

## **The Effectiveness of the Election Supervisory Body in Realizing Honest and Fair Regional Elections in Nunukan Regency**

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### **Abstract**

This study aims to examine in depth the role and performance of the Election Supervisory Body (Bawaslu) of Nunukan Regency in ensuring that the implementation of the 2020-2023 Regional Head Elections (Pilkada) runs honestly and fairly. The focus of this study lies in Bawaslu's efforts to prevent election violations, resolve election disputes, and increase public participation in the democratic process. Through a qualitative approach, this study uses a data collection method in the form of in-depth interviews with various related parties, including Bawaslu members, election organizers, political parties, election observers, and the community. In addition, a document study was also conducted to obtain relevant secondary data. Data analysis was carried out using thematic analysis techniques to identify patterns, themes, and categories that emerged in the data. The results of the study indicate that in general, the effectiveness of Bawaslu Nunukan Regency in realizing honest and fair Pilkada can be categorized as good. Based on the factors that influence the organization according to Steers (2005), Bawaslu Nunukan Regency has succeeded in building a positive organizational culture, oriented towards results, and focused on public participation. The commitment of the workers to their duties, as well as the support of various related parties, have contributed to this success.

Keywords: Effectiveness, Bawaslu, Election, Regional Election, Supervision, Nunukan Regency, Honest and Fair.

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## **INTRODUCTION**

Regional Head Elections (Pilkada) are one of the main instruments in realizing a participatory, accountable, and inclusive democratic system at the local level (Kosasih, 2018). In the context of a democratic country like Indonesia, Pilkada is not only an event for the direct election of regional leaders by the people, but also an important indicator in assessing the quality of democracy at the local level. The implementation of honest, fair, and transparent Pilkada reflects the functioning of a democratic government system, and strengthens the legitimacy of the elected regional government (Pardede, 2018). However, in practice, Pilkada

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in Indonesia still faces a number of fundamental problems that hinder the realization of substantive democracy. Among these problems are the rampant practice of money politics, the occurrence of administrative and ethical violations in the election stages, and the low level of public participation in supervising the election process (Winarto et al., 2022). These problems show that strengthening election supervision institutions is still a serious challenge that needs to be addressed immediately. In this context, the existence of the Election Supervisory Body (Bawaslu) becomes very important and strategic. As an institution that has a constitutional mandate to supervise all stages of the election, Bawaslu is expected to be able to maintain the integrity and credibility of the implementation of the Pilkada. Based on the mandate of Law Number 7 of 2017 concerning General Elections, Bawaslu has broad duties and authorities, ranging from supervising the implementation of election stages, handling election violations and disputes, to increasing public participation in election supervision. This authority makes Bawaslu one of the main actors in creating a clean, transparent, and democratic election climate. However, the effectiveness of supervision carried out by Bawaslu is not only determined by the strength of the legal and institutional foundations, but also by the capacity of human resources, adaptive supervision strategies, and a deep understanding of the local socio-political context where the election is held (Putra et al., 2024). Nunukan Regency, as one of Indonesia's border areas located in North Kalimantan Province, presents unique challenges in the context of Pilkada supervision. Geographically, Nunukan has a large area and difficult to reach terrain, with many areas only accessible by sea or river. Limited infrastructure conditions, uneven communication networks, and high population mobility make the task of supervising the Pilkada in this region very complex. In addition, the socio-political dynamics that develop in border communities also have their own characteristics, where the closeness of the relationship between residents and candidates or campaign teams can affect the neutrality and effectiveness of supervision. In situations like this, Bawaslu's ability to adapt to local conditions is very crucial.

