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**THE CAPACITY OF THE ELECTION SUPERVISORY BOARD (BAWASLU)
SECRETARIAT TO SUPPORT COMMISSIONERS' SUPERVISORY DUTIES DURING
THE 2018 REGIONAL ELECTIONS (PILKADA) IN EAST NUSA TENGGARA'S
ELECTION SUPERVISORY BOARD**

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ABSTRACT

This research aimed to describe and explain: The capacity of the Secretariat of the Election Supervisory Board (*Bawaslu*) to support commissioners' supervisory duties during the 2018 Regional Elections (*Pilkada*) in the Election Supervisory Board of East Nusa Tenggara Province. The factors of Human Resources, Budget, and Facilities/ Infrastructure support the capacity of the Secretariat of *Bawaslu* to support commissioners' supervisory duties during the 2018 Regional Elections in East Nusa Tenggara Province. This research employed a qualitative approach with a descriptive research design and was conducted at the Election Supervisory Board of East Nusa Tenggara Province. The focus of this research is on Human Resources, Budget, and Facilities/ Infrastructure. The informants were selected using a purposive sampling technique. Data were collected from primary and secondary sources using interviews, documentation, and observation. Data analysis was performed using the interactive data analysis method by Miles and Huberman. The results indicate that the capacity of the Secretariat of *Bawaslu* to support commissioners' supervisory duties during the 2018 Regional Elections in East Nusa Tenggara Province is still low. This is due to inadequate organizational resource support, including Human Resources, Budget, and Facilities/ Infrastructure. Various issues arising from each of these factors are explained as follows: (1) The Secretariat of *Bawaslu* in East Nusa Tenggara Province still faces problems in terms of Human Resources, where the quantity of available personnel in *Bawaslu* is insufficient compared to the workload and responsibilities of *Bawaslu* in the province; (2) Insufficient budget support hinders the funding of all necessary programs to be implemented by *Bawaslu* in East Nusa Tenggara Province; (3) The lack of supporting facilities and infrastructure leads to suboptimal performance of the Secretariat of *Bawaslu* in East Nusa Tenggara Province.

KEY WORDS

Organizational capacity, supervision, general elections.

East Nusa Tenggara Province is one of the provinces that conducted simultaneous Regional Elections in 2018, including the elections for the Governor and Deputy Governor of East Nusa Tenggara, as well as the elections for the Regent and Deputy Regent in ten regencies: Alor, Sikka, Ende, Nagekeo, East Manggarai, Southwest Sumba, Central Sumba, South Central Timor, Kupang and Rote Ndao. In preparation for the organization of these simultaneous Regional Elections in 2018, the Election Supervisory Board (*Bawaslu*) of East Nusa Tenggara Province, as the institution responsible for supervising the conduct of elections in the province, was tasked with overseeing the elections for the Governor and Deputy Governor.

Under the mandate of the Constitution and election laws, *Bawaslu* has a significant and complex role in carrying out its duties, functions, powers, and obligations to oversee the entire process of Regional Elections. To achieve quality and democratic Regional Elections, it is crucial to maintain consistent application and supervision of the legal regulations governing the management and conduct of Regional Elections by the election organizers.

The workload, as outlined in the duties, authorities, and obligations of the provincial-level election supervisory institution in overseeing the conduct of Regional Elections, primarily falls upon the Commissioners of *Bawaslu* Province, divided into 5 divisions. The number of supervisory officials (Commissioners) at the provincial level is very limited, with only 5 individuals, as detailed in the following table:

Table 1 – Division Allocation and Number of Supervisory Officials (Commissioners), and Education Levels in 2018

No	Division	Number of Commissioners	Education
1.	Human Resources and Organization	1 person	Master's Degree in Education
2.	Supervision and Relations Between Institutions	1 person	Bachelor's Degree of Fisheries
3.	Law, Public Relations, and Data Information	1 person	Bachelor's Degree in Engineering
4.	Violation Handling	1 person	Bachelor's Degree in Law
5.	Dispute Resolution	1 person	Bachelor's Degree in Animal Husbandry
TOTAL		5 person	-

Source: the 2018 Election Supervisory Board of East Nusa Tenggara.

