
**EVALUATION OF THE PERFORMANCE OF THE PEKANBARU CITY
BAWASLU IN HANDLING REGIONAL ELECTION VIOLATIONS**

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Abstract

This study aims to evaluate the performance of the Pekanbaru City Election Supervisory Agency (Bawaslu) in resolving violations in the Pekanbaru City Regional Head Election. Bawaslu plays a strategic role in maintaining the integrity and quality of democracy through its oversight, prevention, and enforcement functions against election violations. The research method used in this study is a qualitative method with a descriptive approach. Data were obtained through interviews, observation, and documentation. Data analysis was conducted by examining the process of handling violations, obstacles encountered, and efforts made by Bawaslu to improve its performance. The results of the study indicate that the performance of Bawaslu Pekanbaru City in resolving violations related to regional head elections has been carried out in accordance with applicable laws and regulations. However, several obstacles remain, such as limited human resources, lack of public participation in reporting violations, and limited time for handling cases. Therefore, it is necessary to increase institutional capacity, strengthen coordination with relevant parties, and increase public awareness so that the handling of election violations can be carried out more optimally.

Keywords: Performance, Bawaslu, Violations, Elections, Pekanbaru.

INTRODUCTION

In the era of globalization, competition between start-ups and established companies is intensifying. Every company is expected to operate effectively and efficiently. To ensure this, highly qualified employees are crucial, as they are a vital asset that significantly contributes to the company's success in achieving its goals. Human resources are also required to continuously develop themselves and possess the necessary skills to face global challenges. Within an organization, human resources must possess the appropriate competencies for the organization's survival and continued

growth. The quality of human resources can be a crucial factor in increasing the productivity and performance of an organization or agency. Individual performance within an agency significantly impacts the overall performance of the organization, both in government and private organizations. The achievement of predetermined goals is based on various activities carried out individually and in groups to produce optimal organizational performance.

Indonesia resumed its decentralization process in 2001 after a brief hiatus, although the idea was introduced in 1933 by Muhammad Hatta in his article "Autonomy and Centralization in the Party." Since then, decentralization policies have significantly shaped national and political life in Indonesia. The decentralization process itself is crucial and will determine Indonesia's future. The success or failure of this policy will have a significant impact on various aspects of national life, particularly democracy in Indonesia.

According to Larry Diamond, democracy must be understood as a continuous phenomenon. In this view, the development of democracy never stops; its elements will continue to emerge and grow at various levels and stages at varying speeds in each country. The direction of democratic change is not always the same, as it can move toward a more democratic state or vice versa. Therefore, democracy must be continuously strengthened, both through institutional strengthening and through the empowerment of civil society.

Strengthening or consolidating democracy faces the challenge of expanding democratic access for the public and establishing and strengthening democratic institutions. At this point, decentralization through the implementation of regional autonomy plays a strategically important role in the process of democratic consolidation. This role arises from the fact that democratic mechanisms encourage local governments to be more responsive to the desires and needs of the communities they represent. Furthermore, decentralization is based on the premise that democratic institutions at the local level are better able to understand and respond to the interests of local communities, given that the proximity between institutions and citizens allows for faster and more accurate access to information. The democratization process in Indonesia has been further strengthened since 2005 with the introduction of direct elections for regional heads, better known as Pilkada (local elections). Over time, the dynamics of these elections have increased, and competition has become increasingly fierce. Elections are a central institution of local democracy, as they directly elect regional leaders who guide their regions in implementing decentralization goals through local communities.

Parliamentary elections, often referred to as the "festival of democracy," are a concrete expression of popular sovereignty in the formation of a democratic government. The first election in Indonesia took place in 1955 (Karim, 2021:1). The primary purpose of elections is to ensure an orderly and peaceful transition of government, so that representatives of the people's interests in representative institutions can uphold the principle of popular sovereignty while respecting the fundamental rights of citizens (Aditya Perdana, 2019:43).

To ensure the principle of popular sovereignty is maintained and optimally realized, elections must be conducted in accordance with their objectives. Every government that implements a democratic system should be able to conduct elections democratically, as elections are a key pillar of modern democracy. This requires clear and precise mechanisms and regulations in the implementation of elections, so that the entire process is in line with democratic principles.

