ANALYSIS OF THE PERFORMANCE OF THE STATE CIVIL APPARATUS OF THE BAWASLU SECRETARIAT IN SUPPORTING THE SUPERVISION OF THE 2024 ELECTIONS IN CENTRAL TAPANULI REGENCY

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ABSTRACT

This study aims to analyze the performance of the State Civil Apparatus (ASN) at the Central Tapanuli Regency Bawaslu Secretariat in supporting the implementation of the 2024 Election supervision task, as well as identifying various obstacles faced in carrying out administrative and technical roles. This study uses a descriptive qualitative approach with a purposive selection of informants involving implementing ASN, structural officials, and Bawaslu members. Data collection was carried out through in-depth interviews, participatory observation, and document analysis, while data analysis used the Miles, Huberman, and Saldana interactive model which included data reduction, data presentation, and conclusion drawn. The findings of the study show that the performance of ASN in general has supported the implementation of election supervision tasks, especially in administrative aspects, internal coordination, and technical support for supervision activities in the field. However, the study also found a number of obstacles, including limited human resources, high workload ahead of the crucial stage of the election, lack of supporting facilities, and suboptimal communication and supervision patterns between units. The results of the study emphasized the importance of increasing the capacity of ASN through continuous training, strengthening work management, and providing adequate facilities so that the role of the Bawaslu Secretariat is more effective in ensuring the quality and integrity of the implementation of elections.

INTRODUCTIONS

General elections are the main instrument in the democratic system to determine leadership constitutionally and legitimately. The implementation of quality elections requires the support of the General Election Supervisory Agency (Bawaslu) in supervising each electoral stage. The existence of the State Civil Apparatus (ASN) in the Bawaslu Secretariat is a determining factor that supports the operational stability of the institution. The Secretariat serves as the backbone that ensures the effectiveness of supervision through systematic and accountable administrative management. Without strong bureaucratic support, the oversight mandate carried by the commissioners would face significant technical hurdles.   (Hidayat et al., 2024)

ASN at the Bawaslu Secretariat has a vital role in facilitating technical tasks of supervision through document management and reporting. These tasks include information distribution as well as internal and external coordination that demands high professionalism and integrity. The performance of ASN is a component that determines the effectiveness of supervision because every action of the institution requires a strong administrative foundation. The performance of public organizations must be measured through the aspects of productivity, efficiency, and responsiveness to the public. Therefore, ASN is required to be able to translate strategic policies into targeted administrative actions.   (Wathoni & Mufidah, 2024)

On a practical level, the performance of ASN at the Bawaslu Secretariat still faces various structural challenges that are quite complex. Some of the problems that often arise are related to discipline, compliance with regulations, and the implementation of the main tasks of the organization. This is a crucial concern because a decrease in the quality of administration can affect the credibility of the overall supervision results. The context of elections demands speed, accuracy, and accuracy of information that often clashes with limited human resources. This dynamic creates high work pressure for ASN in maintaining a work rhythm during the election stage.   (Rahayu et al., 2025)

Work discipline is one of the main indicators in measuring the success of individual performance in the public organization environment. According to Mangkunegara (2002), work discipline is a person's willingness to obey all applicable rules and norms. ASN discipline is a fundamental aspect in efforts to improve organizational performance, especially in supervisory institutions such as Bawaslu. Compliance with standard operational procedures is a guarantee that every supervision process is carried out according to the applicable legal corridor. Weak enforcement of discipline has the potential to cause negligence that has an impact on the emergence of disputes or lawsuits in the future.   (Utama et al., 2024)

ASN performance is influenced by the understanding of duties, the availability of facilities, and leadership style. In addition, the implementation of electronic systems such as e-Performance can help monitor and evaluate employee productivity objectively. However, the placement of personnel that does not match specific competencies and an uneven workload is often a weak point. Mahyaddin and Suriani (2024) emphasized the importance of a systematic distribution of tasks to support the achievement of the strategic goals of public organizations. Work environment factors and reward systems also play a role in shaping professional and accountable work behavior. (Mahmudah & Tukiman, 2025)

