects of e-voting implementation, specifically

¹⁰ A Huberman, *Qualitative Data Analysis a Methods Sourcebook* (Thousand Oaks, California SAGE Publications, Inc., 2014).

regarding the readiness of technological infrastructure, information system security, and the capacity of election organizers to operate electronic based systems.¹¹

Another study conducted by Munawaroh, through a comparative analysis of e-voting implementation in Estonia, demonstrates that the success of electoral digitalization is not only by technological sophistication but also quality of public governance, institutional readiness, and the level of public digital literacy. These findings indicate that the digital transformation of elections multidimensional process that requiring collaboration among the government, election organizers, educational institutions, and civil society as integral components of a digital democratic ecosystem.¹²

Although these various studies have significantly contributed to development of electronic voting literature, most remain focused on regulatory, technological, and electoral management aspects. Research positioning higher education institutions as strategic actors in supporting electronic voting implementation, particularly cyber based State Islamic Religious Higher Education Institutions (PTKIN), remains relatively limited. In fact, universities serve strategic function in advancing knowledge, technological innovation, digital literacy, and human resource capacity building all critical factors in supporting digital transformation of elections.

From these existing trends, this study occupies a distinct position from previous research. The analytical focus directed neither at technical nor regulatory aspects of electronic voting implementation, but rather on analyzing institutional readiness of UIN Siber Syekh Nurjati Cirebon as a strategic partner in supporting the digital transformation of elections in Cirebon City. This study utilizes the Theory of Organizational Readiness for Change, digital transformation frameworks, electronic voting concepts, and *masalah mursal*

¹¹ Fahri Bachmid and Hardianto Djanggih, "The Future of E-Voting Implementation in Indonesian General Election Process: Constitutionality, Benefits and Challenges," *Varia Justicia* 18, no. 1 (2022): 34–51, <https://doi.org/10.31603/variajusticia.v18i1.6359>.

¹² Umi Rofiatun Munawaroh, "Komparasi Sistem Pemilihan Umum Estonia-Indonesia: Penerapan I-Voting," *Bilancia: Jurnal Studi Ilmu Syariah Dan Hukum* 17, no. 2 (2023): 245–68, <https://doi.org/10.24239/blc.v17i2.1835>.

(public interest) as an analytical framework to elucidate the correlation between organizational readiness, digital technology utilization, and public benefit of electronic based electoral management. Consequently, this research expected to contribute development legal scholarship concerning the digital transformation of elections in Indonesia.

Theory of Organizational Readiness for Change

The success of a policy or innovation within an organization is determined not only by technological sophistication or resource adequacy, but is also heavily influenced by level of organizational readiness to accept and manage change. Various studies on organizational change demonstrate that implementation failures innovation are frequently caused by low internal organizational readiness rather than technological limitations themselves. Consequently, the concept of organizational readiness has become widely utilized approach to analyze organization's capacity navigated strategic change, including digital transformation and implementation of based technology systems in public services. Within the context of this study, the implementation of electronic voting understood is not merely as technological innovation, but as a governance shift that demands comprehensive organizational readiness.¹³

The Theory of Organizational Readiness for Change (ORC), introduced by Weiner, explained that organizational readiness is a collective psychological state reflecting extent which organizational members possess commitment (change commitment) and confidence (change efficacy) implement planned change. Change commitment indicates the level of willingness among organizational members to accept change as a shared necessity. Meanwhile, change efficacy reflects belief that organization possesses adequate capabilities, resources, and strategies required to achieve the objectives of that change. These two components interrelated and dictate successful implementation of innovation in organization.¹⁴

¹³ N S Herman, "E-Voting Readiness Mapping for General Election Implementation" 98, no. 20 (2020): 3280–90.

¹⁴ Bryan J Weiner, "A Theory of Organizational Readiness for Change," *Implementation Science* 4, no. 1 (2009), <https://doi.org/10.1186/1748-5908-4-67>.

According to ORC theory, organizational readiness influenced is not only by individual psychological aspects but also by institutional factors that shape the organizational environment. These factors encompass leadership support, organizational culture, coordination systems, communication patterns, and the organization capacity to manage available resources. Therefore, an organization equipped with modern infrastructure does not inherently possess a high level of readiness unless it is supported by adaptive leadership, work culture open to change, and the collective commitment all of organizational members. Conversely, organizations with limited resources can still successfully execute change if they are capable of fostering mutual commitment and shared trust toward the intended objectives of the change.¹⁵

Within the context of higher education organizations, the concept of organizational readiness has evolved alongside increasing demands for digital transformation in educational delivery. This readiness encompasses three primary dimensions: technical readiness, comprising availability information technology infrastructure; human resource readiness, pertaining to digital competence and literacy; and institutional readiness, which includes organizational governance, leadership, and a work culture that supports innovation. These three dimensions do not operate in isolation; rather, they complement one another in determining institution capability to adopt sustainable change.¹⁶

When linked implementation of electronic voting, ORC theory provides perspective that successful adoption of electronic voting system cannot be measured solely by the readiness of hardware or software. The implementation of electronic voting also demands organizational readiness in establishing inter institutional coordination, enhancing human resource capacity, formulating adaptive governance in response to technological advancements, and building public trust in implemented system. Therefore, ORC theory becomes highly relevant in explaining that digital innovation electoral administration is the

¹⁵ Weiner.