Despite a substantial workload and a limited number of human resources, the Supervisory Officials (Commissioners) are still tasked with the responsibility to oversee the entire conduct of Regional Elections across the East Nusa Tenggara Province, encompassing all regencies and cities, districts, villages, and subdistricts, along with a significant number of polling stations (*TPS*) and a large population, as well as a substantial number of registered final voters (*DPT*), as detailed in the following table:

Table 2 – Supervision Areas, Population, Number of Polling Stations (*TPS*) and Registered Final Voters (*DPT*) in the 2018 Regional Elections

	Supervision Areas			Population	Registered Final Voters	Polling Stations
	Regencies/ Cities	Districts	Villages/ Subdistricts			
Total	22	307	3,323	5,359,667	3,186,505	9,672

Source: Provincial *Bawaslu* of East Nusa Tenggara (2018).

Based on the responsibilities, authority, obligations, and the execution of activities, both internal activities of the institution and supervision over the stages of the 2018 Regional Election organized by the Provincial General Election Commission, as outlined above, it can be said that the workload that must be undertaken by the Commissioners of the Provincial Election Supervisory Board is indeed very heavy. There are serious issues related to the excessive workload with a wide range of supervisory areas encompassing all Regencies and Cities in East Nusa Tenggara Province, without being balanced with the presence of strength within the Commissioners as the Provincial Election Supervisory Officials. This can be seen from the limited number of commissioners. There are only five individuals divided into five divisions. In other words, each division has only one person also serving as the Division Coordinator. Their educational backgrounds vary and are not well-suited to the functional duties divided within the aforementioned divisions.

A number of these issues will certainly affect the multitude of monitoring activities that cannot be performed solely by the members of the Provincial *Bawaslu* Commissioners. Furthermore, the large number of areas that cannot be effectively supervised also results in the possibility of numerous violations going undetected or remaining unknown.

Based on the description of the problem background above, the researchers are interested in conducting this research on "The Capacity of the *Bawaslu* Secretariat to Support Commissioners' Supervisory Duties in the 2018 Regional Elections in East Nusa Tenggara Province". The purpose of this research is to describe and explain: (1) The capacity of the *Bawaslu* Secretariat to support the implementation of Commissioners' supervisory duties during the 2018 Regional Election in East Nusa Tenggara's *Bawaslu*. (2) Human Resources, Budget, and Facilities promoting the capacity of the *Bawaslu* Secretariat in supporting the implementation of commissioners' supervisory duties during the 2018 Regional Election in East Nusa Tenggara's *Bawaslu*.

LITERATURE REVIEW

An organization or institution is a system comprising patterns of cooperative activities carried out regularly and repeatedly by a group of individuals to achieve a goal. Based on this understanding, an organization consists of four elements: a system, activity patterns, a group of people, and objectives. According to Mahsun (2006), an organization is a group of people who gather and collaborate in a structured manner to achieve common goals or specific targets that have been collectively set.

The World Bank, as mentioned in Haryanto (2014), emphasizes five aspects of institutional capacity: (1) Human resource development, including training, recruitment, and termination of professional, managerial, and technical staff; (2) Organizationality, involving structuring the organization's processes, resources, and management styles; (3) Networking, including coordination, organizational activities, functions, and both formal and informal interactions; (4) Organizational environment, encompassing rules, public services-regulating laws, responsibilities and authority, policies, and financial support/budget; and (5) Broader environment, covering political and economic factors, as well as conditions affecting performance.

According to Milen (2004), the development of institutional capacity involves both traditional capacity development and organizational strengthening, focusing on resource development mainly related to human resources, organizational processes, and structures. A modern approach tests all dimensions of capacity at all levels (strategic mission, culture, management style, structure, human resources, finances, information assets, and facilities/infrastructure), including interactions within a broader system, especially with other entities, stakeholders, and customers.

From various definitions of capacity and the development of institutional capacity as presented by the sources above, the term institutional/organizational capacity in this study refers to the Capacity of the Secretariat of the Provincial *Bawaslu* (Election Monitoring Body) in East Nusa Tenggara Province, which includes Human Resources (Personnel), Budget, and Facilities and Infrastructure. This is aligned with the authority of the Provincial *Bawaslu* Secretariat as regulated by *PerBawaslu* Number 7 of 2019 (Article 188).