The 1945 Constitution of the Republic of Indonesia stipulates that general elections are administered by a national, permanent, and independent election commission. This affirms that the existence of election organizers is constitutionally guaranteed and in accordance with the principle of popular sovereignty. These election organizers are subject to the laws governing the conduct of general elections. According to Law Number 15 of 2011 concerning Election Organizers, the General Elections Commission (KPU) and the Elections Supervisory Agency (Bawaslu) are designated as election organizers. These two institutions carry out their duties in an integrated manner to ensure that general elections are held democratically and in accordance with the principles of directness, universality, freedom, confidentiality, honesty, and fairness.

The Elections Supervisory Agency, as one of the election organizing institutions, plays a crucial role. Optimal Bawaslu performance will bolster public and election participant trust and will realize the principles of election integrity. Bawaslu is also responsible for the process of investigating reports of violations, disputes, and election issues experienced by the KPU. In this context, the Elections Supervisory Agency (Bawaslu) must conduct oversight and forensic testing of the adequacy of the systems used by the General Elections Commission (KPU), such as the Sidalih, Situng, Silogdis, and so on (Abdul Aziz et al. 2019:101).

The existence of the General Elections Commission (KPU) and the Elections Supervisory Agency (Bawaslu) as a single institution in election administration demonstrates that the success of an election depends not only

on the KPU's ability to carry out all stages but is also significantly influenced by Bawaslu's oversight function. Bawaslu's oversight role is intended to ensure the smooth and principled implementation of the election process. Due to Bawaslu's central role, this institution was established as a permanent election organizer and authorized to monitor the entire election process. This reflects the view that the existence of the election supervisory agency is weakened if its authority is not optimal, which in turn negatively impacts Bawaslu's effectiveness. The limitations of Bawaslu's duties and authority in monitoring election implementation can create weaknesses that jeopardize the democratic process in Indonesia. Every election, whether for parliament, the president, the vice president, or regional leaders, is always associated with various forms of irregularities. These violations are referred to as election fraud and disrupt all stages of the election, both before and during the election. Violations in regional elections can be categorized into several types, including legal disputes and other violations, namely: 1) Criminal election violations (election crimes). Criminal election violations are the most serious form of violation, for which sanctions can only be imposed by the state through the courts on perpetrators of election crimes; 2) Election Violations. Election violations include actions that violate the provisions of the Election Law but are not criminal acts, as well as violations of other regulations stipulated in the General Elections Commission (KPU) Election Regulations. In other words, all violations not classified as criminal acts fall under the category of election violations and the Election Code; 3) Violations of the Election Organizer Code of Ethics. Violations of the Election Organizer Code of Ethics violate the moral and ethical principles of election organizers, which are based on the oath or promise made before taking office. These violations also contradict the principles of election administration established by the General Elections Commission. In carrying out and completing work tasks and activities, cooperation among employees is essential. By working together, all work tasks will be completed more easily, effectively, and efficiently, and, of course, work results will be maximized.

Based on the pre-survey conducted by the author in the field, several symptoms or phenomena were found, including: 1) Several work programs and activities at the Pekanbaru City Election Supervisory Agency have not been implemented optimally, so that the achievement of activities does not reach the target. For example, in the Election Dispute Resolution Quality Improvement Program which targets 100%, the realization has only reached 65%; 2) Lack of supervision and enforcement resulting in violations in the election; 3) Late Opening of Polling Stations (TPS): Occurred in several

regions, including West Java, DKI Jakarta, and Central Java, where 37,466 Polling Stations (TPS) opened later than 07.00; 4) Mobilization and Intimidation: Occurred in 2,271 polling stations, where successful teams, election participants, or election organizers directed voters' choices or intimidated voters and election organizers; 5) Vote counting problems: This problem occurred in several areas, including 11,233 polling stations that could not be reached by election officials, witnesses, or the public through the Election Results Information System (Sirekap).