The selection of Central Tapanuli Regency as the research locus is based on the administrative complexity that emerges in the implementation of the 2024 elections. Based on data from the Election Vulnerability Index (IKP), this region is categorized as having a high level of vulnerability in the technical implementation dimension. The geographical characteristics that range from coastal to mountainous areas demand a much higher administrative responsiveness. The phenomenon of delays in reporting and synchronizing data in the previous election is an indication of a gap in the secretariat's performance. This requires an in-depth analysis to identify the real obstacles that occur in the field empirically.   (Ramadhan et al., 2025)

Irregularities in the secretariat's performance were documented through Case Number 284-PKE-DKPP/XI/2024 which was handled by the Honorary Council of Election Organizers. In this case, the ranks of the Central Tapanuli Bawaslu were suspected of administrative negligence in issuing a letter of rejection of the dispute.

The error in including a legal basis that is not relevant to Bawaslu Regulation Number 2 of 2024 shows a deficit in technical competence. This administrative carelessness reflects the weak support function of the secretariat in providing accurate legal reviews to the commissioners. The impact is the emergence of public delegitimization of legal certainty in the process of handling election disputes at the regional level.   (Rivalni & Almufqi, 2024)

In line with the perspective of Creswell (2014), the researcher's interest in this locus is triggered by the tension between regulation and implementation. The researcher sees an inconsistency between the disciplinary rules in Government Regulation Number 94 of 2021 and the reality in the field. Dynamic local political pressure often creates a dilemma for the ASN secretariat in maintaining neutrality and objectivity. The researcher wanted to dissect how internal organizational factors can mitigate the risk of administrative errors at crucial election stages.

The implementation of the 2024 Simultaneous General Election is a significant challenge for Bawaslu and all secretariat apparatus at the district level. The complexity of the stages and the increasing political dynamics demand the readiness of all elements of the organization to work professionally. The implementation of quality supervision tasks requires the support of civil servants who have integrity, technical competence, and a high level of discipline. Any delay or omission in information management can have legal consequences that are detrimental to the national democratic process.

Therefore, optimizing the performance of the secretariat is an absolute prerequisite for the creation of quality general election governance. This research is very relevant to evaluate the administrative support of ASN in Bawaslu. Thus, the researcher determined the title of the research as follows: "Performance Analysis of the State Civil Apparatus of the Bawaslu Secretariat in Supporting Election Supervision in 2024 in Central Tapanuli Regency".

Based on the background description that has been presented, this research focuses on two main problems. First, how is the performance of the State Civil Apparatus (ASN) at the Central Tapanuli Regency Bawaslu Secretariat in supporting the implementation of the 2024 Election supervision task. Second, what are the obstacles faced by ASN in carrying out their duties and functions, both administratively and technically, in order to support the effectiveness of election supervision. In line with the formulation of the problem, the purpose of this research is to analyze the performance of ASN at the Central Tapanuli Regency Bawaslu Secretariat in the implementation of the 2024 Election supervision task and describe the various obstacles they encounter in carrying out their roles and responsibilities.

METHOD

This study uses a qualitative approach with a descriptive type of research. This approach aims to understand and describe in depth the phenomenon related to the performance of the State Civil Apparatus (ASN) within the Central Tapanuli Regency Bawaslu Secretariat in supporting the supervision of the 2024 Elections. The qualitative approach was chosen because it gives researchers the flexibility to dig into data based on the subject's views, understanding, and experience directly through intensive interaction. This research seeks to produce a holistic and contextual description of the real conditions of ASN, factors that hinder the implementation of tasks, and institutional strategies in improving performance.   (Sari et al., 2025)

This research was carried out at the Secretariat of Bawaslu of Central Tapanuli Regency, North Sumatra Province, which was chosen purposively because it has direct authority in the supervision of elections at the district level and involves ASN as administrative and technical support. The research is planned to last for eight months, from July to December 2025, including preparation, field data collection, interview transcription, data analysis, and preparation of the final report. The implementation is carried out flexibly according to the availability of informants and the dynamics of Bawaslu activities.

