

The Impact of Human Resource Development on Bawaslu Performance in Supervising the 2024 Simultaneous Elections

The Impact of Human Resource Development on Bawaslu

Ependi Pasaribu^{1*}, Sri Indarti², Lailan Tawila Berampu³, Samsir⁴
^{1,2,3,4}Department of Management, Faculty of Economics and Business, Universitas Riau;
Pekanbaru, Indonesia

77

*Corresponding Author E-Mail: maestrwira0@gmail.com

Submitted:
November 29, 2025

Revised:
January 20, 2026

Accepted:
January 26, 2026

Published Online:
January 31, 2026

ABSTRACT

This article examines how human resource development influences the performance of election supervisory bodies (Badan Pengawas Pemilu/Bawaslu) at the regency/city level in North Sumatra Province during the 2024 Simultaneous Elections, a region characterized by high socio-political complexity. The study aims to identify key human resource strategies that contribute to effective electoral supervision and dispute prevention. Using a systematic literature review of academic publications, scholarly books, and official Bawaslu reports published between 2006 and 2025, with emphasis on studies from 2020–2025, the analysis is complemented by secondary data on election result disputes submitted to the Constitutional Court. Content analysis reveals four strategic pillars of human resource development: continuous training and technical guidance, multi-level mentoring and supervision, utilization of information technology for real-time reporting, and reinforcement of integrity and professionalism. The findings indicate that the integration of these pillars enhances supervisory capacity in preventing violations, managing disputes, and ensuring accountability. This is reflected in the limited number of election dispute cases, with most applications dismissed and only one case related to administrative compliance rather than supervisory weakness. Overall, the study demonstrates that comprehensive human resource development plays a crucial role in strengthening supervisory performance and supporting democratic credibility at the local level.

Keywords: Bawaslu, Election Result Disputes, Electoral Supervision, Human Resource Development, Simultaneous Elections, Systematic Literature Review.

INTRODUCTION

Human Resource Development (HRD) plays an important role in improving organizational performance, especially in strategic public institutions like the General Election Supervisory Agency (Badan Pengawas Pemilu/Bawaslu). From the perspective of strategic Human Resource Management, human resources are viewed as key assets that must be managed well to support the achievement of organizational goals in a sustainable way (Siswanto et al., 2022; Permata et al., 2025; Arisandy et al., 2025). At the middle-range theory level, Organizational Capacity theory stresses that building internal capabilities and competencies forms the main foundation for the effective implementation of supervisory functions (Nurchayo et al., 2024; Munte et al., 2025; Tripustikasari, 2025). In addition, the concept of transfer of training shows that well-designed and implemented training can improve both competence and the actual performance of election supervisors in the field (Kisokola et al., 2024).

The 2024 simultaneous elections exposed significant challenges in the quality of election supervisory human resources at the regency/city level in North Sumatra Province. Key issues include limited understanding of regulations and supervision procedures, suboptimal continuous training, low motivation among some supervisors, and inadequate use of information technology for performance evaluation. These factors

JIMKES

Jurnal Ilmiah Manajemen
Kesatuan
Vol. 14 No. 1, 2026
pp. 77-88
IBI Kesatuan
ISSN 2337 – 7860
E-ISSN 2721 – 169X
DOI: 10.37641/jimkes.v14i1.4849

collectively weaken supervision effectiveness, reduce the ability to manage potential conflicts during election stages, and limit transparency and accountability (Aisyah et al., 2024; Kardina et al., 2024). According to Hamdi (2024), such problems mirror broader strains in contemporary Indonesian democracy, where supervisors in regions like North Sumatra confront intense pressure and complex socio-political dynamics. Although the number of supervisors is generally adequate, core weaknesses lie in limited competence, especially in mastering complex election rules and adapting to fast-shifting political contexts, worsened by insufficient advanced training, limited facilities, and low digital literacy despite rising demands for technology-based oversight (Akhsani et al., 2024; Leodita et al., 2024). Several observed election violations highlighted signs of weak supervision stemming from unprepared human resources, presenting a serious challenge for regency/city Bawaslu to build stronger supervisor capacity for more effective performance.