Human Resources

Various experts have provided their interpretations and explanations of Human Resources and have a broader understanding of the concept. To provide further clarity, here are some definitions of Human Resources from different experts:

According to Hasibuan (2016), Human Resources is the science and art that regulates the relationships and roles of workers to effectively and efficiently help achieve the goals of the company, employees, and society. Meanwhile, William R. Tracey, as mentioned in Haryanto (2014), defines human resources as "The people that staff and operate an organization." In other words, human resources encompasses the employees who work for and operate an organization. Human Resources also constitute a function within an organization that deals with people-related issues such as compensation, recruitment, performance management, and training. In an effective organization, the HR function is managed systematically using standard and well-established procedures by dedicated and trained employees in HR management.

According to Werther and Davis, as cited in Sutrisno (2011), Human Resources are "Employees who are ready, capable, and alert in achieving organizational goals." It has been noted that the core dimension on the resource side is their contribution to the organization while the core dimension on the human side is the treatment of their contribution to it, which in turn determines the quality and capability of their lives. Mathis & Jackson, as mentioned in Haryanto (2014), state that Human Resources are the formal system designs within an organization aimed at ensuring the effective and efficient use of human talents to achieve organizational goals. Meanwhile, Hasibuan, as cited in Haryanto (2014), describes Human Resources as the integrated ability of an individual's intellectual and physical power. Their

behaviors and nature are influenced by their lineage and environment, while their work performance is motivated by their desire for satisfaction.

Budget

According to Nafarin (2007), a budget is a written plan regarding the activities of an organization expressed quantitatively for a specific period and generally stated in monetary units. Garrison, as mentioned in Noreen and Brewer (2007), defines a budget as a detailed plan for the acquisition and use of financial and other resources during a specific period. Rudianto (2009) also describes a budget as the future work plan of an organization, presented in a quantitative, formal, and systematic manner. Similarly, Dharmanegara (2020) defines a budget as a systematically prepared plan covering all company activities, stated in a monetary unit, and applicable for a certain future period.

Furthermore, according to Munandar (2000), a budget is a systematically prepared plan covering all company activities expressed in monetary units and applicable for a specific future period. Mulyadi (2001) also states that a budget is a quantitatively expressed work plan measured in standard monetary units and other measurement units, covering a one-year time frame. Based on the various definitions of a budget provided by these experts, it can be concluded that a budget is a future work plan, generally involving money, presented in a quantitative, formal, and systematic manner to fulfil the vision and mission of an organization or institution.

Facilities and Infrastructure

According to Surakhmad (2001), facilities are something that can be used to achieve a certain goal, infrastructure refers to everything that can support the implementation of an activity. Yuwono (2008) defines facilities as everything that can be used as a tool to achieve intentions and goals, including furnishings and equipment needed in every room or building to perform functions that enhance the quality and relationships resulting from services and products. Meanwhile, infrastructure is defined as the main supporting tools of an effort to achieve a goal, including buildings, land, structures, and the spaces within.

Additionally, according to Chaniago (2013) in his book "Manajemen Perkantoran Kontemporer" (Contemporary Office Management), facilities in an office context refer to physical tools or equipment that help employees achieve the office's goals. According to Ali (1996), infrastructure encompasses everything that can be used as the main support for a process. Gunawan and Benty (2013) explain that facilities and infrastructure refer to the equipment utilized by an institution or organization. Each institution or organization interprets facilities and infrastructure differently based on its functional context. Facilities and infrastructure play a crucial role in organizations or companies, as they serve important functions. According to Minarti (2011), the existence of facilities and infrastructure should be tailored to the needs of the organization, considering factors such as types, specifications, quantity, timing, location, cost, and accountable sources. These factors do not need to be the same for every institution or company, as they should align with the specific needs of each business sector. From the various definitions above, it can be concluded that facilities and infrastructure should provide practical benefits following the needs of each institution or company. Facilities and infrastructure are essential components that must be present within an institution or company, serving as tools or spaces for carrying out work activities.

METHODS OF RESEARCH

This research employed a qualitative approach with a descriptive research design and was conducted at the Election Supervisory Board of East Nusa Tenggara Province. The focus of this research is on Human Resources, Budget, and Facilities. The informants were selected using a purposive sampling technique. This research employed a qualitative approach with a descriptive research design. The selected informants are those who possess knowledge related to the capacity of *Bawaslu* to carry out the Commissioners' supervisory duties. Consequently, the informants include the Chairman of East Nusa

Tenggara's *Bawaslu*, Members of East Nusa Tenggara's *Bawaslu*, Head of Administration, Head of Supervision, Sub-section Head of Supervision and Supervisors' Administration, Sub-section Head of Inter-institutional Relations, and Sub-section Head of Violation Handling. Data were collected from primary and secondary sources using interviews, documentation, and observation. Data analysis was performed using the interactive data analysis method by Miles and Huberman.