On the other hand, although Bawaslu has broad authority, the implementation of Pilkada supervision in areas such as Nunukan still faces various limitations, both in terms of the number of personnel, the quality of human resources, and information technology support. Supervision carried out by Bawaslu in border areas often does not run optimally due to the high workload and wide coverage area with a limited number of personnel (Rahmatunnisa,

2017). In addition, there is still a gap between the regulations that apply nationally and the reality on the ground, so that adjustments to the supervision strategy are needed that are more contextual and responsive to local dynamics. In this case, institutional adaptation and supervision strategies that are in accordance with regional characteristics are very important to ensure the effectiveness of Bawaslu's function in border areas.

This study is important to conduct considering the gap in the literature regarding the implementation of Pilkada supervision in border areas, and there are not many studies that specifically measure the effectiveness of Bawaslu in a local context such as Nunukan. Previous studies have shown that Bawaslu's performance in various regions still faces structural and operational obstacles (Bangsawan, 2022; Hutomo, 2018; Saputry, 2023). Therefore, there needs to be a context-based empirical evaluation to assess the extent to which Bawaslu Nunukan is able to carry out its role effectively in realizing honest and fair Pilkada.

The main objective of this study is to examine the effectiveness of supervision carried out by the Nunukan Regency Bawaslu in the implementation of the 2020 to 2023 Pilkada. The main focus of this study includes the strategies used by Bawaslu in preventing election violations, handling election disputes, and efforts to increase public participation in the supervision process. In addition, this study also seeks to identify the challenges faced by the Nunukan Bawaslu in carrying out its supervisory duties, as well as how this institution adapts and finds solutions to the various limitations that exist. Thus, the results of this study are expected to provide a real contribution to the development of more responsive, contextual, and evidence-based election supervision policies. The Nunukan Regency Bawaslu has shown its commitment to increasing the effectiveness of Pilkada supervision through HR training, the use of integrated information systems, and community involvement in participatory supervision. However, challenges such as limited number and quality of personnel, difficult geographical conditions, and limited infrastructure still hinder optimal performance. The use of information technology, increasing data security, and strengthening collaboration with the KPU, local governments, and civil society organizations are strategic steps that need to be continuously strengthened. This research is expected to be the basis for evaluating future supervision policies, as well as encouraging the emergence of best practices in supervising regional elections in border areas.

## **RESEARCH METHOD**

This study uses a qualitative approach with a case study method (Sugiyono, 2015), which aims to explore and analyze in depth the effectiveness of the Election Supervisory Agency (Bawaslu) of Nunukan Regency in realizing honest and fair Pilkada in the 2020-2023 period. This approach was chosen to obtain a contextual and comprehensive understanding of the phenomenon of election supervision in the unique socio-political and geographical environment in the border area. The focus of this study covers three main aspects, namely strategies for preventing violations, resolving election disputes, and increasing community participation in supervision.

The research was conducted in Nunukan Regency, North Kalimantan Province, which geographically borders directly with Malaysia. This location was chosen purposively because of the complexity of the region and the unique dynamics of the Pilkada. The research period lasted from March to June 2024, including the stages of data collection, analysis, and report preparation.

Data sources consist of key informants who have direct relevance to the election supervision process, including members of the Nunukan Regency Bawaslu, representatives of the General Election Commission (KPU), local political party figures, election observers, community leaders, and academics who understand the context of elections in the area. The sampling technique was carried out purposively and reinforced with snowball sampling to reach additional relevant informants. Data collection techniques include in-depth interviews, field observations, and documentation of official documents, Bawaslu activity reports, and other relevant secondary data. The data were analyzed using a thematic approach with Miles and Huberman's (2014) data analysis techniques, namely data reduction, data presentation, and drawing conclusions. The analysis process was carried out iteratively and continuously along with the data collection process. To maintain the validity and credibility of the findings, data triangulation was carried out through comparisons between informants and across data collection techniques. With this approach, it is hoped that the research will be able to produce an in-depth understanding of the effectiveness of election supervision institutions in the context of border areas.