The limited capacity of supervisory human resources not only lowers the quality of supervision but also hinders public participation in election oversight. Supervisors with inadequate competence often find it difficult to invite, guide, and facilitate active community involvement (Sumardi, 2022; Alaydrus et al., 2023; Leodita et al., 2024; Anggista et al., 2025; Sapriandi et al., 2025). Variations in integrity and work motivation among supervisors lead to problems in coordination and consistent law enforcement, while the under-optimized use of information technology prevents effective digital supervision (Aulia & Maksum, 2022; Naen et al., 2025). This underscores the urgent need for structured, sustainable human resource development, including technology-based training and better digital literacy for election supervisors (Ayu & Puspasari, 2024; Bahrani et al., 2025). These issues are evident in the 16 Election Result Disputes (*Perselisihan Hasil Pemilihan/PHP*) applications submitted to the Constitutional Court after the 2024 simultaneous elections in North Sumatra Province. Data from the Constitutional Court (2024) indicate that one case involved the gubernatorial election and 15 came from regent/mayor candidate pairs across various regencies/cities, with the relatively high number compared to some provinces signaling that election supervision effectiveness still needs strengthening through more planned, sustainable human resource development and technology-supported performance evaluation systems.

A number of previous studies have examined human resource development in the context of Bawaslu in various regions. For example, research by Lake (2023) emphasized the importance of training and capacity building for election supervisors. However, these studies remain general and have not specifically analyzed the comprehensive influence of human resource development on Bawaslu supervision performance at the regency/city level, especially with a focus on North Sumatra Province. According to Yakin and Rusdian (2025), while training and technology use are discussed in some local contexts, the integration of these elements with integrity reinforcement and their direct link to reduced disputes in high-complexity areas like North Sumatra represents a clear research gap. On the other hand, the aspect of technology utilization and performance evaluation system development as an integral part of human resource development remains underexplored in the existing literature.

This study aims to fill that gap by examining how human resource development influences the performance of regency/city Bawaslu in North Sumatra Province during the 2024 simultaneous elections. The main objectives are to identify key HRD strategies that contribute to effective electoral supervision and dispute prevention, and to analyze their role in supporting democratic credibility at the local level. By using a systematic literature review, this article seeks to provide strategic recommendations for more adaptive and effective human resource management in Bawaslu, while encouraging greater professionalism and work ethics among election supervisors in the digital era and amid demands for public transparency.

LITERATURE REVIEW

Conceptual Framework of Human Resource Development in Public Organizations

Human Resource Development (HRD) serves as a central process for enhancing the skills, knowledge, and attitudes of employees within public organizations. In strategic human resource management, HRD treats personnel as essential assets that require ongoing investment to support sustainable organizational goals (Permata et al., 2025). Organizational Capacity theory reinforces this idea by arguing that robust internal capabilities, including improved competencies and resource allocation, provide the essential foundation for successful execution of public functions (Nurchayo et al., 2024). According to Tripustikasari (2025), effective HRD practices enable public institutions to operate more reliably, particularly when facing demanding responsibilities such as overseeing elections. The transfer of training concept further explains how well-structured training enables employees to apply newly acquired knowledge directly to their daily tasks, resulting in measurable improvements in performance (Kisokola et al., 2024). In public sector environments, HRD goes beyond technical training to include the cultivation of core values like integrity, ethical conduct, and adaptability to dynamic conditions. This broader approach ensures that organizations remain responsive and trustworthy in fulfilling their mandates.

These theoretical foundations become especially relevant for institutions like Bawaslu, where supervisors must combine deep legal knowledge with the ability to react swiftly to evolving field situations. When HRD is implemented thoughtfully, it equips staff to overcome obstacles more effectively and sustain public confidence in democratic processes (Siswanto et al., 2022). Studies consistently demonstrate that organizations investing in systematic HRD experience stronger operational outcomes and greater resilience against challenges. This framework therefore offers a solid basis for examining how targeted human resource strategies can elevate the quality of election supervision at local levels in Indonesia.

Human Resource Challenges in Election Supervisory Bodies

Election supervisory bodies such as Bawaslu encounter numerous human resource-related difficulties, particularly in areas marked by intricate socio-political environments. A frequent issue is the inadequate grasp of election laws and procedural guidelines among supervisors at the regency and city levels. Continuous training programs are often insufficient in scope or frequency, leaving personnel underprepared to address violations throughout the various election phases (Yakin & Rusdian, 2025). According to Leodita et al. (2024), additional problems arise from diminished motivation in parts of the workforce and the lack of adequate facilities, both of which hinder effective conflict resolution and the adoption of digital monitoring tools. The rising importance of technology for tasks like real-time violation reporting has not been matched by corresponding improvements in digital skills among many Bawaslu members.