RESULTS AND DISCUSSION

Aligned with the duties and authority of Provincial *Bawaslu*, the supervision of the 2018 Governor and Deputy Governor Elections ranges from the stages of voter data updating to the supervision of the execution stages of vote counting, revoting, runoff elections, and supplementary elections. Therefore, the number of oversight locations for *Bawaslu* Commissioners in East Nusa Tenggara Province during the 2018 Regional Elections includes 22 Regencies/Cities, 309 Districts, 3,353 Villages, and 14,672 Polling Stations (TPS).

In the subsection on research findings, various issues arising from suboptimal Human Resources, Budget, and Facilities and Infrastructure are discussed. The ideal conditions of these factors are then illustrated in the following table:

In each stage of the Regional Election (*Pilkada*), numerous location points need to be overseen by *Bawaslu* Commissioners of East Nusa Tenggara Province, spreading across all Regencies/ Cities, Districts, Villages/ Subdistricts, and even at each Polling Station (TPS) during the vote counting process. However, due to the extensive geographical area and the multitude of locations that require monitoring, it becomes difficult to determine the exact number of successfully monitored locations during the Regional Elections (*Pilkada*). Nonetheless, considering the very limited number of *Bawaslu* Commissioners in East Nusa Tenggara Province, which is only five individuals, the *Bawaslu* still conducts supervision at specific *Pilkada* locations as designated and adjusted based on the allocated time of each Commissioner. To ensure the effective use of monitoring time at designated locations, schedules and timelines are created, followed by the distribution of *Bawaslu* Commissioners to conduct field monitoring at the specified locations. At the designated *Pilkada* locations, *Bawaslu* Commissioners cannot work alone in supervising. They are accompanied and assisted by personnel from the *Bawaslu* Secretariat of East Nusa Tenggara Province.

According to the timeline of the 2018 Gubernatorial election stages set by the General Election Commission (KPU), each stage involves multiple locations to be overseen by *Bawaslu* Commissioners of East Nusa Tenggara, spreading across Regencies/ Cities, Districts, Villages/ Subdistricts, and even each Polling Station (TPS) during vote counting. Due to the vast geographical area and the considerable duration of each *Pilkada* stage that requires monitoring by *Bawaslu* of East Nusa Tenggara Province, it becomes evident that a substantial portion of the designated locations may not be monitored by *Bawaslu* Commissioners of East Nusa Tenggara due to time constraints. To address this issue, *Bawaslu* of East Nusa Tenggara Province will cascade responsibilities down to supervisory officials at the Regency/ City level and even to ad-hoc bodies for monitoring Regional Election (*Pilkada*) stages at the designated locations. This delegation is necessitated by the limitations in human resources faced by both *Bawaslu* and the *Bawaslu* Secretariat of East Nusa Tenggara Province. In addition to the scarcity of human resources, the problem lies in the low quality of the available human resources, hampering their ability to execute various supervisory duties to their fullest extent. Moreover, the delegated personnel for supervisory duties have no quality and capability compared to the staff within the *Bawaslu* Secretariat of East Nusa Tenggara Province.

During the process of overseeing the 2018 Governor and Deputy Governor elections, a total of 68 problematic locations were identified, consisting of 62 cases found during supervision and 6 cases reported by the public and related parties. Out of the 68 problematic Regional Election (*Pilkada*) locations during the election process, *Bawaslu* of East Nusa

Tenggara Province successfully resolved 33 cases, with 30 cases stemming from supervision findings and 3 cases reported by the public and related parties.