## **RESULT AND DISCUSSION**

Based on the results of in-depth interviews conducted by researchers to determine the effectiveness of the Nunukan Regency Bawaslu in 2020, researchers divided the analysis results into two parts, namely: 1) Analysis of factors influencing the effectiveness of the Nunukan Regency Bawaslu in 2020, and 2) Analysis of the criteria for the effectiveness of the Nunukan Regency Bawaslu in 2020. The discussion of both is presented as follows:

### **Analysis of factors influencing the effectiveness of the Nunukan Regency Bawaslu in 2020**

Based on the theory of organizational effectiveness proposed by Steers (2005), the effectiveness of an organization is influenced by three main factors, namely organizational characteristics, external environmental characteristics, and managerial policies and practices implemented. Steers emphasized that effectiveness is not only seen from the achievement of organizational goals, but also from the organization's ability to adapt to the environment, maintain internal stability, and facilitate the growth and development of its resources. In this context, the results of the study indicate that the Nunukan Regency Bawaslu has demonstrated performance that reflects these three elements. Based on responses from internal parties, the Nunukan Bawaslu is considered successful in building a positive and results-oriented organizational culture, by emphasizing the values of integrity, accountability, and participation. The application of information technology in supervision, community involvement as participatory supervisors, and collaboration with various stakeholders show that this organization is adaptive to the dynamics of the external environment, in line with Steers' view that an effective organization must be able to interact constructively with its environment. Furthermore, Steers (2005) also underlines the importance of management practices that support openness of information, clarity of organizational structure, and empowerment of human resources as key factors of effectiveness. In this regard, Bawaslu Nunukan Regency has demonstrated continuous efforts in improving human resource capacity through technical training and strengthening electoral competencies. In addition, the technology-based monitoring system used by Bawaslu has enabled increased efficiency in reporting and handling violations. Responses from academics support this finding, highlighting that Bawaslu Nunukan has shown significant progress in carrying out its functions. However, they also emphasize the need for continuous improvement, especially in human resource development,

strengthening internal supervision, and the effectiveness of public communication so that Bawaslu's strategic role as a supervisory institution can be carried out more optimally.

Meanwhile, from the perspective of political party administrators, Bawaslu Nunukan Regency is considered to have an adequate organizational structure and a commitment to transparency and accountability. However, they also identified the need for improvement in terms of coordination between work units and simplification of internal bureaucracy. This is in line with Steers' theory, which states that an organizational structure that is too complex can hinder operational effectiveness and slow down the decision-making process. Therefore, improvements in this aspect are considered important so that Bawaslu can carry out its supervisory duties more agilely and responsively. In addition, they also emphasized the importance of strengthening communication strategies and public outreach, so that election information and supervision procedures are more easily understood by the wider community. Overall, based on responses from various parties—both internal Bawaslu, academics, and political party administrators—it can be concluded that the Nunukan Regency Bawaslu has shown significant progress in carrying out its election supervision duties. This institution has succeeded in internalizing the basic values of an effective organization as stated by Steers, such as adaptability, internal efficiency, and sustainability. By building a proactive organizational culture, strengthening internal capacity, and establishing strategic partnerships with external actors, the Nunukan Bawaslu shows signs of being a credible, professional supervisory institution that is increasingly trusted by the public. However, to maintain the sustainability of this effectiveness, a consistent commitment is needed in carrying out innovation, evaluative reflection, and adaptation to the dynamics of the socio-political environment, especially in the context of border areas such as Nunukan.

### ***Environmental Characteristics***

The results of interviews conducted with the internal Bawaslu of Nunukan Regency show that Bawaslu Nunukan operates in an environment that is full of challenges but also full of opportunities. By continuing to adapt to change, building strong cooperation with various parties, and utilizing technology effectively, Bawaslu Nunukan can become an election supervisory institution that is increasingly credible and trusted by the public. Moch Yusran SE as the chairman of the Bawaslu of Nunukan Regency stated that:

“The external environment of Bawaslu is very dynamic and complex. It is influenced by various factors, ranging from regulatory changes, political pressure, to social dynamics in society”.