¹⁶ Herman, "E-Voting Readiness Mapping for General Election Implementation."

outcome of comprehensive organizational readiness, rather than merely a technological triumph.¹⁷

The relevance of this theory becomes increasingly evident when examined in the context of UIN Siber Syekh Nurjati Cirebon as a cyber based state Islamic religious higher education institution. The institutional transformation that has been undertaken demonstrates technical readiness through the development of digital infrastructure, technology-based learning systems, and digitalization of academic services. Nonetheless, this readiness also be analyzed from institutional and human resource dimensions, particularly in fostering organizational commitment, strengthening internal coordination, and developing capacity of the academic community to support the implementation electronic voting as part of the digital transformation elections. Consequently, organizational readiness in this study is conceptualized as multidimensional construct that is not merely confined to technological aspects.¹⁸

Based on the aforementioned description, Theory of Organizational Readiness for Change is utilized as the primary analytical framework in this study because it elucidates the relationship between organizational readiness and the successful implementation of digital innovation. This theory serves as the foundation to analyze the readiness of UIN Siber Syekh Nurjati Cirebon across technical, human resource, and institutional dimensions as key indicators to assess the university's potential as a strategic partner in electronic voting implementation. By employing this framework, this study not only identifies the level of organizational readiness but also explains the driving and inhibiting factors that influence the university's role in supporting the digital transformation of elections in Indonesia.

Digital Transformation

Digital transformation represents a phenomenon that drives fundamental changes across various sectors of life, including

¹⁷ Weiner, "A Theory of Organizational Readiness for Change."

¹⁸ F Pangandaheng et al., "Transformasi Digital: Sebuah Tinjauan Literatur Pada Sektor Bisnis Dan Pemerintah," *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi* 10, no. 2 (2022): 1106–15, <https://doi.org/10.35794/emba.v10i2.41388>.

governance, education, the economy, and public services. The advancements in information and communication technology have altered the ways which organizations execute functions, formulate policies, and deliver services to the public.¹⁹ Within the context of modern organizations, digital transformation is no longer conceptualized merely as a process of document digitization or the adoption of technological hardware. Instead, it represents a comprehensive overhaul in how organizations create value, establish governance, and enhance the effectiveness and efficiency of public service delivery. Thus, digital transformation serves as a critical indicator in assessing an organization's capacity to navigate rapidly evolving dynamics of technological advancements.²⁰

Westerman defines digital transformation as the process of leveraging digital technologies to enhance organizational performance, improve business processes, and create more effective service models for stakeholders. This definition underscores that digital transformation is oriented not only toward technological innovation but also toward strategic organizational shifts in responding to increasingly complex public demands.²¹ Consequently, digital transformation is a holistic process of change as encompasses technological aspects, human resources, organizational governance, and work culture.²²

In practice, digital transformation demands that organizations continuously adapt to technological advancements. This adaptation is manifested not only through the provision of digital infrastructure but also through strengthening of human resource capacity, the refinement of service delivery mechanisms, and the cultivation of an organizational

¹⁹ D Muhammad, "Perkembangan Dan Transformasi Teknologi Digital," *Infokam* 15, no. 2 (2019): 116–23.

²⁰ George Westerman, Didier Bonnet, and Andrew McAfee, *Leading Digital: Turning Technology into Business Transformation* (Boston, MA: Harvard Business Review Press, 2014).

²¹ A Priyanka and D K R Gopalan, "Public Perceptions and Concerns Surrounding Electronic Voting Machines: A Demographic Analysis in India," *International Journal of Research Publication and Reviews* 5, no. 6 (2024): 1589–97, <https://doi.org/10.55248/gengpi.5.0624.1444>.

²² Shabnam Sharmin and Rakibul Hasan Chowdhury, "Digital Transformation in Governance: The Impact of e-Governance on Public Administration and Transparency," *Journal of Computer Science and Technology Studies* 7, no. 1 (2025): 362–79.

culture open to innovation. Generally, organization successfully execute digital transformation possess visionary leadership, data driven decision making systems, and the ability to foster stakeholder collaboration. Conversely, organizations that fail to adapt tend encounter bottlenecks in both improving service quality and maintaining institutional competitiveness.²³

Within the context of public governance, digital transformation forms an integral part of the efforts to realize an effective, transparent, accountable, and responsive government that addresses public demands. The utilization of digital technology enables administrative processes to be executed with greater speed, accuracy, and efficiency, while simultaneously expanding public access various public services. Consequently, digital transformation viewed not only as administrative innovation, but also as a bureaucratic reform strategy oriented toward enhancing the quality of good governance.²⁴

In higher education institutions, digital transformation carries broader significance as encompasses shifts in learning systems, academic governance, administrative services, and institutional data management. The digitalization of academic services, development of distance learning, integration of information systems, and utilization of technology in administrative processes form an integral part of institutional transformation aimed at enhancing the quality of educational services. Thus, universities function not only as consumers of technology, but also as centers for digital innovation capable of contributing to the resolution of various public issues.²⁵

The digital transformation undertaken by Universitas Islam Negeri Siber Syekh Nurjati Cirebon is reflected in construction of the Cyber Building, the development of administrative services based on a Single Data Single Door (*Satu Data Satu Pintu*) system, the implementation of Electronic Signatures (TTE) and the reinforcement

²³ E Wulan Suri and Yuneva, "Akselerasi Transformasi Digital Pada Tata Kelola Pemilu Di Kota Bengkulu," *Mimbar: Jurnal Penelitian Sosial Dan Politik* 10, no. 2 (2021): 1–10.