Table 3 – Ideal Resources for East Nusa Tenggara's *Bawaslu* Secretariat

No	Sumber Daya Manusia	Anggaran	Sarana-prasarana
1	The number of secretariat employees during the 2018 Regional Elections (<i>Pilkada</i>) was only 27 people, whereas the ideal number should have been 60 people. This is based on the Regulation of the General Election Supervisory Body of the Republic of Indonesia (<i>Bawaslu</i> RI) Number 36 of 2021 concerning the Fundamental Policies for the Preparation of Budget Plans for Fiscal Year 2022 for <i>Bawaslu</i> , Provincial <i>Bawaslu</i> , and Regency/City <i>Bawaslu</i> .	Budget allocation for the 2018 Regional Elections (<i>Pilkada</i>) by the Text of the Regional Grant Agreement amounted to Rp. 122,317,306,000 to finance the election activities for 2 years, namely in 2017 amounting to Rp. 10,065,185,116 and in 2018 amounting to Rp. 112,252,120,884. The realization was only Rp. 92,505,941,605 with a remaining amount of Rp. 19,746,179,279 (already returned to the Provincial Government of NTT). The ideal budget should have been in line with the initial proposal, amounting to Rp. 215,915,203,000. This budget was formulated based on the main policies of the preparation of the Work Plan and Budget of Ministries/Agencies for the 2018 Fiscal Year and the supervision of the stages of the 2018 election activities based on the Regulation of the Indonesian General Election Commission (<i>KPU RI</i>) Number 2 of 2018 regarding the Stages of the Governor and Deputy Governor Election Activities for the Year 2018.	The optimal Completeness of Supporting Facilities is as follows: <ul style="list-style-type: none"> • An office/ building should be self-owned instead of a rental office/ building; • Laptops should be 20 units instead of 15 units; • Printers should be 20 units instead of 5 units; • Scanners should be 5 units instead of 2 units; • Filing Cabinets should be 21 units instead of 10 units; • Cameras should be 4 units instead of 2 units; • Handy Cams should be 4 units instead of 2 units; • Recording devices should be 10 units instead of 5 units; • Work desks should be 36 units instead of 28 units; • Work chairs should be 36 units instead of 28 units; • Conference tables + chairs should be 3 units instead of 1 unit; • Guest sofas should be 5 units instead of 2 units; • Sound systems should be 2 sets instead of 1 set; • Wireless devices should be 5 units instead of 1 unit; • Official cars should be 7 units instead of 1 unit; • Official motorcycles should be 13 units instead of 2 units.
2	The ideal educational qualifications for employees of the Provincial Election Supervisory Board (<i>Bawaslu</i>) Secretariat to support the professional execution of their duties are Political Science, Public Administration, Law, Economics, Accounting, Finance, Computer/IT, and Communication.	The proposed budget allocation of the aforementioned amount is based on the following considerations: <ol style="list-style-type: none"> 1. It must accommodate all activity programs in accordance with the stages of the Regional Election process as determined by the Indonesian General Election Commission (<i>KPU RI</i>); 2. It must cater to all the operational needs of the Provincial Election Supervisory Board, the Election Supervisory Boards of 22 Regencies/ Cities, 309 Districts, 3,353 Subdistricts/ Villages, and 9,672 Polling Station Supervisors. 	

Among the 68 cases that posed challenges during the supervision of the 2018 Governor and Deputy Governor elections in East Nusa Tenggara Province, *Bawaslu* was unable to resolve 35 cases. These consisted of 32 cases arising from supervision findings and 3 cases reported by the public and related parties. Out of the 35 cases that could not be resolved by *Bawaslu* of East Nusa Tenggara Province, 15 cases involved administrative violations, 3 cases pertained to ethical code violations, and 17 cases concerned violations of civil servant neutrality or Village Head neutrality. The portrayal of these challenges highlights the pivotal role of Human Resources availability as a determining factor in *Bawaslu*'s capacity to support the Commissioners' supervisory duties during the 2018 Regional Election (*Pilkada*). The absence of both quality and quantity in Human Resources ultimately led to the

inability to resolve all cases. Moreover, numerous cases across different Regional Election (*Pilkada*) locations went unnoticed due to Human Resources constraints within *Bawaslu* of East Nusa Tenggara Province.

In every stage of supervision or any related activity carried out by *Bawaslu* Commissioners during elections, the involvement of Secretariat personnel is essential. The mandate of the Secretariat of *Bawaslu* of East Nusa Tenggara Province includes providing administrative and technical operational support to Provincial *Bawaslu*, as well as coordinating with regional government and relevant institutions. In line with this mandate, the *Bawaslu* Secretariat's human resources also undertake vital functions related to providing support to *Bawaslu* Commissioners in each stage of Regional Election (*Pilkada*) supervision. This includes giving administrative support to *Bawaslu*, facilitating the execution of election supervision, handling election violations, and resolving election dispute processes. The success or failure of *Bawaslu* Commissioners in carrying out their supervisory duties during every stage of elections relies on the active involvement of the *Bawaslu* Secretariat's Human Resources. If the Commissioners succeed, it is due in part to the Secretariat's effective support, and conversely, any shortcomings on the Commissioners' part are indicative of the Secretariat's less-than-optimal support for the work of Provincial *Bawaslu* Commissioners. For example, 1) when Provincial *Bawaslu* Commissioners carry out supervisory activities at the Provincial Election Commission (*KPU*), the Secretariat's Human Resources are responsible for accompanying them and providing all necessary administrative and material support; 2) when *Bawaslu* handles administrative violations or dispute resolutions, the Secretariat's Human Resources must prepare the required administrative materials, directly contribute to the session as the Secretary/Clerk, Note Taker, Assistant Officer, prepare session decision materials, and so on.