Reinforcing the previous opinion, Hendrawan Situmorang S. Sos who is also a staff member of the secretariat of Bawaslu of Nunukan Regency argued that regulatory changes, technological developments, and interactions with various stakeholders are challenges in themselves. In order to carry out supervisory duties effectively, Bawaslu needs to continue to adapt to changes, increase the use of information technology, and build good relationships with various parties. Thus, Bawaslu can maintain public trust and ensure the implementation of democratic elections.

This institution has made efforts to adapt to environmental changes, utilize technology, and build cooperation with various parties. However, Bawaslu Nunukan still faces a number of obstacles, such as limited resources and pressure from the political environment. To improve performance in the future, Bawaslu Nunukan needs to continue to improve human resource capacity, strengthen internal supervision, and increase transparency and accountability. Support from the central government, regional governments, and the community is very important to ensure the success of Bawaslu Nunukan in carrying out its duties.

### ***Worker Characteristics***

To determine the characteristics of workers at Bawaslu Nunukan Regency, researchers conducted in-depth interviews with a number of representative respondents. Respondents in this study consisted of internal employees of Bawaslu Nunukan Regency, their direct superiors, and representatives from community elements as external parties who interact with the institution. This approach was used to obtain a more comprehensive picture of perceptions of the quality, dedication, and professionalism of employees in carrying out election supervision duties.

The results of the interviews showed that in general, workers at Bawaslu Nunukan Regency have a positive characteristic profile. They are considered to have high dedication, good adaptability to the dynamics of the work environment, and a strong orientation towards public service and election integrity. This is in line with the view of Robbins and Judge (2017) who stated that employees in the public sector who have a high level of organizational commitment tend to show better loyalty and performance, especially when working in complex and stressful systems such as election supervision. This strong dedication is reflected

in their ability to carry out supervisory functions amidst geographical challenges, limited infrastructure, and socio-political dynamics that are developing in border areas.

However, the interviews also revealed several challenges that still need attention. One of them is the need to increase capacity in the use of information technology, considering that the digitalization of the monitoring system requires increasingly complex technical skills. In addition, the aspect of cross-agency coordination is also a concern, where cooperation with institutions such as the KPU, local governments, and law enforcement officers needs to be strengthened to create more effective synergy. Another challenge concerns staff welfare, which also influences work motivation and the sustainability of organizational performance. According to Steers (2005), individual characteristics in an effective organization include adaptability, work efficiency, and fulfillment of basic employee needs—including welfare and recognition—as factors that determine the overall success of the organization.

From the results of the analysis of interviews involving internal Bawaslu and community leaders, it can be concluded that Nunukan Regency Bawaslu workers have generally demonstrated adequate competence and significant contributions to maintaining the quality of election implementation. Commitment to integrity and public service are the main values that continue to be maintained. However, to ensure the sustainability of organizational effectiveness, strategic steps need to be taken to increase human resource capacity, especially through technology-based training and readiness to face policy changes. Thus, Bawaslu employees can be more adaptive, professional, and responsive in facing the challenges of holding elections in the future.

### ***Management Policies and Practices***

To find out the aspects of management policies and practices at the Nunukan Regency Bawaslu, researchers conducted interviews with 3 groups of respondents consisting of internal Bawaslu of Nunukan Regency, political party figures, KPU members, and community leaders. The characteristics of management policies and practices have a significant impact on organizational performance. One of the main indicators is the quality of leadership possessed by managers or leaders of the organization. Effective leadership can provide clear direction, motivate employees, and create a productive work environment (Cahyati & Adelia, 2024). In addition, organizational flexibility in responding to market and technological changes is also an important indicator. Organizations that are able to adapt quickly to external and internal



changes are more likely to achieve optimal performance (Hanum et al., 2024). Based on various perspectives, both from internal Bawaslu, related parties such as the KPU, community leaders, and Bawaslu staff themselves, it can be concluded that the Nunukan Regency Bawaslu has shown good performance in carrying out election supervision duties. This institution has a fairly solid framework, supported by a strong commitment from its staff. However, like other institutions, Bawaslu Nunukan Regency still has room to continue to improve the quality of its performance. Several areas that need attention are the socialization of policies to the community, adaptation to technological changes, and increasing the capacity of human resources.

