Performance Analysis of the Lebak Regency General Election Supervisory Agency (Bawaslu) Based on Law Number 7 of 2017 concerning General Elections in the 2024 Lebak Regency Regional Elections

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ARTICLE INFORMATION	ABSTRACT
	The regional head election is a tangible form of local democracy and political decentralization in Indonesia. The Election Supervisory Body (Bawaslu) plays a crucial role in ensuring fair, transparent, and accountable elections. This study aims to analyze the performance of Bawaslu Lebak Regency during the 2024 regional election based on Law No. 7 of 2017. The research uses a descriptive qualitative method with data obtained through observation, interviews, and documentation. The findings indicate that Bawaslu's supervisory function still faces several challenges, including limited human resources, budget constraints, and low public participation. Moreover, various alleged violations such as money politics, vote inflation, and state apparatus involvement were not optimally addressed. The study concludes that while Bawaslu Lebak has carried out its supervisory duties in accordance with legal provisions, its effectiveness needs improvement through institutional strengthening, capacity building, and collaboration with civil society and relevant agencies.

INTRODUCTION

The election of regional heads (Pilkada) is one of the tangible manifestations of the implementation of direct democracy in Indonesia which marks the decentralization of power and increased political participation of the community. Through the Regional Elections, the people have the constitutional right to elect regional leaders directly as a form of exercising people's sovereignty. Article 18 paragraph (4) of the 1945 Constitution of the Republic of Indonesia emphasizes that governors, regents, and mayors are democratically elected, so that the implementation of the Regional Elections is an important indicator in assessing the quality of local democracy in Indonesia.

In the course of democracy in Indonesia, the implementation of the Regional Elections is never separated from the political dynamics and laws and regulations that govern it. Law Number 7 of 2017 concerning General Elections is an important legal basis in regulating the mechanism for holding democratic elections, including emphasizing the position of the General Election Supervisory Agency (Bawaslu) as an institution authorized to supervise every stage of the election. Through these regulations, Bawaslu not only acts as a passive supervisory institution, but also has the function of prevention, enforcement of violations, and dispute resolution in the election process.

The Lebak Regency Bawaslu is one of the election supervisory institutions at the regional level that has the responsibility to ensure that the implementation of the 2024 Regional Elections runs in accordance with the principles of direct, public, free, confidential, honest, and fair. However, in practice, the implementation of the Regional Elections in Lebak Regency still faces a number of problems. Based on data from the Lebak Regency General Election Commission

(KPU), the voter participation rate in the 2024 Regional Elections only reached 65.6 percent of the 1,057,325 registered voters. The low level of participation reflects a decline in public trust in the local democratic process. This is exacerbated by the emergence of various alleged violations such as money politics, vote inflating, double permanent voter lists (DPT), as well as the involvement of state civil servants (ASN) and security forces in practical political activities.

This phenomenon shows that the existence of the Lebak Regency Bawaslu as an election supervisory institution has not been fully effective in carrying out its duties and authorities. Some of the obstacles faced include limited human resources, lack of operational budget, and weak coordination with other stakeholders. In addition, the role of the community in supervising the election is also still low due to the lack of socialization and political awareness. In fact, the active participation of the community is one of the important factors in creating elections with integrity.

In the context of the 2024 Regional Elections, national political dynamics that are full of issues of identity politics and presidential effects also affect local political conditions in Lebak Regency. Fierce competition between candidates for regional heads often causes friction in the community and increases the potential for election violations. Therefore, optimal supervision performance from Bawaslu is needed so that the principles of democracy can be implemented properly.

Based on these problems, this study focuses on analyzing the performance of the Lebak Regency Bawaslu in supervising the implementation of the 2024 Regional Elections based on Law Number 7 of 2017 concerning General Elections. This study aims to assess the extent of the effectiveness of Bawaslu in carrying out its supervisory function, identify obstacles faced, and provide recommendations to improve the quality of election supervision at the regional level. The results of the research are expected to contribute to strengthening the Bawaslu institution as well as improving more democratic, transparent, and accountable election governance in Indonesia.

LITERATURE REVIEW
The Concept of Performance in Public Organizations

Performance is a measure of the success of an individual or institution in achieving predetermined goals. According to Mangkunegara (2017), performance is the result of work in terms of quality and quantity achieved by a person or institution in carrying out tasks according to their responsibilities. In the context of public organizations, performance is not only measured by physical results, but also by the effectiveness of the implementation of functions and services to the community.