²⁴ Sharmin and Chowdhury, "Digital Transformation in Governance: The Impact of e-Governance on Public Administration and Transparency."

²⁵ R Michael Alvarez and Thad E Hall, *Electronic Elections: The Perils and Promises of Digital Democracy* (Princeton, NJ: Princeton University Press, 2010).

of distance learning systems.² These various innovations demonstrate that digital transformation within UIN SSC is directed not only toward enhancing internal service efficiency but also toward strengthening capacity to navigate advancements in information technology of the institution. This condition serves as vital capital for university to play broader role in supporting nationwide digitalization programs, including the digital transformation of electoral administration.

When linked to the implementation of electronic voting, digital transformation becomes a prerequisite that dictates the successful adoption of an electronic based voting system. Electronic voting is an integral part of the digital governance ecosystem, which requires the backing of technological infrastructure, institutional governance, information security, and human resources equipped with digital competence. Therefore, readiness of the institution to support electronic voting implementation cannot be detached from the successfully level of prior digital transformation efforts.²⁶

Based on the aforementioned description, the concept of digital transformation is utilized in this study as analytical framework to elucidate the relationship between institutional change and the readiness of UIN Siber Syekh Nurjati Cirebon in supporting electronic voting implementation. Through this perspective, this study perceives the existence of digital technology not merely as supporting facilities, but as an integral part of organizational change process that dictates the institution's capacity to contribute digital transformation of elections in Indonesia.

Electronic Voting in Election

The advancement of information technology has driven transformations across various dimensions of public governance, including electoral systems. One innovation widely developed in numerous countries is electronic voting (e-voting), casting and counting mechanism that utilizes electronic devices as alternative to the conventional ballot paper system. The emergence of e-voting is

²⁶ Marjatta Hietala, "The Diffusion of Innovations: Some Examples of Finnish Civil Servants' Professional Tours in Europe," *Scandinavian Journal of History* 8, no. 1–4 (1983): 23–36, <https://doi.org/10.1080/03468758308579015>.

perceived integral part of digital transformation of democracy, aiming to enhance quality of electoral administration through of a system that is more efficient, transparent, rapid, and accurate.²⁷ Therefore, the implementation of e-voting is conceptualized not merely as technological innovation, but as form of electoral governance modernization that must strictly safeguard democratic principles and the rule of law.²⁸

Conceptually, electronic voting is a voting system that utilizes electronic devices for the processes of casting ballots, recording, counting, and recapitulating election results. Alvarez and Hall explain that the utilization of electronic voting is capable of enhancing ballot counting accuracy, reducing the potential for human error, accelerating recapitulation process, and minimizing the logistics costs of electoral administration. Consequently, e-voting is perceived as alternative that can enhance the effectiveness of electoral administration, provided it is supported by a reliable technological system and good governance.²⁹

Despite offering various advantages, the implementation of electronic voting also faces a number of nonnegligible challenges. Issues concerning cybersecurity, personal data protection, system reliability, transparency of ballot counting process, and level of public trust serve as critical determinants for the successful adoption of e-voting.³⁰ Therefore, the implementation of this system requires not only technological readiness but also regulatory support that provides legal certainty while safeguarding the protection constitutional rights of voters.³¹

The experiences of several countries demonstrate that successful implementation of electronic voting influenced by institutional readiness and public governance. Estonia, for instance, successfully developed

²⁷ Priyanka and Gopalan, "Public Perceptions and Concerns Surrounding Electronic Voting Machines: A Demographic Analysis in India."

²⁸ R Samihardjo, Murnawan, and S Lest, "E-Voting in Indonesia Election: Challenges and Opportunities," *Review of International Geographical Education Online* 11, no. 6 (2021): 196–204, <https://doi.org/10.48047/rigeo.11.06.24>.

²⁹ Alvarez and Hall, *Electronic Elections: The Perils and Promises of Digital Democracy*.

³⁰ Priyanka and Gopalan, "Public Perceptions and Concerns Surrounding Electronic Voting Machines: A Demographic Analysis in India."