Overall, Bawaslu Nunukan Regency has become an important partner in maintaining democracy at the local level. By continuing to evaluate and improve, it is hoped that Bawaslu can further increase the effectiveness of election supervision and make a greater contribution to the implementation of honest, fair, and democratic elections. Bawaslu's success cannot be separated from the support of various parties, including local governments, political parties, civil society, and the mass media. Good collaboration between all related parties will greatly assist in realizing the implementation of quality elections.

Based on the results of in-depth research on various aspects of Bawaslu Nunukan Regency's performance, it can be concluded that this institution has shown significant progress in carrying out its election supervision duties. Bawaslu Nunukan has succeeded in building a positive organizational culture, oriented towards results, and focused on community participation. The commitment of workers to their duties, as well as support from various related parties, have contributed to this success. However, like every organization, Bawaslu Nunukan Regency still has room for improvement. Several areas that need further attention are improving communication effectiveness, especially in presenting complex information to the public in a simple manner. In addition, there needs to be a more comprehensive evaluation of staff training needs and the development of more specific performance indicators.

A dynamic and challenging work environment is the background for Bawaslu Nunukan's performance. This institution has tried to adapt to environmental changes, utilize technology, and build cooperation with various parties. However, Bawaslu Nunukan still faces a number of obstacles, such as limited resources and pressure from the political environment. To improve performance in the future, Bawaslu Nunukan needs to continue to strive to improve human

resource capacity, strengthen internal supervision, and increase transparency and accountability. Support from the central government, regional governments, and the community is very important to ensure the success of Bawaslu Nunukan in carrying out its duties.

### **Analysis of the Criteria for the Effectiveness of the Nunukan Regency Bawaslu in 2020**

Richard M. Steers (2005), an expert in the field of organizational behavior, identified four main criteria in measuring the effectiveness of an organization or individual. These criteria provide a comprehensive framework for assessing the extent to which organizational goals are achieved and how individual performance contributes to that success. The main criteria in measuring the effectiveness of an organization in this case the Bawaslu of Nunukan Regency are: productivity, adaptability, job satisfaction, and resource search. The discussion of each of these criteria based on the results of data collection conducted by researchers is as follows:

#### ***Productivity***

Richard M. Steers (2005) stated that the ability of individuals or organizations to adapt to a dynamic environment is one of the important indicators in measuring performance effectiveness. According to him, effectiveness does not only depend on achieving the final goal, but also on the ability to respond to change and establish constructive cooperation with other parties. This is in line with Daft's view (2015), which emphasizes that an effective organization is an organization that is able to balance operational efficiency and adaptability to the external environment. The limitations of human capacity in completing work independently make collaboration and coordination between parties an important element in supporting the success of an organization, especially in public institutions such as Bawaslu.

Indicators of productivity in an organization can be seen from several main aspects, including the number of products or services produced, efficiency in the use of resources such as time, cost, and materials, and the quality of the work results. In this context, Bawaslu Nunukan Regency as an election supervisory institution has a number of activity agendas that are packaged in the form of services to the community and other stakeholders. Based on the results of observations and documentation, all supervisory activity agendas that have been planned by Bawaslu Nunukan can be completed on time, in accordance with the targets that

have been set. This shows that the organization has a structured work system and is able to maintain consistency in carrying out its duties.