Data collection was carried out through three main techniques, namely in-depth interviews, participatory observations, and documentation. Semi-structured interviews were used to explore the informant's experiences, constraints, and views, while participatory observations were conducted to objectively record work dynamics, social interactions, and organizational contexts. Documentation complements primary data through the collection of various

relevant institutional archives and reports. Informants are selected purposively, including implementing ASN, structural officials, and Bawaslu members who have a strategic role in election supervision. The number of informants is not determined from the beginning and is determined based on data saturation.

Data analysis uses the interactive model of Miles, Huberman, and Saldana which includes data reduction, data presentation, and conclusion drawing and verification. The analysis process is carried out repeatedly from the beginning of data collection to ensure the depth of the findings. The validity of the data is maintained through triangulation of sources and methods by comparing the results of interviews, observations, and documents, so that this study is expected to be able to provide a comprehensive picture of the performance of the ASN of the Bawaslu Secretariat in supporting the supervision of the 2024 Elections.

RESULT AND DISCUSSIONS

Central Tapanuli Regency General Election Supervisory Agency (Bawaslu)

The mandate of the amendment to the 1945 Constitution of the Republic of Indonesia indicates that sovereignty is in the hands of the people and is implemented according to the law. Based on Law Number 7 of 2017 concerning General Elections, it is considered that in order to ensure the achievement of national ideals and goals as stipulated in the preamble to the 1945 State Law of the Republic, it is necessary to hold General Elections to elect members of the House of Representatives, members of the Regional Representative Council, President and Vice President and to elect members of the Regional Representative Council, as a means of realizing people's sovereignty to produce people's representatives and democratic state government based on Pancasila and the 1945 Constitution of the Republic of Indonesia. (Hayckel et al., 2024)

General Elections, hereinafter referred to as elections, are a means of implementing people's sovereignty which is carried out directly, publicly, freely, secretly, honestly and fairly in the Unitary State of the Republic of Indonesia based on Pancasila and the 1945 Constitution of the Republic of Indonesia. General elections are an important instrument in a democratic country that adheres to a representative system, in a government system in which the holder of power should be accountable to the people and power is obtained through a free general election system. The general election of members of the House of Representatives, the Regional Representative Council, and the Regional Representative Council is a form of democratic implementation that has different characteristics compared to other forms of elections. This can be seen from the level of competence and contestation of candidate pairs, the magnitude of conflicts between supporters of the presidential/vice presidential candidate pair, and the lack of neutrality of partiality, especially regarding specific issues, including money politics, abuse of power, and manipulation of campaign funds. Those who are elected are considered to be people or groups who have the ability or obligation to speak and act on behalf of a larger group through political parties (political parties). (Septiani, 2023)

The implementation of legislative elections in Indonesia involves all components of the nation, not only the General Election Commission (KPU) of the Republic of Indonesia, Provinces, Regencies/Cities, the General Election Supervisory Agency (Bawaslu) of the Republic of Indonesia, Provinces, Regencies/Cities, the District Election Supervisory Committee (Panwaslu) as the organizers, but also involves elements of law enforcement such as: the police, prosecutor's office and judicial institutions in Indonesia, namely the general court, the state administrative court and the Constitutional Court which have the authority to examine, adjudicate and decide disputes and violations in elections. (Aziz et al., 2025)