³¹ Bachmid and Djanggih, "The Future of E-Voting Implementation in Indonesian General Election Process: Constitutionality, Benefits and Challenges."

an internet voting system owing to the support of national digital identity, integrated technological infrastructure, adaptive regulations, and a high level of public digital literacy. This experience underscores that the success of e-voting is dictated not merely by the technology deployed, but also by organizational readiness, inter institutional coordination, and public trust in the digital democracy system.³²

Within the Indonesian context, the opportunities for implementing electronic voting continue to expand alongside increasing necessity to modernize electoral system. Normatively, the utilization of technology in electoral administration has been accommodated within various statutory provisions, including Law Number 10 of 2016, which opens the possibility of utilizing electronic systems in ballot casting process. Nevertheless, the implementation of electronic voting in Indonesia still requires reinforcement regarding regulatory frameworks, infrastructural readiness, information security, and human resource capacity to ensure its application remains aligned with the principles of democratic electoral administration.³³

In addition to regulatory aspects, the implementation of electronic voting demands multistakeholder collaboration. Electoral management bodies cannot operate in isolation when developing a digital electoral system, rather they require support from the government, academia, higher education institutions, the information technology community, and public. Such collaboration pivotal for fostering innovation, enhancing digital literacy, conducting system testing, and reinforcing public trust in the utilization of technology within electoral administration.³⁴

In this study, UIN Siber Syekh Nurjati Cirebon positioned as institution possessing strategic potential to support electronic voting implementation. As a cyber based higher education institution, UIN SSC maintains the capacity for digital technology development, human resource competence enhancement, and the execution of research

³² Herman, "E-Voting Readiness Mapping for General Election Implementation."

³³ Bachmid and Djanggih, "The Future of E-Voting Implementation in Indonesian General Election Process: Constitutionality, Benefits and Challenges."

³⁴ O Okuro, "Comparative Review of E-Voting in India and Brazil: Key Lessons for Kenya," *Lagos Historical Review* 21, no. 1 (2021): 26–56.

and community service that can be directed toward supporting the digital transformation of elections. Therefore, the discussion on electronic voting in this study emphasizes not only the technical aspects of system but also the institutional readiness required to support its implementation.

Based on the aforementioned description, the concept of electronic voting is utilized as an analytical framework to explain the necessity of digital transformation in electoral administration and the strategic positioning of universities in supporting this process. Consequently, this study examines electronic voting not merely as a technological instrument, but as an integral effort to build an electoral system that is more effective, accountable, and aligned with the evolution of digital governance in Indonesia.

Maslahah Mursalah

The concept of *maslahah mursalah* is a method of legal deduction (*istinbāt*) in Islamic jurisprudence (*usul al-fiqh*) utilized to address various legal issues which no explicit provisions are found in the Quran or Hadith. This concept evolved as a response to the dynamics of social life, which continuously undergoes change, thereby giving rise to novel issues that were unknown during formative period of Islamic law. Therefore, *maslahah mursalah* provides avenue for legal formulation oriented toward the public interest, provided it does not contradict the fundamental principles of Islamic law. In the context of digital technological advancements, approach becomes highly relevant for evaluating various innovations that lack a textual normative basis, including the implementation of electronic voting in electoral administration.³⁵

Terminologically of *maslahah mursalah* is understood as a public interest for which there is no specific textual evidence (*dalil*) commanding or prohibiting yet existence aligns with overarching objectives of Islamic law (*maqāṣid al-syarāh*).¹ Al-Ghazali explains that the primary objective of Sharia is to safeguard the five essential human needs (*al-kulliyāt al-khams*), namely the preservation of

³⁵ Syarif Hidayatullah, "Maslahah Mursalah Menurut Al-Ghazali," *Al-Mizan* 4, no. 1 (2020): 118.

religion (*ḥifẓ al-dīn*), life (*ḥifẓ al-nafs*), intellect (*ḥifẓ al-'aql*), lineage (*ḥifẓ al-nasl*), and property (*ḥifẓ al-māl*). Consequently, any public policy can be deemed compliant with Sharia principles if it successfully generates utility for society and prevents the occurrence of harm (*mafsadah*).³⁶

Development of *maslahah mursalah* is extensively utilized as a foundational consideration in formulating various public policies related to public governance, public service, and technological utilization. This demonstrates that Islamic law possesses adaptive character toward contemporary advancements, provided that the implemented innovations continuously uphold the primary objectives of Sharia. Therefore, the adoption of digital technology across various fields, including electoral administration is fundamentally acceptable as long as delivers greater benefits than the potential harm it may incur.

When linked to the implementation of electronic voting, the concept of *maslahah mursalah* provides both ethical and normative framework for assessing feasibility of digital technology utilization in the ballot casting process. The electronic voting system has potential to enhance electoral administration efficiency, accelerate the ballot recapitulation process, reduce human error, and increase the transparency of election results. These various benefits underscore that electronic voting oriented toward public interest (*al-maṣlaḥah al-'āmmah*), thereby conceptually positioning it form of innovation that aligns with objectives of Sharia.³⁷

Nevertheless, the implementation of electronic voting is not detached from various potential harms (*mafsadah*). Cybersecurity threats misuse of personal data, system failures, and low public digital literacy constitute several risks that can compromise the quality of electoral administration. Therefore, the implementation of electronic voting cannot be automatically classified as a public benefit (*maslahah*) rather it must be accompanied by guarantees of system security, legal certainty, governance transparency, and the protection constitutional rights of citizens. Consequently, the principle of *maslahah mursalah*

³⁶ I Al-Ghazali, "Al-Mustashfa Jilid 1: Rujukan Utama Ushul Fikih," ed. Fedrian Hasman, Indonesia, Al-Mustashfa (Jakarta Timur: Pustaka Al-Kautsar, 2022).