Based on the explanation above, the human resource capacity of the Election Supervisory Board (*Bawaslu*) Secretariat of East Nusa Tenggara has a significant influence on *Bawaslu*'s capacity to conduct the supervision of the 2018 Regional Election (*Pilkada*). Apart from the human resource aspect, the capacity of the *Bawaslu* Secretariat to support the implementation of Commissioners' supervisory duties during the 2018 Regional Election (*Pilkada*) in Nusa Tenggara Timur Province is also influenced by budgetary factors.

Seen from the budgetary factors, it is found that the budget support is considered inadequate by the *Bawaslu* Secretariat, as it has not been able to adequately fund all activities. The allocated budget amount provided to the Election Supervisory Board of East Nusa Tenggara Province, when seen from the perspective of the expenditure components set by the government for the 2018 Regional Election (*Pilkada*), is insufficient. This is because, in addition to the numerous activities that require substantial funding, the intended budget needs to be divided among the Election Supervisory Boards of East Nusa Tenggara Province and 22 Regencies/ Cities down to the village/sub-district and polling station levels. This budget limitation also affects the quality of human resources, as it prevents the development of human resource capacity through training and the printing of training guidebooks.

There is also a budget discrepancy, where the difference between the available budget and the realization is due to weak budget absorption caused by limited human resources. Despite having a significant budget and numerous supervisory programs, the lack of available resources, compounded by excessive workloads and an extensive scope of responsibilities, has led to the inability to accommodate the available human resources. Moreover, the supporting facilities and infrastructure are also inadequate.

Another contributing factor is the facilities and infrastructure, which also impact the capacity of the Election Supervisory Board (*Bawaslu*) Secretariat of East Nusa Tenggara Province to support the commissioners' supervisory duties during the 2018 Regional Election (*Pilkada*) in Nusa Tenggara Timur Province. Every implementation of election and Regional Election supervisory programs and activities carried out by the Provincial *Bawaslu* Commissioners, including addressing various issues in the supervisory stages, must be supported by adequate facilities and infrastructure facilitated by the Provincial *Bawaslu* Secretariat. Success in supervising each election/regional election stage requires the

provision of adequate monitoring facilities to ensure the smooth progress of each stage. For example, when Provincial *Bawaslu* Commissioners intend to supervise voter data updates and registration at the General Election Commission (KPU), the Provincial *Bawaslu* Secretariat must prepare supporting tools such as cameras, recording devices, and others.

The limited supporting facilities and infrastructure, combined with the heavy workload and extensive jurisdiction, have hindered the optimal performance of the supervisory functions of East Nusa Tenggara's *Bawaslu* Secretariat. To enhance such a challenging and expansive workload, the support of facilities and infrastructure is crucial to bolster the organization's capacity to carry out its duties.

Research findings indicate that the working system or pattern within the *Bawaslu* environment requires all components to operate in harmony. The Provincial *Bawaslu* Commissioners have supervisory duties and authority for each stage of the General Election or Regional Election process. However, in the implementation of supervisory activities during each stage of the General Election or Regional Election, the *Bawaslu* Commissioners cannot act independently without involving the Provincial *Bawaslu* Secretariat.