Elections must be conducted directly, publicly, freely, secretly, honestly, and fairly, and with quality. In order to achieve this, a firm and fair legal framework is needed, election organizers that are independent, professional, with integrity, transparency, accountability in the implementation process and active participation of the community. The process of implementing all stages of the Election and the results of the Election must have integrity and be held in accordance with laws and regulations, and carried out and enforced consistently by the authorized institutions. (Waluyo & Rodiyah, 2023)

In general, Election Supervision is carried out by all levels of society, but specifically carried out by the Bawaslu RI, Provincial Bawaslu, Regency/City Bawaslu, District Panwaslu, Village Election Supervisor and Polling Station Supervisor. Each Level of the Ranks has the task of supervising in accordance with the work area and is responsible for the implementation of elections within the scope of its territory. Therefore, Bawaslu and all levels of society should coordinate with each other to carry out supervision so that a trusted supervisor in the implementation of democratic elections, dignified and quality should be realized so that fair elections are achieved.   (Harton, 2022)

At its age that is beginning to experience development, Central Tapanuli Regency continues to organize itself in realizing better development and progress. The arrangement is seen both in the economic, educational, religious, social and political fields. In the further development of Riau Province, in this case Central Tapanuli Regency, it is inseparable from political democracy that is bubbling up in the political problems that are developing in Indonesia. The birth of experts and political experts, even many young generations who began to enter politics made it more evident that the development in democracy in Indonesia was born, the birth of the election directly made the people in Central Tapanuli Regency. experienced pros and cons, many people welcome the election on the grounds of freedom to choose a leader (Members of the DPR, DPD, DPRD Province, Regency/City DPRD and President and Vice President) with conscience, on the other hand many people do not so welcome the direct election, on the grounds that the election is only a stage ceremony or like puppet entertainment played by one puppeteer.

Based on the mandate of the amendment to the 1945 Constitution of the Republic of Indonesia, it indicates that sovereignty is in the hands of the people and is implemented according to the Law. The election of Members of the House of Representatives, DPD, Provincial DPRD, Regency/City DPRD as well as the President and Vice President is one of the means of implementing people's sovereignty in the Province or Regency area based on Pancasila and the Constitution of the Republic of Indonesia in 1945 to elect members of the DPR, DPD, DPRD Province, Regency/City DPRD as well as the President and Vice President. The election of Members of the House of Representatives, DPD, Provincial DPRD, Regency/City DPRD as well as the President and Vice President directly by the people is a political process for the Indonesian nation towards a more democratic and responsible political life, while the 2019 Election Supervision and Deputy Regional Heads are carried out by the Election Supervisory Agency which is formed in stages (Provincial Bawaslu, Regency Bawaslu, Sub-district Level Panwas, and Field Election Supervisor).

Duties, Authorities and Obligations of Central Tapanuli Regency Bawaslu

In accordance with the mandate of Law Number 7 of 2017 concerning General Elections, the Regency/City Bawaslu has the main task of preventing and taking action against election violations and disputes in the election process in their work areas. In addition, Bawaslu supervises all stages of the implementation of the election, starting from updating voter data, nominating members of the Regency/City DPRD, campaigns and campaign funds, to the voting process, vote counting, recapitulation of results, and determination of elected candidates. Oversight also includes logistics distribution, the implementation of voting and recounting, as well as oversight of the neutrality of parties prohibited from participating in the campaign. Bawaslu at the district/city level also carries out administrative obligations such as managing archives, supervising election socialization, evaluating the implementation of supervision, and other tasks regulated in laws and regulations.   (Lalong et al., 2023)

In the function of preventing violations and disputes in the election process, the Regency/City Bawaslu is responsible for identifying and mapping potential violations in their areas, coordinating and evaluating the implementation of the election, coordinating with government agencies and local governments, and increasing public participation in supervision. Meanwhile, in the function of enforcing violations, Bawaslu is tasked with submitting the results of supervision to Bawaslu through the Provincial Bawaslu regarding alleged violations of the code of ethics and election crimes, conducting preliminary investigations, examining and reviewing alleged violations, and deciding on violations of election administration. Bawaslu also recommends follow-up on the results of the action to the authorities at the provincial level.   (Asfia & Juniar, 2025)