³⁷ Al-Ghazali.

demands balance between achieving utility and preventing harm in every public policy.³⁸

Within the context of this study, the implementation of electronic voting is perceived to satisfy dimensions of *maqāṣid al-syarī'ah* as contributes to protection of several essential human needs. The utilization of electronic system potentially safeguards life (*ḥifẓ al-nafs*) by reducing workload of electoral management bodies, safeguards the intellect (*ḥifẓ al-'aql*) by minimizing errors ballot counting process through technological adoption, and safeguards property (*ḥifẓ al-māl*) through the efficiency of electoral logistics budget utilization. Furthermore, the administration of more transparent and accountable election reflects an effort to preserve public interest as the primary objective of Islamic law formulation.

The relevance of the *maslahah mursalah* concept also evident in readiness of UIN Siber Syekh Nurjati Cirebon as cyber based higher education institution. The development of digital infrastructure enhancement of human resource competence, and strengthening of institutional governance represent deliberate efforts (*ikhtiar*) to generate broader utility for society through technological utilization. From the perspective of *maslahah mursalah*, the involvement of university in supporting electronic voting implementation carries not only an academic dimension but also forms part of social responsibility to realize electoral democracy system that is more effective, transparent, and equitable.

Based on that description, the concept of *maslahah mursalah* utilized in this study as normative analytical framework to assess electronic voting implementation from Islamic law perspective. Through this approach, this study examines not only technological or institutional readiness but also evaluates extent which the digital transformation of elections can deliver greater benefits than the potential harm that may arise. Thus, *maslahah mursalah* serves ethical and juridical foundation in assessing the readiness of UIN Siber Syekh Nurjati Cirebon strategic partner for electronic voting implementation in Indonesia.

³⁸ Syarif Hidayatullah, "Maslahah Mursalah Menurut Al-Ghazali."

RESULT AND DISCUSSION

Technical Readiness of UIN SSC in Supporting Electronic Voting

The findings of this study indicate that UIN Siber Syekh Nurjati Cirebon (UIN SSC) has a high level of technical readiness to support the implementation of electronic voting (e-voting) in administration of elections within Cirebon City. The digital infrastructure of university has expanded significantly since institutional transformation into a cyber based higher education institution. The existence of the Cyber Building, high speed internet networks, centralized servers, Distance Learning (*PJJ*) services, and the implementation of Electronic Signatures (*TTE*) demonstrate that the university possesses sufficient technological foundation to support the management of digital systems demanding high levels of security and stability.³⁹

Based on the development physical infrastructure, UIN SSC continuously strengthens network capacity through collaborations with internet service providers and periodic bandwidth upgrades. This condition enables the campus to manage high volumes of data traffic with relatively low disruption rates. The reinforcement of network capacity constitutes pivotal aspect of electronic voting implementation, given that electronic based voting systems require data processing capabilities that are rapid, accurate, and seamless throughout both the ballot casting and the recapitulation processes.⁴⁰

The study also reveals that the technical readiness of UIN SSC evidenced not only by existence of hardware but also by readiness of integrated information systems. Digital based academic administrative management, single data services, and the integration of various internal applications demonstrate that digitalization within the campus environment has reached relatively mature implementation stage. This condition highlights that UIN SSC is no longer merely in the technology adoption phase rather has established a digital ecosystem that has become an integral part of institutional governance day to day.⁴¹

From an operational standpoint, the campus technical team comprising the Center for Data and Information (*Pusdatin*), the Information and

³⁹ Laporan Penelitian 2025, *Deskripsi Hasil Penelitian*, 27–30.

⁴⁰ Laporan Penelitian 2025, *Deskripsi Hasil Penelitian*, 27–30.

⁴¹ Laporan Penelitian 2025, *Deskripsi Hasil Penelitian*, 27–30.

Communication Technology Unit (*UPT TIK*) and other supporting unit possess extensive experience in managing various large scale digital systems. These range from academic portals and online learning platforms to national webinars and management of institutional servers.² Based on the interview results, the informants stated that these technical capabilities could be further developed to construct electronic voting prototypes as well as to collaborate external agencies holding electoral administration authority.

These findings demonstrate that the technical readiness of UIN SSC reflected not only in infrastructural aspects but also in the organizational capacity to operate and maintain digital systems sustainably. This is critical because electronic voting implementation does not cease at the provision of technological hardware rather demands capacity to conduct system maintenance, data management, information security enforcement, and the resolution of various technical issues that may arise during electoral process.⁴²

When analyzed through lens of the Theory of Organizational Readiness for Change (*ORC*), this condition indicates that UIN SSC has satisfied the technical readiness dimension, namely the availability of resources and technological capacity that support execution of organizational change. As elucidated in the theoretical framework, organizational readiness influenced not only change commitment but also ability provide resources necessary to implement that change of organization. Within this context, the digital infrastructure possessed by UIN SSC serves as indicator that institution maintains solid initial capital to support technology based on innovations, including the implementation of electronic voting.⁴³

The findings of this study also reinforce the concept of digital transformation delineated in theoretical framework section. Digital transformation at UIN SSC manifested not only through the utilization of information technology but also through shifting of organizational governance that increasingly integrated with digital systems. Consequently, the technical readiness possessed the university cannot be conceptualized merely as the existence of technological hardware

⁴² Laporan Penelitian 2025, *Deskripsi Hasil Penelitian*, 27–30.