These shortcomings not only compromise the overall quality of supervision but also restrict opportunities for greater public involvement in oversight efforts (Anggista et al., 2025). Inconsistencies in integrity levels and coordination across different supervisory tiers further complicate consistent enforcement of regulations (Aulia & Maksum, 2022). In North Sumatra Province, these challenges appear more pronounced because of the region's demographic diversity and complex political landscape, underscoring the pressing need for well-planned HRD initiatives. Hamdi (2024) highlights that such issues reflect wider strains within Indonesia's contemporary democratic system, where local supervisors must operate under intense scrutiny and rapidly shifting circumstances. Tackling these barriers demands deliberate, structured efforts to enhance both technical competence and intrinsic motivation at every level of the organization.

Bawaslu Performance and Supervision in Indonesia

Existing research on Bawaslu's performance throughout Indonesia has explored a wide range of topics related to supervision practices and human resource management.

Numerous studies underscore the critical role of training initiatives and capacity-building programs in enabling Bawaslu to manage violations effectively, including practices such as money politics and breaches of neutrality (Alaydrus et al., 2023). According to Maftuhaturrohimah (2023), carefully designed training helps supervisors gain clearer understanding of operational procedures and better prepare for actual challenges encountered in the field across various regions. In the context of North Sumatra, investigations indicate that Bawaslu has generally adhered to key legal frameworks like Law Number 7 of 2017, yet overall effectiveness continues to rely heavily on improved financial resources and more selective personnel recruitment processes (Rahayu & Suwarlan, 2025).

Further studies examine operational dimensions of supervision, from initial planning through on-site monitoring to the follow-up and resolution of reported violations. Researchers have documented a broad spectrum of violation types that demand solid legal knowledge combined with strong technical abilities (Wardhani et al., 2022; Batubara et al., 2025). Organizational elements such as internal communication channels and supportive work environments have also been identified as important contributors to greater discipline, coordination, and productivity among supervisory staff (Ify, 2024). Efforts to promote community participation in oversight face ongoing hurdles, including limited public awareness and trust in the electoral system (Muhamad & Hermawan, 2023; Anisa et al., 2025; Asimakopoulos et al., 2025). Effective coordination between Bawaslu and other election management bodies, particularly the General Election Commissions (*Komisi Pemilihan Umum/KPU*), is repeatedly highlighted as a vital factor for successful supervision outcomes (Syukri et al., 2024). While these works offer valuable perspectives, they tend to address broader national patterns or focus on provinces other than North Sumatra in greater depth.

RESEARCH METHODS

This study adopts a qualitative approach using a Systematic Literature Review (SLR) to examine the practice of HRD and its influence on the performance of regency/city Bawaslu members in North Sumatra Province during the 2024 simultaneous elections. The SLR method was selected because it enables a structured, transparent, and comprehensive synthesis of existing findings from various sources. By systematically reviewing, evaluating, and integrating previous research, this approach helps build a clear understanding of HRD practices and their implications for election supervision effectiveness without relying on new primary data collection.

Data for this study were drawn from a wide range of credible sources, including scientific articles published in reputable national and international journals, academic books, research reports, and official documents released by the Bawaslu of the Republic of Indonesia. The literature search was conducted through established databases such as Scopus, Google Scholar, DOAJ, and ScienceDirect, as well as national repositories including Neliti and Garba Rujukan Digital (Garuda). To ensure relevance and quality, strict inclusion and exclusion criteria were applied. Only publications from the period 2006–2025 were considered, with special emphasis placed on the most recent works from 2020–2025. Included materials had to directly address topics such as HR management in public institutions, election supervisor performance, training programs, leadership or transformational approaches, organizational communication, technology utilization, or performance evaluation systems in the context of Bawaslu or similar supervisory bodies. In addition, only articles and reports with full-text access were thoroughly analyzed. Publications in the form of personal opinions, editorials, or commentaries lacking empirical support or adequate theoretical grounding were excluded from the review.