THEORETICAL BACKGROUND

William N. Dunn is a key figure in the study of public policy analysis, with significant contributions to evaluation theory. In general, Dunn defines evaluation as appraisal, rating, and assessment aimed at analyzing policy outcomes in terms of specific value units. More specifically, evaluation relates to obtaining information about the value or benefits derived from policy implementation. Dunn emphasized that evaluation serves not only to assess the achievement of political goals but also to clarify and critique the values underlying policy, while also helping to adjust and formulate problems in subsequent political phases.

Although evaluation is a distinct stage, Dunn also places it within the broader policy analysis cycle. In general, according to Dunn, the policy analysis cycle includes: a) Problem Structuring: Defining, verifying, and detailing the policy problem to be solved; b) Forecasting: Predicting the future consequences of various policy alternatives; c) Recommendation: Identifying and recommending the best policy alternative based on the analysis. d) Monitoring: Continuously supervising the implementation of policies and their impacts; Evaluation: Assessing the value or usefulness of policy outcomes, using the criteria and approaches described above. Evaluation, in Dunn's context, is not only the end of the process but also provides important feedback for formulating new problems and improving future policies. Thus, Dunn's evaluation theory provides a comprehensive framework for understanding and assessing the performance of public policies.

METHODOLOGY

This academic paper employs qualitative research methods based on problem formulation. Data and information were collected using various survey methods and then used to describe individual research indicators. Therefore, this research can be categorized as descriptive survey research,

namely the collection of relevant data through various sources of information in the form of data and facts, which are then analyzed and explained in detail.

According to Sugiyono (2018:9), qualitative research methods are an approach in post-positivist philosophy that investigates objects in their natural settings (rather than through experiments), with the researcher themselves as the primary instrument. Data collection is conducted through triangulation or a combination of different methods, data analysis is inductive and qualitative, and research findings emphasize significance over generalization.

From the explanation above, it can be concluded that qualitative research is research that describes and interprets phenomena under specific conditions, then presents them in words or language. This type of research allows researchers to explore problems in depth, allowing the data collected to be tailored to needs and can be expanded according to research objectives. Through qualitative methods, the number of information sources, both from informants and agencies, can be expanded to meet research needs, including from laws and regulations related to village development.

By using a qualitative approach, the researcher aims to describe and gain an in-depth understanding of the performance of the Pekanbaru City election supervisory agency in handling regional head election violations in Pekanbaru City.

RESULT AND DISCUSSION

Effectiveness

As members of the Pekanbaru City Election Supervisory Agency (Bawaslu), their primary responsibility is to monitor all stages of the election—from preparation and nomination to campaigning, voting, and vote counting, all the way to the certification of election results. This oversight aims to ensure that every election process is conducted honestly, fairly, and transparently in accordance with applicable regulations. Furthermore, Bawaslu members play a crucial role in preventing potential election irregularities by issuing warnings, disseminating regulations, and coordinating with relevant parties. If suspected irregularities are identified or reported, Bawaslu is obligated to investigate the report or findings and address the issue in accordance with applicable legal mechanisms. Thus, Bawaslu acts as a supervisory body, ensuring that the entire election process is conducted legally and that the integrity and credibility of the election are maintained.

Interview on January 29, 2026, 1:30 PM WIB, Informant: RAJA INAL DALIMUNTHE (Coordinator of the Data and Information Breach Handling Division). "So far, I assess the performance of the Pekanbaru City Election

Supervisory Agency (Bawaslu) in resolving election violations as quite good, as they are handled according to procedures, transparently, and through clear mechanisms. Although there may still be limitations in time and evidence in the field."

The Pekanbaru City Election Supervisory Agency (Bawaslu)'s performance in resolving election violations is considered quite good, as every report and finding of violations is handled in accordance with procedures and applicable laws and regulations. The handling process is carried out transparently, from receiving the report and clarifying with relevant parties to making a decision, ensuring accountability to the public. Furthermore, Bawaslu also implements a clear and structured mechanism for handling violations, including coordinating with relevant institutions such as the Gakkumdu Center for criminal election violations. However, in practice, the Pekanbaru City Bawaslu still faces several obstacles, particularly the limited timeframe for handling violations stipulated by law and difficulties in obtaining evidence in the field. These obstacles require thoroughness, professionalism, and speed from Bawaslu staff to ensure effective handling of violations without compromising the quality of election law enforcement.