⁴³ Weiner, "A Theory of Organizational Readiness for Change."

rather is outcome of an institutional transformation process that takes place incrementally and sustainably.⁴⁴

Based on the entirety of these findings, it can be concluded that UIN Siber Syekh Nurjati Cirebon possesses an excellent level of technical readiness to support electronic voting implementation. Nevertheless, such technical readiness does not automatically guarantee the successful implementation of electronic based voting system unless balanced with human resource readiness, institutional governance, and comprehensive organizational commitment. Therefore, the analysis of nontechnical aspects becomes essential to obtain more comprehensive overview regarding the readiness of UIN SSC be strategic partner in the digital transformation of elections.

Human Resource Readiness and the Challenges of Collective Commitment

The findings of this study indicate that human resource readiness at Universitas Islam Negeri Siber Syekh Nurjati Cirebon (UINSSC) is not yet fully aligned with existing technical readiness of institution. Although various digital transformation programs have been implemented and supported by adequate infrastructure, individual capacity and willingness to accept change still exhibit diverse levels. The campus has conducted various training programs, such as Distance Learning (*PJJ*) training, digital literacy, the utilization of electronic administration systems, and the reinforcement of information technology competencies for academic and administrative staff. Nevertheless, the interview results indicate that effectiveness of these programs has not been entirely uniform across all work units, thereby causing the level of adaptation to digital change to remain varied.⁴⁵

This variance in readiness levels influenced by disparities in digital competence, technological user experience, and preexisting work patterns established prior to execution of digital transformation. Certain organizational units are capable of rapid adaptation due to their familiarity with utilizing technology in daily operations, whereas other

⁴⁴ R Morakanyane, A Grace, and P O'Reilly, "Conceptualizing Digital Transformation in Business Organizations: A Systematic Review of Literature," *Bled EConference*, 2017, 427–44, <https://doi.org/10.18690/978-961-286-043-1.30>.

⁴⁵ *Ibid.*, 33–35.

units still require more protracted adjustment process. This condition underscores that digital transformation is not merely matter of technological mastery but fundamental shift in mindset and work culture that demands continuous learning process.⁴⁶

The findings of this study also reveal that the greatest challenge lies not within individual technical capabilities, but rather within the dimension of collective organizational commitment. Key informants reported that leadership of university support for digital transformation is robust, however, this commitment is not yet fully mirrored by all midlevel unit leaders. Consequently, the implementation of various digital programs frequently progresses at varying speeds across different work units. This divergence in commitment levels adversely affects effectiveness of coordination, the consistency of policy execution and acceleration of institutional transformation process. This condition underscores that the successful implementation of electronic voting is not solely determined by the availability of personnel possessing information technology competence. An electronic based voting system demands cross unit coordination, strict adherence to operational procedures, the ability to work collaboratively and shared perception regarding objectives of change. Therefore, human resource readiness must be conceptualized as collective organizational readiness, rather than merely an individual capability to operate technological hardware.

When analyzed through of the Theory of Organizational Readiness for Change (ORC), these findings highlight discrepancy between the dimensions of change efficacy and change commitment. In terms of change efficacy, UIN SSC already possesses human resources who are generally capable of operating various digital systems and maintain extensive experience in managing services based on technology. However, regarding change commitment, variances in commitment levels persist across organizational units in supporting digital transformation. This condition aligns of Weiner viewed that successful organizational change dictated not only ability

⁴⁶ *Ibid.*, 45–46.

to change of organization but also collective willingness of all organizational members to realize that change.⁴⁷

This analysis also reveals that digital transformation process of organizational culture shift that requires adaptive leadership. Leadership serves not only making decision authority but also change agent capable of cultivating a shared vision, enhancing motivation of organizational members, and fostering work environment open to innovation. The stronger commitment of leadership to internalizing values of digital transformation, the higher probability of successful implementation for various innovations, including electronic voting. Within the context of readiness UIN Siber Syekh Nurjati Cirebon, strengthening human resource capacity must be directed not only toward increasing technical competencies but also toward constructing organizational culture that supports change. The digital training programs should be integrated with leadership reinforcement, enhanced coordination among work units and evaluation mechanisms capable ensuring that all organizational units advance toward identical transformational objectives. Such an approach will reinforce comprehensive institutional readiness and mitigate implementation disparities across work units.

Based on the aforementioned description, this study demonstrates that human resource readiness constitutes determining factor for the successful implementation of electronic voting. A modern digital infrastructure will remain difficult to utilize optimally if not underpinned collective commitment, adaptive organizational culture and leadership capable of managing change effectively. Therefore, the reinforcement of human resource aspects must become shared priority alongside technological development to ensure that the digital transformation of elections can proceed sustainably.