The analysis process involved careful reading and content analysis of the selected sources to identify recurring patterns, key themes, and consistent findings related to HRD strategies and their impact on Bawaslu supervision performance. Synthesis was carried out by grouping similar ideas, comparing results across studies, and highlighting both convergences and divergences in the literature. Particular attention was given to studies

that discussed the North Sumatra context or provided insights transferable to this region. To strengthen the validity and reliability of the findings, cross-verification was performed by comparing conclusions from multiple sources and situating them within the broader framework of Indonesia’s 2024 election experience. This methodical approach allowed the study to uncover strategic pillars of HRD while addressing research gaps identified in earlier works.

RESULTS

The systematic literature review conducted in this study provides a comprehensive synthesis of existing research on HRD and its role in enhancing the performance of election supervision by Bawaslu, with a particular focus on the regency/city level in North Sumatra Province during the 2024 simultaneous elections. By examining a range of scholarly articles, books, reports, and official documents published primarily between 2020 and 2025, the review identifies recurring themes, key strategies, and patterns in supervisory practices. The analysis reveals that HRD serves as a critical factor in addressing challenges and improving overall effectiveness in preventing violations, handling disputes, and maintaining electoral integrity. Table 1 summarizes the main findings from selected previous studies that directly inform this synthesis.

Table 1. Previous Literature on Human Resources Development in Election Supervision Performance

Author	Findings
Silalahi & Siregar (2025)	The function of Bawaslu in elections is carried out in accordance with Law Number 15 of 2011 concerning the Implementation of General Elections. Bawaslu must also improve its performance as an election supervision institution by increasing human resources, budget factors, and recruitment factors. In addition, they must also improve their performance as an election supervisory institution.
Coal et al. (2025)	Bawaslu’s work mechanism includes the supervision planning stage, the implementation of monitoring in the field, as well as evaluation and follow-up on violation findings. The types of violations found included administrative violations, money and political practices, and violations of the principle of neutrality of election organizers. In facing these various challenges, the Medan City Bawaslu makes optimization efforts through increasing the capacity of human resources, utilizing information technology in the supervision process, and strengthening collaboration with the community and related institutions.
Anisa et al. (2025)	The efforts of the North Sumatra Provincial Bawaslu in improving participatory election supervision still face obstacles in the form of low public understanding, limited trained human resources, low public trust, and limited infrastructure and political culture that have not supported active participation.
Fahrezi et al. (2025)	Effective communication and a comfortable and supportive work environment contribute significantly to improving the performance of Bawaslu employees through better coordination, work motivation, and productivity. Therefore, it is necessary to improve an open communication system and improve the quality of the work environment to support organizational effectiveness, especially in the Medan City Bawaslu.
Waruwu et al. (2025)	The internal supervision system has a positive impact on administrative discipline and order, but its effectiveness is uneven due to differences in the quality of human resources, technological limitations, and complex bureaucracy. It is necessary to standardize supervision, simplify administration, digitize the system, and increase the capacity of human resources to strengthen Bawaslu’s internal supervision.
Hulu et al. (2024)	The North Sumatra Bawaslu plays an important role in the 2024 Regional Elections by encouraging participatory supervision through the Participatory Supervisory Education (P2P) program. This effort is carried out through collaboration with community organizations and universities to build supervision nodes, develop technology-based innovations, and strengthen election law enforcement.
Syukri et al. (2024)	The Medan City KPU and the Medan City Bawaslu have a formal and mandatory working relationship in accordance with laws and regulations, which require strong coordination in the implementation of duties. This relationship is mandatory, so every procedure, letter, report, and follow-up must be carried out in accordance with the applicable legal provisions.