Efficiency

The efficiency of the Pekanbaru City Election Supervisory Agency (Bawaslu) is a crucial aspect in ensuring optimal, transparent, and accountable election oversight. Through appropriate resource utilization, including budget, human resources, and information technology, this agency strives to maximize its oversight function without compromising the quality of its work. Efficiency is reflected not only in the timely handling of reports and violations, but also in the ability to build effective coordination with various stakeholders. With systematic and professional management, election oversight in Pekanbaru City is expected to be more orderly and responsive, and to enhance public trust in the democratic process.

Key Challenges for the Pekanbaru City Election Supervisory Agency (Bawaslu) In carrying out its duties and authorities, the Pekanbaru City Election Supervisory Agency (Bawaslu) faces various challenges that impact the effectiveness of its oversight and handling of election violations. These challenges arise from regulatory aspects, technical implementation, and public participation, requiring Bawaslu to perform optimally within existing limitations. Therefore, it is crucial to identify the key challenges facing the Pekanbaru City Bawaslu as a basis for formulating future efforts to improve and strengthen its election oversight function.

Interview on January 29, 2026, 1:30 PM WIB, Informant: RAJA INAL DALIMUNTHE (Coordinator of the Data and Information Violation Handling Division). Raja Inal Dalimunthe stated that the main challenge faced by the Pekanbaru City Election Supervisory Agency (Bawaslu) in carrying out its election supervision function is the limited supervisory resources, both in terms of the number of personnel and other supporting capacities, so that supervision cannot optimally reach all areas. This is further exacerbated by the vast area of supervision and the high complexity of the election stages that must be monitored simultaneously. In addition, public participation in reporting alleged election violations is still relatively low, caused by a lack of public understanding of the reporting mechanism, concerns about certain risks, or the assumption that election violations are normal. On the other hand, the practice of election violations is often carried out in a secretive, planned, and covert manner, making it difficult for supervisors to collect strong evidence and fulfill the elements of proof required by law. These conditions require the Pekanbaru City Election Supervisory Agency to work more strategically, strengthen prevention efforts, and increase community and stakeholder involvement in election supervision. "The main challenges we frequently face are limited supervisory resources, the vast scope of our supervision, low public participation in reporting, and the practice of violations being committed behind closed doors and difficult to prove."

The process of handling reports of election violations begins with the receipt of reports from the public or direct findings by election supervisors, which are then recorded and registered by the Elections Supervisory Agency (Bawaslu) in accordance with applicable regulations. Upon receipt of the report, an initial review is conducted to ensure the completeness of formal and material requirements, such as the reporter's identity, time and place of the incident, a description of the incident, and supporting evidence, to ensure the report meets the requirements for follow-up. Next, Bawaslu conducts clarification with the reporter, the reported party, and related parties to obtain more complete and objective information regarding the alleged violations. In the next stage, evidence is collected and analyzed, including documents, witness statements, and other relevant evidence. All investigative findings and evidence obtained are then systematically discussed jointly and systematically within internal discussion mechanisms or with relevant institutions to determine the nature of the violation, whether it is an administrative violation, a violation of the code of ethics, or an election crime, and to determine its status and the necessary follow-up steps to be taken in accordance with legal provisions.

Adequacy

In assessing the effectiveness of the Pekanbaru City Election Supervisory Agency's performance, the aspect of adequacy is a crucial indicator that requires in-depth analysis. Adequacy relates not only to the number of human resources but also includes the availability of budget, facilities and infrastructure, regulatory support, and work systems that support the implementation of supervisory duties. An election supervisory agency can be considered effective if its resources and support are sufficient to optimally cover all stages and areas of supervision. Therefore, the discussion on adequacy in this study is directed at examining the extent to which the available resources and facilities meet the organization's needs in carrying out its election supervision function in Pekanbaru City.

Number of Members and Staff of the Pekanbaru City Election Supervisory Agency in Supervising Election Stages Based on the analysis, the number of members and staff of the Pekanbaru City Election Supervisory Agency structurally meets the requirements stipulated in laws and regulations. However, in practice, this number is not yet fully sufficient to optimally oversee all stages of the election in Pekanbaru City. This is due to the vast area of supervision, the high complexity of the election stages, and the large number of polling stations (TPS) that must be monitored simultaneously.