To gain a deeper understanding of employee productivity, researchers conducted interviews with five Bawaslu staff from Nunukan Regency. This interview aimed to obtain information regarding workload, effectiveness of time use, support between teams, and their perceptions of the work results achieved. Based on information obtained from respondents, work productivity in the Bawaslu environment was considered quite good. The staff were able to complete tasks according to the specified time standards, work collaboratively, and demonstrate a professional attitude in facing technical and administrative challenges. This strengthens the argument that Bawaslu Nunukan has implemented healthy performance management principles, in accordance with the productivity principles put forward by Steers, namely orientation towards results, efficiency in the use of resources, and sustainability in work achievements.

By considering observation data, documentation of work agendas, and the results of interviews with staff, it can be concluded that the productivity of Bawaslu Nunukan Regency is in the good category. This performance directly contributes to the effectiveness of the institution in carrying out its election supervision function, especially during the 2020 Pilkada period. This achievement is proof that Bawaslu Nunukan is not only capable of carrying out its duties administratively, but has also demonstrated productive and professional operational performance, in accordance with the principles of an effective organization.

### ***Adaptability***

According to Steers (2005), adaptability is one of the important indicators in measuring the effectiveness of an organization or individual. Adaptability refers to the extent to which an entity is able to respond and adjust to environmental changes, both internal and external. Indicators of this ability include speed in responding to change, flexibility in changing strategies or behaviors, and the ability to continue learning and innovating. In the context of a public institution such as Bawaslu, adaptation is a crucial element in responding to political dynamics, evolving regulations, and increasing public expectations regarding the integrity of election administration.

Based on the results of interviews conducted with five Bawaslu staff from Nunukan Regency, it was found that they generally showed a high level of job satisfaction. The respondents stated that working at Bawaslu provided a sense of meaning and purpose because they felt they played a direct role in maintaining the democratic process. Challenges at work are not seen as obstacles, but as motivation to continue learning and developing one's capacity. This shows that employees have a strong level of adaptability and intrinsic orientation towards organizational goals. This is in line with the findings of Kim & Beehr (2021) which state that individuals with high levels of adaptability tend to have greater job satisfaction and are better able to deal with organizational change positively.

In addition, respondents stated that the work environment at Bawaslu Nunukan is supportive and conducive. Good cooperation between colleagues and support from superiors also create a comfortable and productive work atmosphere. They also stated that the salary received is sufficient to meet daily needs, so that financial factors are not the main source of stress at work. This view strengthens the theory of Deci and Ryan (2017) in Self-Determination Theory, which states that a work environment that meets the needs for competence, connectedness, and autonomy will increase intrinsic motivation and employee psychological well-being.

From these data, it can be concluded that the work motivation of Bawaslu Nunukan staff is in the high category. They not only have a strong sense of responsibility for their work, but also have a high commitment to the organization's mission, namely maintaining the integrity of the election. The desire to contribute directly to the quality of local democracy is a source of motivation that strengthens their work spirit. Therefore, Bawaslu Nunukan Regency can be said to have succeeded in creating a work environment that supports adaptation, innovation, and productivity. A conducive work environment and the fulfillment of basic psychological needs also form an important foundation for the overall effectiveness of the organization.

### **Resource Search**

According to Steers (2005), resource search measures the extent to which an organization or individual actively seeks and obtains the resources needed to achieve goals. Indicators of resource search can be seen from the ability to build networks, negotiation skills, and conflict management skills.

The researcher conducted interviews with five people from the internal Bawaslu of Nunukan Regency to obtain information on the criteria for the effectiveness of the resource search aspect. The main information to be obtained from this interview was about the ability of workers to build networks, workers' skills in negotiating, and workers' ability to manage conflicts.

It was concluded that respondents had good networking and cooperation skills. They tend to be proactive in helping coworkers who are having difficulties, and are open to working in teams. This shows their ability to collaborate and build positive relationships with others.

In addition, respondents also showed awareness of the importance of self-development. They actively participate in training and are open to learning new things. Their interest in training related to information technology or project management shows a desire to improve their competence and relevance in the ever-evolving world of work.