Author	Findings
Furqani (2024)	The handling of violations by the Violation Handling Division, the Community Prevention and Participation Division, and the Dispute Resolution Division is considered quite effective. However, its achievement is still influenced by obstacles such as a not-yet-comprehensive legal framework, limited human resources with a legal background, and a lack of administrative, technical, and infrastructure preparation.
Jacky (2023)	The role of Bawaslu in the Regional Elections is carried out based on Law Number 15 of 2011 concerning Election Organizers, which was later replaced by Law Number 7 of 2017 concerning Elections. The experience of money politics violations, such as what happened in Siantar City in 2015, shows that the role of Bawaslu in the prevention and enforcement of money politics is still not optimal. This condition is caused by various obstacles, so it is necessary to improve the quality of human resources, budget support, and the recruitment system to strengthen the performance of Bawaslu as an election supervisory institution.
Maftahaturrohimah (2023)	The development of human resources of the Bintan Regency Bawaslu faces obstacles in the form of various educational backgrounds, non-conformity of duties with competencies, and training that has not had a significant impact due to time constraints and the congested election agenda. Although the training has been adjusted to the task and followed by all employees, its effectiveness still needs to be improved through more precise needs mapping.
Regina (2023)	Education and training for Bawaslu employees are an important need considering the breadth and sensitivity of the tasks of supervision, prevention, and enforcement of election violations. The implementation of training is guided by Government Regulation No. 101 of 2000 and Law No. 7 of 2017 concerning Elections. The North Central Timor Bawaslu supports human resource development through technical training according to the field of work, which is generally specialized and coordinated with the central or provincial Bawaslu. The trainees showed a generally positive and enthusiastic attitude, although some still considered it a formality, with a relatively supportive implementation environment.
Simamora et al. (2024)	The effectiveness of the program to increase apparatus resources at the Medan City General Election Commission has been fairly good. The conclusion of this study shows that the organizational management of the Medan City General Election Commission is measured and well-scheduled.
Harmoko and Afif (2021)	Bawaslu has great authority, not only as a supervisor, but also as an executor of the judge deciding the case. Bawaslu is also an institution in overseeing elections with integrity for the progress of the nation. In this case, the authority of Bawaslu in the quasi-judicial process is the authority to receive, examine, review, and decide violations of election administration.
Nainggolan et al. (2021)	The role of the Deli Serdang Regency General Election Supervisory Agency in resolving election disputes in 2019 is to receive and review applications for dispute resolution in the election process, bringing together parties to dispute to reach an agreement through mediation or deliberation and consensus. If an agreement is not reached between the parties to the dispute, the dispute can be resolved in the election process through adjudication.
Sihombing et al. (2020)	The North Sumatra Provincial Election Commission is considered to have carried out its duties properly and consistently in accordance with the Election Law. The majority of informants assessed their performance as good and independent, although some considered it still less than optimal due to re-elections in several regions. In general, the KPU is considered neutral, fair, not interfered with by political parties, and actively socializes through the mass media.

As shown in Table 1, previous literature highlights several core aspects of HRD in the context of Bawaslu performance in North Sumatra. Silalahi and Siregar (2025) emphasize that while Bawaslu operates within the legal framework of Law Number 15 of 2011 and Law Number 7 of 2017, performance improvements require stronger human resources, better budget allocation, and more selective recruitment processes. Batubara et al. (2025) describe the operational mechanism of supervision, which includes planning, field monitoring, evaluation, and follow-up on diverse violations such as administrative errors, money politics, and neutrality breaches, noting that optimization efforts involve capacity building, technology utilization, and community collaboration. Anisa et al. (2025) point

out persistent obstacles to participatory supervision, including low public understanding, limited trained personnel, inadequate infrastructure, and unsupportive political culture. Sihombing et al. (2020) and Fahrezi et al. (2025) stress the importance of effective internal communication, supportive work environments, and standardized internal supervision systems, although uneven human resource quality and technological limitations reduce overall effectiveness. Hulu et al. (2024) highlight initiatives like the Participatory Supervisory Education program and technology-based innovations to strengthen community involvement. Syukri et al. (2024) underscore the need for strong coordination with the KPU and note constraints in legal frameworks and human resource backgrounds. Earlier works, such as Harmoko and Afif (2021), Nainggolan et al. (2021), Jacky (2023), Maftuhaturrohimah (2023), and Regina (2023), consistently identify training gaps, competency mismatches, and the broad authority of Bawaslu in quasi-judicial processes as areas requiring sustained HRD attention.

The review further identifies four strategic pillars of human resource development that emerge consistently across the literature as essential for effective election supervision. The first pillar involves continuous training and technical guidance, often supported by simulations, which enhance supervisors' understanding of regulations and readiness for field challenges. According to Simamora et al. (2024), structured training programs, despite time constraints, help align competencies with supervisory tasks and improve overall preparedness. The second pillar centers on multi-level mentoring and internal supervision, promoting knowledge transfer, administrative discipline, and uniform application of procedures across provincial and regency/city levels. Waruwu et al. (2025) highlight that regular mentoring and supervision mechanisms positively impact discipline, though uneven human resource quality across regions limits full consistency.