Interview on January 29, 2026, at 1:30 PM WIB, Informant: RAJA INAL DALIMUNTHE (Coordinator of the Data and Information Breach Handling Division) "Regarding whether it's sufficient, the number of our personnel is actually in accordance with the regulations. At the city level, there are limits. But speaking of conditions on the ground, to be honest, at certain stages it feels inadequate. Because Pekanbaru City is quite large and there are many polling stations, especially during the campaign period and election day, the workload increases significantly. So we rely heavily on ad hoc supervisors at the sub-district and village levels. Overall, it works, but if we're asking whether it's ideal, we certainly need additional personnel to ensure optimal and even supervision."

Furthermore, during crucial stages such as the campaign period, logistics distribution, and voting and vote counting, the supervisors' workload increases significantly. This situation often requires additional ad hoc supervisors to ensure effective oversight. Therefore, although administratively the number of personnel meets the requirements, functionally, human resource strengthening is still needed to ensure optimal and comprehensive oversight.

Interview on January 29, 2026, at 11:00 a.m. WIB. Informant: SISKA (Staff member of the Pekanbaru City Election Supervisory Agency office). Siska assessed that the current number of members and staff is sufficient to carry out election oversight functions in Pekanbaru City. This assessment is based on the fact that the number of personnel has been adjusted to the organizational structure and needs at each election stage, in accordance with applicable regulations. This means that, formally and administratively, the composition of human resources meets standards. Furthermore, supervisory duties are not solely carried out at the city level, but are also supported by supervisors at the sub-district, village, and polling station (TPS) levels. With this hierarchical supervisory system, work can be distributed proportionally so that the entire burden is not borne by a single level.

Equality

The equitable distribution of supervisory personnel is a crucial aspect in ensuring the effectiveness of election supervision in Pekanbaru City. The even placement of supervisors in each sub-district and village ensures that all stages of the election can be monitored consistently, allowing potential violations to be prevented or promptly addressed. Furthermore, this equitable distribution also plays a role in maintaining a balanced workload, improving coordination between supervisors, and ensuring that no area is overlooked in the supervision process. With the right placement strategy, the Pekanbaru City General Elections Supervisory Board can optimally carry out its supervisory function throughout the city.

Distribution of Supervisors in Each Sub-district and Village: In the implementation of election supervision, the distribution of personnel is crucial to ensuring that all areas are optimally monitored and that no stage is overlooked. The even placement of supervisors in each sub-district and village is crucial for the effectiveness of preventing and taking action against potential violations. Therefore, it is important to understand the strategy and actual conditions of the distribution of supervisory personnel in the field. The following questions relate to whether the distribution of supervisory personnel is equitable across sub-districts and villages.

Interview on January 29, 2026, at 1:30 PM WIB, Informant: RAJA INAL DALIMUNTHE (coordinator of the data and information breach handling division) Raja Inal Dalimunthe stated that the Pekanbaru city election supervisory authority has generally implemented a fairly even placement of supervisory personnel across all sub-districts and villages, so that almost all areas receive supervision. The source emphasized that his party placed

supervisors at strategic points to ensure that all stages of the election can be monitored effectively. However, it was acknowledged that there are certain areas with high levels of activity or a greater number of TPS (Polling Stations), so that sometimes adjustments or temporary additions of personnel are needed to ensure optimal supervision. The essence of this statement is an ongoing effort to ensure that the distribution of supervisors remains adequate in all areas, so that no sub-district or village is missed from supervision and the quality of supervision can be maintained.

Responsiveness

Responsiveness is a key indicator in assessing the performance of the Pekanbaru City Election Supervisory Agency (Bawaslu). This agency's ability to respond to reports, complaints, and the dynamics that arise during the election stages demonstrates how quickly and accurately oversight can be carried out. A high level of responsiveness not only expedites the handling of violations but also increases public trust in the democratic process. Therefore, this point is a crucial focus to assess the extent to which the Pekanbaru City Election Supervisory Agency can act quickly, proactively, and accurately in carrying out its oversight function throughout the city.