In every activity carried out by the Provincial *Bawaslu* Commissioners, the involvement of the Provincial *Bawaslu* Secretariat is essential. This is because the working system within the Provincial *Bawaslu* is clearly defined between the Provincial *Bawaslu* Commissioners and the Provincial *Bawaslu* Secretariat as a supporting element. This is under the provisions of Law Number 7 of 2017. Every activity or program conducted within the Provincial *Bawaslu* involves a clear division of roles, functions, and authorities regulated between the Provincial *Bawaslu* Commissioners and the Provincial *Bawaslu* Secretariat as a supporting element. Thus, every activity and program related to the supervision of General Election or Regional Election stages, including the selection of the Governor and Deputy Governor of Nusa Tenggara Timur in 2018, requires the crucial involvement of the Provincial *Bawaslu* Secretariat. The resolution of violations and disputes over the election process is mandatory and must involve elements of the Provincial *Bawaslu* Secretariat that is responsible for managing human resources, budget, and other supporting facilities and infrastructure.

Consequently, the disengagement and suboptimal support of the Provincial *Bawaslu* Secretariat due to inadequacies in human resources, both in terms of quantity and quality, as well as poorly prepared and inadequate budget and office facilities will inevitably lead to issues in the supervision of the 2018 Governor and Deputy Governor Elections of East Nusa Tenggara, as is currently observed.

The explanation above is then linked to the theory of organizational resource management. Organizations utilize their resources as a means to achieve their objectives. Optimal utilization of organizational resources contributes to efficiency in competitive environments. Organizations employ their resources as a means to achieve their goals. Effective use of these resources benefits organizational efficiency and effectiveness.

According to Barney (1991), organizational resources cover assets such as skills, organizational processes, attributes, information, and knowledge. These resources allow organizations to formulate and implement strategies that enhance efficiency and effectiveness. Capron and Hlland (1999) define organizational resources as a set of knowledge, physical assets, human, and other tangible and intangible factors that an organization owns or controls. Resources enable an organization to achieve effective and efficient performance. Khusnul (2014) in Tanny and Putri (2017) reveal that organizational resources influence the formulation of strategies during operational activities. An organization's capabilities also add value to its services.

Terry (2014) defined management as the actual process consisting of planning, organizing, leading, and controlling carried out to establish and achieve agreed-upon goals using human and other resources. Human resources and other resources are referred to as management elements. In the research context, the resources referred to include human resources, budget, and facilities. Poor management, such as the lack of quantity and quality of human resources, inadequate budget, and insufficient supporting facilities, in bolstering the supervisory duties of Commissioners during the 2018 Regional Elections in the Election

Supervisory Board (*Bawaslu*) of East Nusa Tenggara Province, has resulted in a low capacity of East Nusa Tenggara's *Bawaslu* Secretariat.

According to Emerson (1960), there are five interconnected management elements (5Ms + 1I), namely: (1) Man: the involvement of humans as agents with roles, thoughts, expectations, and ideas, (2) Money: the availability of adequate funds, (3) Materials: objects or raw materials needed in production, (4) Machines: working machinery used in the production process, (5) Methods: procedures, working practices established within an organization, (6) Information: Information for decision-making and strategy determination. All of these elements above then fall under the organizational resources that can be classified as follows:

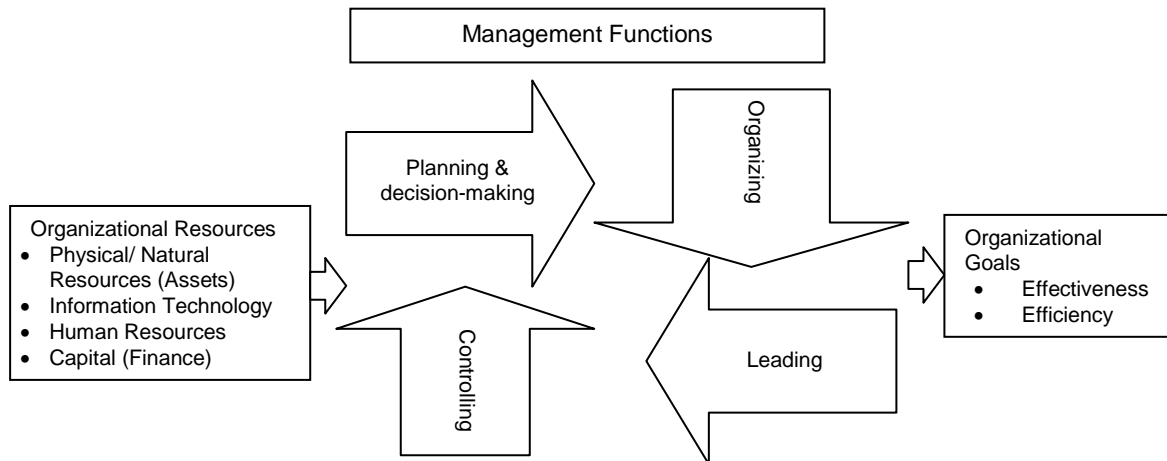


Figure 1 – Relationship between Organizational Resources and Organizational Goals
(Source: Emerson, 1960)