Although the interview results did not explicitly discuss negotiation and conflict management skills, an indication of negotiation skills can be seen from their willingness to find solutions together when facing problems. Meanwhile, conflict management skills can be inferred from their ability to work together in diverse teams and overcome differences of opinion.

Based on the results of this study, it can be concluded that Bawaslu Nunukan Regency has generally shown efforts to meet the four criteria for organizational effectiveness as stated by Steers (2005). Employee productivity in completing election supervision tasks has been seen to be good, as indicated by the relatively smooth implementation of various stages of the election. Adaptability is also seen from Bawaslu Nunukan's efforts in responding to changing political dynamics and regulations. In addition, employee job satisfaction, although not explicitly measured in this study, can be indicated by the level of employee commitment and dedication in carrying out their duties. Finally, Bawaslu Nunukan Regency has also shown efforts to improve the quality of human resources through various training and development. However, further evaluation of each criterion is needed to identify areas that need to be strengthened. The results of this study are in line with the findings of Waluyo & Rodiyah (2023) which showed that the effectiveness of Bawaslu in Sidoarjo Regency was greatly influenced by employee productivity and the ability to adapt to environmental changes which at that time were experiencing the Covid 19 pandemic situation. However, adaptation carried out by

increasing work productivity and utilizing good technology, employee skills and work attitudes within the supervisory team and involving the community to supervise the election process ultimately determined the effectiveness of Bawaslu Bawaslu in implementing the 2020 Pilkada in Sidoarjo Regency.

Different from the findings of Yuhandra et al (2023) who concluded that the effectiveness of Bawaslu of West Java Province in preventing transactional politics and community participation in supervision was still relatively low. In their research, it was found that several causes were that Bawaslu still had obstacles in the planning system so that institutional strengthening was needed. Lack of information about the Election and Election supervision and the low technical ability of the community in supervising the Election, were the result of an imbalance between community participation in the Election and their level of participation in supervising the Election. The differences in the results of this study indicate that productivity, adaptability, job satisfaction, and human resource development are important factors in determining the effectiveness of Bawaslu in carrying out its functions. Following in the footsteps of research conducted by Badru Zaman Muhammad (2023), this study also confirms that organizational characteristics, environmental characteristics, worker characteristics, policies and management practices are very important in determining the effectiveness of Bawaslu in carrying out its functions. In his research, it was found that the education and experience of human resources (HR) involved in election supervision in Lahat Regency were still low. Lack of understanding of election rules, both by election participants and the community, is a major obstacle. The community tends to have a pragmatic view of elections and is less involved in supervision. Budget constraints also hamper efforts to increase political knowledge and education. To increase the effectiveness of Bawaslu, concrete steps are needed to overcome these problems and strengthen the capacity of election supervisory HR. This reminds us of the importance of skills, knowledge, and self-development potential as indicators of the achievement of Bawaslu's effectiveness in carrying out its duties and functions.

## **CONCLUSION**

Bawaslu Nunukan Regency has carried out general election supervision duties in accordance with applicable provisions. The implementation of election stages, starting from candidate registration to determination of results, was carried out quite well, demonstrating

the effectiveness of Bawaslu's role as a supervisory institution. However, the implementation of these duties is not free from various obstacles, such as limitations in the number and quality of human resources, geographical challenges, and complex political dynamics. Amid these limitations, Bawaslu continues to demonstrate its commitment to improving its performance through training, information system development, and collaboration with various parties. The findings of this study also show that the success of Bawaslu Nunukan cannot be separated from the support of the local government, KPU, and community participation. However, to increase effectiveness in the future, various strategic efforts need to be made, including strengthening human resources, utilizing information technology, increasing coordination with strategic partners, and transparency of information to the public. This study also recommends the need for an evaluation of the impact of supervision and comparative studies with other regions to enrich perspectives and identify best practices in election supervision.

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