Amstrong and Baron (2016) stated that the performance of public institutions must reflect the relationship between work results and organizational strategic goals, public satisfaction, and contribution to the achievement of good governance. Factors that affect performance include ability, motivation, work system, leadership, and support of the organizational environment.

In an institutional context such as the General Election Supervisory Agency (Bawaslu), the performance of the institution is measured by the ability to carry out supervisory functions, enforce rules, and be effective in preventing and cracking down on election violations. The success of Bawaslu's performance can also be seen from the increase in the integrity of the election administration and public trust in the democratic process.

General Elections and Local Democracy

General elections (elections) are one of the important instruments in the democratic system. Ibnu Tricahyo (2009) defines elections as a means of implementing people's sovereignty

aimed at forming a legitimate and democratic government. Elections are not only a mechanism for the circulation of power, but also an indicator of the extent to which democratic values are implemented substantively.

According to Jimly Asshidiqqie (2006), the holding of regular elections has several main objectives, including: ensuring a peaceful transition of power, strengthening the legitimacy of the government, and ensuring political accountability to the people. Elections are also a means of political education for citizens to understand their rights and obligations in state life.

In the local context, the implementation of the Regional Elections plays an important role in strengthening democracy in the regions. However, practice on the ground often faces a variety of challenges, such as money politics, elite intervention, and low community participation. Therefore, the existence of supervisory institutions such as Bawaslu is the key to maintaining the quality of local democracy.

Roles and Authorities of the General Election Supervisory Agency (Bawaslu)

Bawaslu was formed based on Law Number 7 of 2017 concerning General Elections as an institution that has a mandate to supervise all stages of the implementation of elections. This institution functions to ensure that every election process runs according to the principles of directness, public, free, confidential, honest, and fair.

According to the provisions of Article 93 of Law No. 7 of 2017, Bawaslu has the main duties to:

1. Supervise all stages of the implementation of elections.
2. Receive, examine, and follow up on reports of election violations.
3. Preventing and taking action against the practice of money politics, abuse of authority, and violations of the code of ethics of election organizers.
4. Resolving disputes over the election process.

In addition to the national level, Bawaslu also has structures at the provincial, district/city, and sub-district levels. The Lebak Regency Bawaslu, as part of this structure, is directly responsible for supervising the implementation of the Regional Elections in its area. However, the effectiveness of the implementation of these tasks is highly dependent on the capacity of human resources, budget support, and synergy with other stakeholders such as the KPU, security forces, and civil society.

Factors Affecting Bawaslu Performance

Bawaslu's performance is influenced by several internal and external factors. Internally, the technical ability and professionalism of the members are the main aspects. Employees or supervisors who have a deep understanding of election regulations will be more effective in detecting and taking action against violations. In addition, work motivation and personal integrity also greatly determine the quality of supervision.

Externally, factors of the political environment, community participation, and the support of other institutions also have an effect. A competitive political environment often increases pressure on election watchdogs, especially when there is political polarization or the involvement of regional elite actors. Low public participation in supervision is also an obstacle because it reduces the effectiveness of violation detection in the field.

Limited budgets and facilities are common obstacles faced by regional Bawaslu. With limited resources, the implementation of supervision in all sub-district areas cannot be carried out optimally. As a result, potential violations such as money politics, mobilization of state apparatus, and manipulation of voter data often escape direct supervision.

Theoretical Framework and Performance Indicators of Election Supervision

To assess the performance of Bawaslu, this study uses the performance theory of public organizations as stated by Miner in Edison (2017), which includes four main indicators:

1. Quality – the level of precision, accuracy, and professionalism in carrying out supervisory tasks.
2. Quantity – the number of monitoring activities and reports of violations that have been successfully handled.
3. Time Utilization – work efficiency and speed in responding to violations.
4. Cooperation – the ability to coordinate with other institutions and build community participation in election supervision.

Through this theoretical framework, the performance of the Lebak Regency Bawaslu in the 2024 Regional Elections can be measured objectively based on the extent to which this institution is able to carry out its supervisory functions effectively and with integrity.