Institutional Readiness and Collaboration Strategies

The findings of this study indicate that in addition to possessing technical and human resource readiness, UIN Siber Syekh Nurjati Cirebon also maintains robust level of institutional readiness to support the implementation of electronic voting (e-voting) in the administration

⁴⁷ Weiner, "A Theory of Organizational Readiness for Change."

of elections within Cirebon City. This readiness reflected in the existence of strategic units specifically tasked with information technology development and digital transformation, such as the Center for Data and Information Technology (*Pusdatin*), the Information and Communication Technology Unit (*UPT TIK*) and administrative bureaus that have implemented digital based service systems.¹ The existence of these units demonstrates that digital transformation in UIN SSC has been institutionalized through an organizational structure with a clear division of duties and functions.⁴⁸

This institutional reinforcement is visible not only in the establishment of work units but also in the capability of organization to integrate diverse digital services into institutional governance. The academic administrative system, integrated data management, distance learning services and the utilization of electronic signatures serve indicators that digitalization has become an integral part work mechanism of organization. Consequently, the institutional readiness of UIN SSC demonstrated not merely by the presence of formal structures but also the capacity of institution to manage change systematically and sustainably.⁴⁹

Based on the interview results, the informants explained that UIN SSC already possesses experience in collaborating with various government agencies in developing information systems and digital based public services. This experience serves as vital institutional capital because demonstrates capability of the institution to establish cross sectoral coordination, align stakeholder needs, and manage digital projects that involve multiple agencies. This collaborative capacity constitutes one of the factors distinguishing UIN SSC from other higher education institutions that lack similar experience.⁵⁰

Nevertheless, the implementation of electronic voting entails a higher level of complexity compared to general digital service development. An electronic based voting system requires not only information technology support but must also satisfy the aspects of legal certainty, cybersecurity, personal data protection, administrative

⁴⁸ Saiful Ansori, Laporan Penelitian 2025, 18–20.

⁴⁹ Saiful Ansori, Laporan Penelitian 2025, 18–20.

⁵⁰ Ibid., 52–55.

accountability and tight coordination among various institutions holding electoral authority. Therefore, institutional readiness must be understood capacity of organization to establish collaborative governance framework capable of integrating all these aspects simultaneously.

When analyzed through the perspective of digital governance, the institutional readiness of UIN SSC exhibits characteristics of an organization that has developed information technology-based governance. The concept of digital governance emphasizes that successful digital transformation is dictated not solely by technological utilization, but also ability of institution to construct systems of coordination, transparency, accountability and inter organizational collaboration.⁵¹ Within this context, the existence of UIN SSC as a cyber based higher education institution provides an opportunity to contribute as a hub for digital innovation development while simultaneously serving as a strategic partner to the government in supporting modernization of electoral administration.⁵²

The findings of this study also demonstrate that collaboration constitutes a critical determinant for the successful implementation of electronic voting. Based on the analysis, several strategies can be deployed to reinforce the synergy between UIN SSC and relevant stakeholders. First, the establishment of a joint working group involving UIN SSC, the General Elections Commission (*KPU*) of Cirebon City, the Cirebon City Government, and the Department of Communication and Informatics to serve as a coordination forum for planning and development of the electronic voting system. Second, the formulation of standard operating procedures governing information security aspects, data protection, and risk management mechanisms throughout the implementation process.⁵³

Third, the enhancement of human resource capacity through joint training sessions on cybersecurity, digital data governance, and electronic voting system management. This program is critical to

⁵¹ B Kajal, P B Vala, and W Patel, "International Conference on Smart Data Intelligence," in *ICSMIDI*, 2021.

⁵² Sharmin and Chowdhury, "Digital Transformation in Governance: The Impact of e-Governance on Public Administration and Transparency."

⁵³ *Ibid.*, 52–55.

ensure that all participating parties share a unified understanding of operational procedures and risk mitigation. Fourth, the development of electronic voting system prototype (proof of concept) based within the campus environment to serve as a pilot testing medium prior to wider scale deployment. The existence of this prototype serves not only as a means for technological evaluation but also as collaborative learning space to assess system effectiveness, security, and user readiness.

From a legal perspective, this collaboration model reflects the principles of participatory and accountable governance. The involvement of higher education institutions in supporting electoral administration innovations is not intended to usurp statutory authority of electoral management bodies rather it constitutes strategic partnership that provides academic, technological, research, and system development support. Consequently, the relationship between UIN SSC and the KPU is complementary, operating in strict adherence to the respective authorities of each institution.

***Maslahah Mursalah* Analysis of Electronic Voting Implementation**

The findings of this study indicate that the implementation of electronic voting (e-voting) holds significant potential to realize public interest (*maslahah*) in the administration of elections within Indonesia. Based on observation and interview results, the utilization of an electronic based voting system is deemed capable of enhancing electoral administration efficiency, accelerating the ballot recapitulation process, reducing potential for human error and reinforcing transparency in ballot counting process. These various benefits demonstrate that the application of e-voting delivers advantages not only from a technological perspective but also yields public utility value, which serves as the primary objective of good governance.⁵⁴

From the perspective of *maslahah mursalah*, a public policy acceptable as long as capable of delivering tangible benefits to society and does not contradict the fundamental principles of Sharia. Therefore, the implementation of electronic voting cannot be evaluated solely based on sophistication of technology utilized, it must also

⁵⁴ D Tambunan, "Policy Transfer of E-Voting From India to Indonesia: A Review Concept and Evidence," *International Journal of Social Science and Human Research* 5, no. 3 (2022): 877–88, <https://doi.org/10.47191/ijsshr/v5-i3-21>.