Responsiveness of the Pekanbaru City Election Supervisory Agency to Public Reports of Election Violations

Responsiveness to public reports is a key benchmark in assessing the performance of the Pekanbaru City Election Supervisory Agency. The agency's ability to follow up on complaints or findings of alleged election violations quickly and accurately demonstrates the effectiveness of oversight in the field. In addition to ensuring election participants' compliance with regulations, a rapid response also increases public trust in the integrity of the democratic process. Therefore, this point is a key focus to assess the extent to which the Pekanbaru City Election Supervisory Agency is able to respond to each public report with professionalism, transparency, and timeliness.

Interview on January 29, 2026, at 1:30 PM WIB, Informant: RAJA INAL DALIMUNTHE (coordinator of the data and information breach handling division) Raja Inal Dalimunthe stated that the Pekanbaru City Election Supervisory Agency prioritizes handling public reports in the implementation of election supervision. Every complaint received is recorded and processed systematically according to applicable procedures, including conducting clarification or direct checks in the field if necessary. In addition, coordination with supervisors at the sub-district and village levels is carried out to expedite follow-up and ensure that reports are handled appropriately. The essence of

this statement is that all public reports are considered important, and the agency strives to follow up on them as quickly as possible so that supervision remains effective, transparent, and can increase public trust in the election process.

Accuracy

Accuracy in carrying out its duties is a crucial aspect determining the quality of election supervision in Pekanbaru City. The Pekanbaru City Election Supervisory Agency (BPU) is not only required to respond quickly to reports and alleged violations, but also to ensure that every action and decision is carried out accurately, in accordance with regulations, and based on clear evidence. This accuracy encompasses various aspects, from the placement of supervisors and the handling of public reports to the follow-up of violations, ensuring that the entire supervision process is effective, professional, and garners public trust. This paragraph will discuss the extent to which the BPU maintains accuracy in every step of its supervision.

The Pekanbaru City Election Supervisory Agency's Strategy for Ensuring Accuracy and Accuracy in Follow-Up on Public Reports. Ensuring accuracy and accuracy in following up on public reports is a primary focus of the BPU. Every report received must not only be responded to quickly but also carefully analyzed and followed up to ensure that decisions are based on clear facts and evidence. The strategies implemented include verification procedures, coordination with supervisors at the sub-district and village levels, and the use of technology to ensure each report is processed accurately. With this approach, the agency strives to maintain professionalism, transparency, and public trust in the election supervision process.

Interview on January 29, 2026, at 1:30 PM WIB, Informant: RAJA INAL DALIMUNTHE (coordinator of the data and information breach handling division). Raja Inal Dalimunthe stated that the Pekanbaru City Election Supervisory Agency (BPK) has a systematic procedure to ensure every public report is followed up promptly and accurately. Each complaint is recorded and entered into an internal data collection system to ensure no reports are missed. The team then reviews the report's contents to determine the most appropriate handling steps, whether an initial clarification is sufficient or a direct field investigation is necessary. Furthermore, the agency coordinates with supervisors at the sub-district and village levels to ensure faster and more targeted follow-up. With this mechanism, each report is handled based on clear facts and evidence, ensuring the supervision process remains professional, transparent, and credible to the public.

CONCLUSION

The results of a study on staff performance at the Pekanbaru City Election Supervisory Agency (BOS) yielded the following conclusions: 1) Staff performance at BOS was assessed as excellent. According to respondents, BOS has well-organized program activities. Each program activity is evaluated to continuously improve staff performance and thus achieve future improvements and optimal results; 2) Obstacles to the performance of Pekanbaru City Election Supervisory Agency employees are as follows: 3) The lack of office facilities and infrastructure, which hampers activities both inside and outside the office; 4) There are still staff who do not match their field of expertise (educational major), so technical guidance or training is needed to support activities so that they are carried out properly.

Some suggestions from the author in this study are: 1) The Pekanbaru City Election Supervisory Agency needs to complete office facilities and infrastructure to be more effective and efficient in supporting all activities carried out; 2) The Pekanbaru City Election Supervisory Agency needs to recruit employees who are suited to their fields of work and their expertise, so that the process can run smoothly.

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