Synthesis of Literature Review

Based on theoretical studies and previous research results, it can be concluded that the performance of Bawaslu has a vital role in maintaining the integrity of elections. However, its effectiveness is largely determined by institutional, regulatory, and public support factors. In the context of Lebak Regency, complex local political dynamics require Bawaslu to be more adaptive and firm in enforcing the rules. Therefore, increasing human resource capacity, transparency, and cross-sector synergy are the main keys in strengthening election supervision in the future.

RESEARCH METHODS

Approaches and Types of Research

This study uses a descriptive qualitative approach, with the aim of describing in depth the performance of the Lebak Regency General Election Supervisory Agency (Bawaslu) in the implementation of the 2024 Regional Elections based on Law Number 7 of 2017 concerning General Elections. The qualitative approach was chosen because this study seeks to understand social phenomena and processes that occur naturally in the field, rather than simply measuring variables statistically. Through this approach, the researcher seeks to interpret the actions, views, and interactions between Bawaslu and the community in the context of election supervision at the local level.

The descriptive method is used to explain and elaborate on the empirical facts found during the research process. The main focus is to examine how Bawaslu carries out its supervisory function, the obstacles faced, and the efforts made to increase the effectiveness of election supervision in Lebak Regency.

Research Location and Time

This research was carried out in Lebak Regency, Banten Province, as one of the areas that is the focus of the implementation of the 2024 simultaneous regional elections. The selection of this location was based on the consideration that Lebak is an area with high political complexity, a declining voter participation rate, and various alleged election violations that occurred at the Pilkada stage.

The research period was carried out for four months, from March to June 2024, including the stages of preparation, data collection, analysis, and preparation of research report results.

Research Focus

The main focus of this study includes two aspects:

1. The performance of the Lebak Regency Bawaslu in carrying out the supervisory function of the 2024 Regional Elections based on Law Number 7 of 2017.
2. Obstacles and challenges faced in carrying out the supervisory function, both from the internal institutional side and external factors such as community support and the local political environment.

This focus helps the researcher to stay within the scope of the study that is specific and relevant to the research objectives.

Data Sources and Types

The data sources in this study consist of two types, namely primary data and secondary data.

1. Primary data was obtained directly from the field through interviews with key informants such as members of the Lebak Regency Bawaslu, District Panwaslu, as well as local communities and political figures involved in the implementation of the 2024 Regional Elections.
2. Secondary data was obtained through literature studies in the form of official Bawaslu documents, election stage reports, laws and regulations, and relevant academic literature such as books, scientific journals, and previous research reports.

The use of these two types of data aims to enrich the analysis and provide a comprehensive picture of the phenomenon being studied.

Data Collection Techniques

The data collection techniques in this study include:

1. Observation, which is direct observation of election supervision activities in the field, such as monitoring the campaign process, logistics distribution, to voting and vote counting.
2. In-depth *interviews* with key informants to gain a deeper understanding of the performance and problems faced by Bawaslu. Interviews are conducted in a semi-structured manner so that the researcher still has guidance, but still provides space for the informant to express his views openly.
3. Documentation, in the form of collecting data from archives, reports, and official documents related to the supervision of the 2024 Regional Elections in Lebak Regency.

The combination of these three techniques provides more accurate and in-depth data because it is obtained from various sources and methods that complement each other.

Data Analysis Techniques

Data analysis was carried out using interactive qualitative analysis as proposed by Miles, Huberman, and Saldana (2014), which includes three main stages:

1. Data *reduction* – the process of selecting, focusing, and simplifying data relevant to the focus of the research. Inappropriate or repetitive data is eliminated to maintain analysis consistency.
2. Data *display* – the compilation of data in the form of a simple narrative, matrix, or table for easy interpretation.
3. Conclusion *drawing and verification* – the process of finding the meaning of the data that has been presented and verifying the findings so that the results are valid and accountable.

This stage is carried out continuously during the research process, so that researchers can reflect and adjust to new data that emerges.

Data Validity Test

To ensure the validity and reliability of the data, the researcher used the triangulation technique of sources and methods. Source triangulation is carried out by comparing information

obtained from various informants (Bawaslu members, the public, and the KPU), while the triangulation method is carried out by comparing the results of observations, interviews, and documentation.

In addition, the researcher also applies *member check*, which is the process of clarifying the results of interviews to informants to ensure that the data written is in accordance with the meaning intended by the respondents. This approach helps to maintain the objectivity of the research and increase confidence in the results of the analysis.