In resolving disputes in the election process, the Regency/City Bawaslu receives and processes dispute applications through formal and material verification, facilitates mediation between parties to the dispute, and carries out adjudication if the mediation process is unsuccessful. Bawaslu then decided the dispute over the election process in accordance with the provisions of the law. In addition, the Regency/City Bawaslu has the authority to receive and follow up on reports of election violations, examine and review cases of violations, and provide recommendations to relevant agencies regarding the neutrality of parties who are prohibited from participating in the campaign. Bawaslu is also authorized to temporarily take over the duties of the District Panwaslu if necessary, request information from related parties in an effort to crack down on violations, form and dismiss the District Panwaslu, and carry out other authorities and obligations in accordance with the provisions of laws and regulations. Thus, the Regency/City Bawaslu plays a strategic role in ensuring the integrity, transparency, and accountability of the implementation of elections at the local level.

Performance of State Civil Apparatus (ASN) at the Secretariat of Bawaslu Central Tapanuli Regency

The performance of the State Civil Apparatus (ASN) at the Central Tapanuli Regency Bawaslu Secretariat is a determining instrument that is the backbone for the smooth operation of supervisory institutions in facing the dynamics of the 2024 Election. Theoretically, the performance of public organizations in supporting state tasks must be measured through comprehensive dimensions, including productivity, service quality, discipline, responsiveness, and accountability. In the context of Central Tapanuli, the productivity of ASN is not only assessed by the quantity of work results, but also by the effectiveness of completing technical tasks in the midst of personnel limitations that demand high multitasking skills. Dwiyanto (2007) emphasized that productivity in public organizations refers to the ability of institutions to produce outputs that are relevant to organizational goals3. In the field, this manifests in the successful fulfillment of crucial stage targets, such as the recruitment of ad-hoc supervisors who achieve the target 100% on time according to the PKPU timeline, even though the administrative process forces employees to work beyond the normative time. This condition shows that the productivity of ASN is driven by extraordinary loyalty and work resilience, where staff are able to work in a marathon of up to 14-16 hours a day or enter into a '25th hour' rhythm to ensure that no stage is hampered. The independence of staff in executing tasks without the need for detailed instructions is one of the keys to productivity in the midst of a lean organizational structure without the position of Head of Subdivision.   (Nurhafifiyanti et al., 2022)

The quality of ASN services in supporting election supervision in Central Tapanuli is closely related to the degree of administrative accuracy and integrity of the legal products produced. Mahsun (2012) explained that service quality is an important measure to assess the extent to which state apparatus is able to provide services in accordance with standard operating procedures. This quality manifests itself in the form of a 'Strong Decision' and legal certainty for the complainant and the reported party, in order to minimize the risk of maladministration that can lead to a lawsuit at the Constitutional Court or a report to the Honorary Council of Election Organizers (DKPP). Quality assurance is carried out through a multi-level verification mechanism and final filter by the Secretariat Coordinator, who ensures that each official manuscript and draft legal review is in accordance with Perbawaslu or PKPU regulations. This administrative rigor is vital, as the slightest delay or error in processing a report can result in an outdated legal finding and damage the credibility of the institution. Therefore, an in-depth understanding of SOPs is positioned as a key handle for ASN to ensure that the technical support provided to commissioners has an unshakable legal foundation. (Nugrahaningtyas et al., 2025)