consider the extent which system is capable of safeguarding the public interest and preventing electoral administration from various forms of harm (*mafsadah*). This approach places utility as the primary benchmark in assessing relevance of digital innovation within the electoral field.⁵⁵

Based on the analysis of research found that the implementation of electronic voting maintains correlation with several primary objectives of Sharia (*maqāṣid al-syarī'ah*). First, regarding the aspect of *ḥifẓ al-naḥs* (the preservation of life), the utilization of electronic system has potential to reduce physical burden and work-related stress previously experienced by electoral administrators. The experience of the 2019 General Election demonstrated that the excessive administrative workload and manual ballot counting processes caused extreme fatigue among Poll Administration Committee (*KPPS*) officials, tragically resulting in deaths officers of hundreds. By leveraging an electronic voting system, parts of the administrative and recapitulation processes can be automated, thereby minimizing the risk of extreme fatigue.

Second, the implementation of electronic voting supports the realization of *ḥifẓ al-'aql* (the preservation of intellect) by enhancing data processing accuracy and reducing the potential for human error in ballot counting process. The research findings indicate that a frequently recurring issue within conventional electoral systems is clerical error in recording and inputting vote tally data. Utilizing an electronic system enables more systematic counting process, thereby reducing administrative inaccuracies that could otherwise compromise public trust in election outcomes.

Third, from the aspect of *ḥifẓ al-māl* (the preservation of property), use of electronic voting potentially increases state budget efficiency. The conventional election system incurs substantial expenditures for ballot printing, logistical distribution, administrative form provisions and multi-tiered recapitulation processes. Electronic voting implementation has the potential to eliminate a significant portion of these necessities through more streamlined digital system.

⁵⁵ Syarif Hidayatullah, "Maslahah Mursalah Menurut Al-Ghazali."

Consequently, state budget allocations can be managed more optimally without undermining the quality of electoral administration.

Nevertheless, this study also demonstrates that electronic voting implementation is not detached from potential harms (*mafsadah*) that must be anticipated from the outset. Cybersecurity threats, potential personal data breaches, electronic system disruptions and low levels of public digital literacy constitute risks that can compromise quality of electoral administration if left unmanaged. Therefore, the adoption of electronic voting cannot be driven solely technological advancement, it must be accompanied the reinforcement of regulatory frameworks, information security systems, digital audit mechanisms, and capacity building for all parties involved in electoral administration.⁵⁶

These findings demonstrate that the concept of *masalah mursalah* (unrestricted public interest) functions not only as a normative legitimacy for technology utilization in elections but also as an evaluative instrument to assess the balance between potential benefits and risks. An innovation can only be categorized as *masalah* if its generated benefits outweigh potential harms (*mufsadah*). Consequently, the implementation of electronic voting must be carried out gradually, measurably, and supported by adequate technological, institutional, and legal frameworks to ensure that objective of public welfare is genuinely realized.

In the context of this study, the readiness of UIN Siber Syekh Nurjati Cirebon serves as a reinforcing factor in achieving such benefit. As a cyber based higher education institution, UIN SSC possesses capacity for digital technology development, human resource competence enhancement and the formulation of academic studies to support electronic voting implementation. This role provides not only technical contributions but also strengthens ethical and academic dimensions of the electoral digital transformation process, ensuring that innovation remains within corridors of national law and the principles of Islamic jurisprudence.

⁵⁶ A Arfawati, "Keabsahan Pemilihan Kepala Desa Berbasis E-Voting Pada Pemilihan Kepala Desa Di Kabupaten Sidoarjo," *Mimbar Keadilan* 14, no. 1 (2021): 84–95, <https://doi.org/10.30996/mk.v14i1.4664>.

Based on the comprehensive analysis, this study asserts that the implementation of electronic voting meets the characteristics of *maslahah mursalah* because it is capable of delivering greater benefits than potential harms, provided that application conducted prudently and fulfills principles of security, accountability, transparency, and legal certainty. Therefore, the *maslahah mursalah* approach provides solid normative foundation to support digital transformation of elections as part of the efforts to establish democratic system that is more effective, equitable, and oriented toward public welfare.

CONCLUSION

This study concludes that UIN Siber Syekh Nurjati Cirebon demonstrates high readiness to serve as a strategic partner in supporting the implementation of electronic voting (e-voting) in Cirebon City. This readiness evidenced by adequate digital infrastructure, technical capacity, and institutional frameworks. However, the successful deployment of e-voting still requires further enhancement in human resources, particularly in fostering organizational commitment and a workplace culture adaptive to digital transformation.

Furthermore, the implementation of e-voting demands integrated collaboration among UIN SSC, the General Elections Commission (KPU), local government, and other key stakeholders. This multi sectoral cooperation essential to optimize technical execution, regulatory frameworks, data security, and overall governance.

From the perspective of *maslahah mursalah* (unrestricted public interest), the implementation of e-voting possesses normative legitimacy. It delivers greater public utility than potential harm, provided that supported by robust regulations, reliable security systems and accountable governance. Consequently, e-voting is highly viable for development as part of the broader digital transformation within electoral administration of Indonesian.

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