Research Limitations

This research has several limitations, including: limited time in reaching all supervisory areas in Lebak Regency, and the difficulty of obtaining official data on election violations because it is sensitive and not entirely published by Bawaslu. However, these limitations are anticipated by conducting additional interviews and multiplying secondary sources to strengthen the findings.

With this research method, it is hoped that the analysis of the performance of the Lebak Regency Bawaslu can provide an accurate, in-depth, and relevant picture of efforts to improve the quality of election supervision at the regional level.

RESULTS AND DISCUSSION
Overview of Lebak Regency Bawaslu

The Lebak Regency General Election Supervisory Agency (Bawaslu) is an election organizing institution that has a mandate to supervise all stages of general elections in its area. This institution works independently based on Law Number 7 of 2017 concerning General Elections. The structure of the Lebak Regency Bawaslu consists of chairman and members, secretariats, and supervisors at the sub-district and village/sub-district levels who are adhoc. In organizing the 2024 Regional Elections, the Lebak Regency Bawaslu plays an important role in ensuring that the implementation of the election takes place in accordance with the principles of direct, public, free, confidential, honest, and fair.

In general, Bawaslu has the main function, namely preventing violations, supervising election stages, handling administrative violations, and resolving disputes in the election process. However, based on the results of observations and interviews, the implementation of this function still faces a number of obstacles both from the internal and external sides.

Bawaslu's Performance in Supervision of the 2024 Regional Elections

Based on the results of the research, the performance of the Lebak Regency Bawaslu in supervising the 2024 Regional Elections can be categorized as quite good, but not optimal. Supervision of the stages of candidate registration, campaigning, and voting has been carried out according to procedures, but its effectiveness is still affected by limited human resources and budget support.

At the campaign stage, for example, Bawaslu has conducted direct monitoring in various sub-districts and followed up on a number of reports of alleged violations such as the installation of campaign props in prohibited places and covert campaign activities by the candidate's success team. However, many administrative violations are not followed up further due to limited evidence or witnesses.

In the voting and vote counting stages, Bawaslu noted alleged violations such as money politics, vote inflating, and ballot transfers that were not in accordance with procedures. Based on field data, voter participation in Lebak Regency only reached 65.6 percent of the total 1,057,325 registered voters, showing a low level of public trust in election integrity. The alleged

involvement of state civil servants (ASN) and security forces in supporting certain candidates also raises a negative perception of the neutrality of election organizers.

The findings indicate that Bawaslu's performance in the aspects of prevention and enforcement still needs to be improved. The institution has carried out various efforts such as anti-money politics socialization, surveillance patrols, and coordination with the KPU and law enforcement officials, but the results have not been fully able to eliminate systematic violations at the grassroots level.

Analysis Based on Performance Indicators

Referring to the performance theory of public organizations according to Miner in Edison (2017), the performance of Bawaslu can be analyzed through four main indicators: quality, quantity, time, and cooperation.

a.   Quality:

The Lebak Regency Bawaslu has shown professional commitment in carrying out the supervisory function, but the quality of supervision is still constrained by the technical ability of supervisors in the field. Most of the members of the District Panwaslu are temporary (adhoc), so competence in understanding election regulations is often uneven. In addition, limited facilities and supporting tools hinder the effectiveness of monitoring in remote areas.

b.   Quantity:

In terms of the quantity of activities, Bawaslu has carried out a large number of supervision activities such as technical guidance, socialization, and receipt of violation reports. However, not all reports are actionable due to the lack of evidence and legal support. The number of violations reported by the public has relatively increased compared to the previous election, showing an increase in public awareness, although it has not been balanced with Bawaslu's ability to handle it quickly and completely.

c.   Time Utilization:

Monitoring of the election stages has been carried out as scheduled, but the response to reports of violations has been slow. Some informants mentioned that the clarification and verification process often exceeded the set deadline due to the limitations of supervisory personnel and coordination that was not optimal.

d.   Cooperation:

In terms of coordination, Bawaslu Lebak has collaborated with the KPU, the police, the prosecutor's office, and community leaders through the Gakkumdu Center (Integrated Law Enforcement) activities. However, inter-agency communication is often hampered by differences in regulatory interpretations and a lack of data integration between agencies. Public participation is also still low, because many residents do not understand the mechanism for reporting election violations.