The dimension of work discipline in this environment has transformed from mere obedience to office hours to a discipline based on responsibility for the mandate of the law. Robbins (2003) defines discipline as an attitude of individual obedience to organizational rules and norms, which in supervisory institutions is fundamental to maintain public legitimacy. In Bawaslu Tapanuli Tengah, the main discipline applied is picket discipline and output-based control, where the accuracy of task completion is prioritized over just physical presence through electronic attendance. ASN feel that they have a high moral burden to remain disciplined because they supervise the neutrality of other

parties; If they themselves are not disciplined, the legitimacy of supervision on the ground will be lost. The driving factor for internal discipline also arises from collective commitment and a sense of solidarity, where staff feel embarrassed if they are not present when other colleagues are struggling to complete crucial stages. This discipline ensures that the secretariat office is never empty for a second during quiet or voting day, guaranteeing responsiveness to any incoming reports.   (Kurniawan et al., 2024)

Responsiveness is an indicator of ASN's sensitivity to organizational dynamics and public needs quickly and precisely. In election supervision, responsiveness translates into the ability to handle surprise instructions and findings of field violations in a 'golden' time span to secure evidence. ASN staff are required to be ready to move 24/7 and be able to adjust to new regulations that often come down in the last seconds of the stage. A lean organizational structure actually provides an advantage in terms of responsiveness because it shortens the bureaucratic path, so that leadership instructions can be executed immediately without long managerial obstacles. Fluid communication patterns through instant media such as WhatsApp groups are a vital instrument in facilitating quick decision-making, especially when there is a viral issue or dispute in the field that requires immediate legal reference. The adaptability of ASN in studying new regulations in a matter of hours is an absolute requirement to keep the supervisory rhythm responsive to dynamic local political changes.   (Kastanya & Wamear, 2024; Rahmansyah & Irwandi, 2021)

Finally, the accountability of ASN performance is reflected in the availability of documentation evidence that is transparent, authentic, and accountable before the law. Bovens et al. (2014) affirm that public accountability is the obligation of government actors to be held accountable for their actions. In the Central Tapanuli Bawaslu, accountability is guaranteed through filling in official instruments such as Form A (Prevention Results Report) and the use of digital information systems such as SiGapLapor (Violation Handling and Reporting Information System) and e-Kinerja. Every step of the case handling, from the receipt of the report to the verdict, is documented in the official minutes to ensure there are no legal loopholes that can be sued. Civil servants' belief in their work accountability is based on the principle of working on evidence, not assumptions, which is supported by multi-layered verification to guarantee a clear audit trail. The leadership ensures that every oral instruction is still formalized in the form of an official memorandum so that every administrative decision has a strong and professional basis for accountability.

Discussion
Obstacles Faced by ASN at the Central Tapanuli Regency Bawaslu Secretariat

Despite showing solid performance, ASN at the Central Tapanuli Regency Bawaslu Secretariat faced various complex structural, technical, and human obstacles that hindered the optimization of supervisory support functions. One of the most prominent structural obstacles is the span of control due to the absence of the Head of Subdivision position in the lean secretariat structure. This forces the Secretariat Coordinator to carry out direct supervision of all implementing staff at large, so that the focus of leadership supervision is often divided and coordination becomes very dense. The limited number of organic ASN also triggers an uneven workload, where staff have to multitask heavily to cover the shortage of personnel, especially when the intensity of reports of violations explodes during the campaign period.   (Anggreani & Maharani, 2024; Nadjib, 2020)

This condition often leads to extreme physical and mental fatigue, which in turn can reduce the level of accuracy in the preparation of administrative reports or very complex legal studies. Technical and geographical obstacles are very significant physical obstacles considering the characteristics of the vast Central Tapanuli area with a heavy terrain topography, ranging from mountains to coastal areas. The mobility of staff to facilitate surveillance in remote sub-districts is often constrained by limited field transportation facilities and operational vehicles that are not ideal for challenging terrain. In addition to physical problems, information technology infrastructure constraints are a serious challenge in the digital surveillance system. Unstable internet signals in remote villages often hinder civil servants in uploading real-time monitoring reports. This problem is exacerbated by the condition of the central server

that often experiences performance degradation or downtime during peak stage loads, which directly slows down data synchronization from the region to the national level. This geographical barrier also makes it difficult to summon witnesses who are domiciled in remote areas with difficult access, thus hindering the speed of the process of clarifying alleged violations of the law.   (Amrisaputra & Ramadhanti, 2025; Rahmadani et al., 2024)