In this research, the referred organizational resources encompass Human Resources, Budget (Capital/ finance), Facilities (Physical Resources/Assets), and Information Technology. The research findings indicate that the management of organizational resources has not been optimal, resulting in various issues stemming from the inadequacy in both the quantity and quality of Human Resources, insufficient budget allocation, and a lack of supportive facilities. Consequently, this has led to the suboptimal effectiveness and efficiency of the Election Supervisory Board (*Bawaslu*) Secretariat in supporting the commissioners' supervisory duties during the 2018 Regional Elections in East Nusa Tenggara Province. The research outcomes can be illustrated within the framework of the research findings as follows:

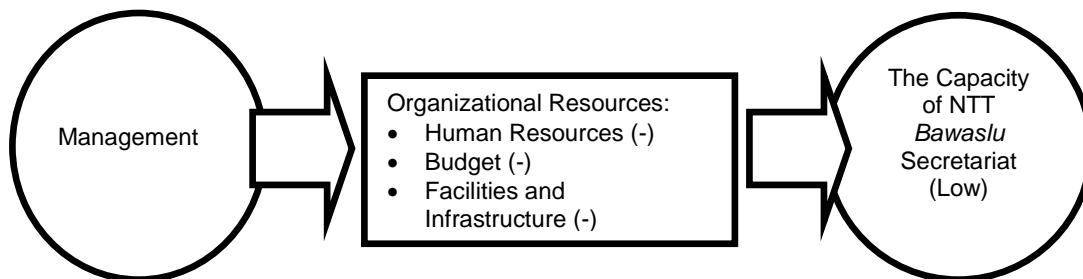


Figure 2 – Framework of Research Findings

CONCLUSION

Based on the research findings, it has been determined that the capacity of the Election Supervisory Board (*Bawaslu*) Secretariat to support the commissioners' supervisory duties during the 2018 Regional Elections (*Pilkada*) in East Nusa Tenggara Province is still

low. This is attributed to inadequate organizational resources, including factors such as Human Resources, Budget, and Facilities/ Infrastructure. Various issues arising from each of these factors will be explained as follows:

- The *Bawaslu* Secretariat of East Nusa Tenggara Province still faces issues in the field of Human Resources, where the quantity of available personnel at *Bawaslu* is significantly insufficient when compared to the workload and the extensive responsibilities of *Bawaslu* in the province. Due to this limited quantity, not all supervisory duties can be carried out at all polling locations. Moreover, the low quality of Human Resources at *Bawaslu* in East Nusa Tenggara Province results in suboptimal organizational performance due to the incapability of these personnel;
- Insufficient budgetary support prevents the financing of all necessary programs required by *Bawaslu* in East Nusa Tenggara Province. The inadequate absorption of the budget also leads to discrepancies in budgetary items. This is caused by the limited availability of personnel capable of effectively utilizing the budget for implementing planned programs. The budget item allocated to *Bawaslu* of East Nusa Tenggara Province must also be distributed to all Regency/ City *Bawaslu* of the province, resulting in a divided budget and reduced funding. Consequently, the available budget is unable to support the enhancement of Human Resources, facilities and infrastructure;
- The lack of support in terms of facilities/ infrastructure and resources hinders the optimal performance of the *Bawaslu* Secretariat in East Nusa Tenggara Province.

Based on the aforementioned conclusion, the researchers suggest several actions to address the findings of the research:

- It is necessary to enhance both the quantity and quality of Human Resources at *Bawaslu* in East Nusa Tenggara Province through the recruitment of new employees with the required quality standards. Additionally, training, development, and the creation of guidebooks are necessary to enhance the abilities and capacities of the existing Human Resources at *Bawaslu* in East Nusa Tenggara Province;
- Budget allocation should be increased to sufficiently finance all planned programs. Moreover, the absorption of the budget needs to be improved through more efficient organizational resource management to maximize the utilization of budgetary items;
- Adequate provision of supporting facilities and resources should be carried out through a budget that meets the requirements, enabling the *Bawaslu* Secretariat in East Nusa Tenggara Province to enhance its performance.

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