Obstacles to the Performance of the Lebak Regency Bawaslu

Based on the results of interviews and document analysis, the main obstacles faced by the Lebak Regency Bawaslu include:

1. Limited budget and human resources, which causes supervision to not be carried out comprehensively throughout the sub-district area.
2. Lack of firmness in the enforcement of election laws, especially against violations involving influential political actors.
3. The lack of socialization to the public, so participation in election supervision is still low.
4. Local political pressures, which sometimes affect the independence of supervisors on the ground.

These obstacles show that the implementation of the supervisory function still requires stronger institutional support and capacity building of supervisory apparatus at the regional level.

Discussion and Implications

The results of this study show that although the Lebak Regency Bawaslu has tried to carry out its mandate in accordance with Law Number 7 of 2017, its effectiveness is still limited. Within the framework of public performance theory, this weakness reflects the gap between the normative standards regulated in the law and the reality of implementation in the field.

Bawaslu needs to strengthen a supervision strategy based on community participation so that supervision is not only the responsibility of the institution, but also the collective movement of citizens. Strengthening the capacity of adhoc supervisors through continuous training, increasing transparency in the process of handling violations, and optimizing coordination with the Gakkumdu Center are strategic steps to improve performance in the future.

Conceptually, the results of this study confirm the importance of strengthening good electoral governance at the local level. Good supervisory performance is not only a matter of compliance with the rules, but also reflects the integrity, professionalism, and public trust in election supervisory institutions. By correcting structural weaknesses and strengthening collaboration between institutions, the Lebak Regency Bawaslu can be an example in building transparent and integrity election supervision.

CONCLUSIONS AND SUGGESTIONS
Conclusion

Based on the results of research and analysis of the performance of the Lebak Regency General Election Supervisory Agency (Bawaslu) in the implementation of the 2024 Regional Elections, it can be concluded that in general Bawaslu has carried out its supervisory function in accordance with the provisions of Law Number 7 of 2017 concerning General Elections. However, the effectiveness of the implementation of these functions still faces various obstacles that have an impact on optimizing supervision at the regional level.

Of the four performance indicators — namely quality, quantity, time utilization, and cooperation — the results of the study show that the implementation of Bawaslu's tasks has only reached a level of effectiveness that is quite effective, but not yet optimal. The quality of supervision is still influenced by the limited competence of adhoc supervisors, as well as the lack of supporting facilities. In terms of quantity, the number of activities and reports of violations handled is quite large, but the handling process is still slow due to limited resources. The use of time is not efficient because coordination between institutions has not been optimal, while cooperation with the community and related institutions still needs to be strengthened.

In addition, the low participation of the public in election supervision and the emergence of various alleged violations such as money politics, vote inflating, and the involvement of state apparatus show that the surveillance system has not been fully able to ensure the integrity of elections in Lebak Regency. Factors such as budget limitations, local political pressure, and lack of socialization also weaken the effectiveness of supervision carried out by Bawaslu.

Thus, it can be concluded that although the Lebak Regency Bawaslu has tried to carry out its duties professionally and in accordance with legal procedures, it is necessary to strengthen institutions, increase the capacity of human resources, and have a more participatory and sustainable supervision strategy so that the election supervision function can run more effectively and with integrity.

Suggestions

Based on the results of the research, the author provides several suggestions that can be used as material for improvement for the Lebak Regency Bawaslu in the future, namely:

1. Capacity building of human resources, especially for adhoc supervisors at the sub-district and village levels, through continuous training on election law, investigative techniques, and supervisory management.
2. Optimize coordination with related institutions such as the KPU, the Police, the Prosecutor's Office, and community leaders through integrated supervisory communication forums so that the process of handling violations can be carried out faster and measurably.
3. Increase the budget and operational facilities for the Regency Bawaslu so that supervision activities can cover all regions effectively, including remote areas.
4. Increasing community participation, by strengthening political education and socializing community-based election supervision to foster awareness and courage to report violations.
5. Strengthening internal integrity and transparency, so that Bawaslu is able to maintain public trust and become a truly independent supervisory institution.

Through these steps, it is hoped that the Lebak Regency Bawaslu can transform into a more responsive, professional, and effective supervisory institution in realizing honest, fair, and democratic general elections in the future.

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