Time pressure that is out of sync with the volume of work is a constant psychological and operational obstacle for ASN during the election stage. The use of calendar days within the violation handling deadline (3+2 days) creates extreme urgency, where a delay of just one day can make the report legally expire. This often triggers minor administrative errors due to very narrow time pressures and fatigue after working marathon overtime until dawn. This problem is complicated by the dynamics of regulations that often change through the latest Bawaslu Circular Letter or Regulation which is often issued in the last seconds of the stage, requiring ASN to run while studying without sufficient preparation time. The inconsistency between the demands of work speed and the verification process that must be meticulous creates its own dilemma for technical staff in maintaining the quality of work results. The competency gap and limited capacity development budget are also internal obstacles in improving the professionalism of the apparatus. The difference in work experience between senior staff who have gone through several elections and new staff creates a difference in rhythm and calmness in the face of pressure. The lack of budget for formal education and training of a specific technical nature, such as legal drafting training or digital data management, forces staff to rely only on learning by doing methods and horizontal peer-to-peer mentoring. Without ongoing training, staff's mastery of the ever-updated surveillance application becomes uneven, potentially leading to inconsistencies in the quality of reports across each division. This shows the need for IT-based capacity building strategies and sharper expertise specialization so that technical support to commissioners remains of quality and integrity.   (Assyahri et al., 2022; Istikomah et al., 2024)

Finally, the constraints of supporting infrastructure for office operations are still felt to be not fully ideal for the level of field operations that require high mobility. Although basic administrative facilities such as computers are sufficient, mobile work support infrastructure such as laptops with design specifications and representative trial recording devices is often limited in number. These obstacles cumulatively create real challenges for the Central Tapanuli Bawaslu ASN in providing maximum support for the success of the 2024 Election supervision. As emphasized in the background of the research, failure to manage these administrative obstacles is not only legally risky for institutions, but can also delegitimize legal certainty in the democratic process at the regional level. Therefore, the identification of these key constraints is very important as the basis for the formulation of future managerial strategies to build a more resilient, adaptive, and accountable supervisory bureaucracy.

CONCLUSION

This study concludes that the performance of the ASN of the Central Tapanuli Regency Bawaslu Secretariat in general makes a significant contribution in supporting the smooth supervision of the 2024 Elections. ASN is able to meet technical and administrative targets in a timely manner, including in the recruitment process of ad hoc supervisors, despite facing very high workload pressure. The resilience of ASN can be seen from their commitment to maintain the continuity of administrative support for commissioners at every stage of the election. The quality of service is also reflected in the layered verification carried out by the Secretariat Coordinator to ensure legal certainty and prevent potential disputes.

The performance of civil servants is also characterized by high discipline and responsiveness, where discipline is not only measured through physical presence, but also through 24-hour preparedness at crucial stages of the election. The use of digital communication channels helps speed up coordination and decision-making, so that bureaucratic barriers can be minimized. Accountability is strengthened through authentic documentation and the use of an integrated digital information system, which ensures that the entire oversight process has an audit trail that can be accounted for at the national level and at the Constitutional Court.

However, this study found a number of obstacles that affect the optimization of ASN performance, especially geographical factors and infrastructure in the vast and difficult to reach area of Central Tapanuli Regency. Limited access to transportation and internet networks hinder real-time reporting and staff mobility in the field. Structural obstacles in the form of too wide a range of control due to the absence of the position of the Head of Subdivision cause supervision to be less effective, while the multitasking burden causes physical and mental fatigue. In addition, uneven IT competencies and the lack of formal technical training make the capacity building of civil servants still depend on individual experience through internal mentoring.

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