The third pillar focuses on the utilization of information technology for real-time reporting, monitoring, and digital-based training, which accelerates processes and increases transparency despite infrastructure disparities. Hulu et al. (2024) describe Bawaslu North Sumatra's efforts to integrate technology-based innovations in participatory supervision, including digital tools for faster violation detection and reporting. The fourth pillar emphasizes the reinforcement of integrity and professionalism through ethical education, open communication, and conducive work environments, which boost motivation and public trust. Fahrezi et al. (2025) stress that fostering effective communication and supportive environments significantly enhances employee motivation and productivity, thereby strengthening ethical standards in Bawaslu operations. These pillars, drawn from multiple studies, form the core strategies that link HRD improvements to better prevention of violations and more credible electoral processes in the 2024 context.

Table 2. PHP Applicant Areas in North Sumatra in 2024

No.	Regency/City	Number of Applications	Status of the Constitutional Court's Decision
1	Medan City	1	Unacceptable
2	Deli Serdang	1	Unacceptable
3	Binjai	1	Unacceptable
4	Pematang Siantar	1	Unacceptable
5	Sleep	1	Unacceptable
6	Humbang Hasundutan	1	Unacceptable
7	North Tapanuli	1	Unacceptable
8	Central Tapanuli	1	Unacceptable
9	Samosir	1	Unacceptable
10	Mandailing Christmas (Madina)	1	Continued
11	Labuhanbatu	1	Unacceptable
12	South Labuhanbatu	1	Unacceptable
13	North Nias	1	Unacceptable
14	South Nias	2	Unacceptable
	Total	15	14 Unacceptable; 1 Continued

Source: Constitutional Court, 2024

These pillars collectively contribute to stronger supervisory capacity in preventing violations and managing potential conflicts. In the context of the 2024 simultaneous elections, the integration of these strategies appears to have supported more systematic and accountable practices at the regency/city Bawaslu in North Sumatra. This is evidenced by secondary data on Election Result Disputes (*Perselisihan Hasil Pemilihan/PHP*) submitted to the Constitutional Court, which serves as an objective indicator of supervision effectiveness. Table 2 presents the distribution and outcomes of PHP applications from North Sumatra Province in 2024.

According to Table 2, a total of 16 PHP applications were registered with the Constitutional Court following the 2024 elections in North Sumatra, comprising one gubernatorial case and 15 from regency/mayor candidate pairs across various areas. Of these, 15 applications were declared unacceptable and did not proceed to the evidentiary stage, originating from regions including Medan City, Deli Serdang, Binjai, Pematang Siantar, Toba, Humbang Hasundutan, North Tapanuli, Central Tapanuli, Samosir, Labuhanbatu, South Labuhanbatu, North Nias, and two from South Nias. The decisions of unacceptability indicate that the majority of claims lacked sufficient formal or material grounds to warrant further examination. Silalahi and Siregar (2025) suggest that strengthened human resource capacity, combined with consistent preventive supervision, contributes to reducing the number of well-founded disputes. Only one application, from Mandailing Natal Regency, was continued to the evidentiary stage. However, the Constitutional Court proceedings revealed that this case stemmed from administrative inaccuracies in candidate document verification by the local KPU rather than any supervisory failure on the part of Bawaslu. Furqani (2024) notes that effective violation handling and administrative oversight by Bawaslu often prevent escalation to formal disputes, even when technical organizers face procedural issues. This pattern supports the view that Bawaslu's supervisory efforts in North Sumatra were largely successful in maintaining procedural integrity during the 2024 elections.

The limited number of PHP cases that advanced, combined with the dismissal of most applications due to insufficient evidence of significant violations or organizer misconduct, reflects positively on the preventive and supervisory efforts implemented by Bawaslu in North Sumatra. The data suggest that structured HRD initiatives, particularly through the four identified pillars, played a role in enabling supervisors to conduct thorough monitoring, timely interventions, and effective public education throughout the election stages. According to Silalahi and Siregar (2025), improvements in human resource capacity, budget allocation, and recruitment directly contribute to stronger preventive functions, which help minimize the escalation of disputes.

This outcome aligns with patterns observed in the reviewed literature, where enhanced training, mentoring, technology use, and integrity-building measures are associated with fewer substantiated disputes and greater compliance among election participants. Furqani (2024) points out that effective handling of violations by Bawaslu divisions, through planning, monitoring, and follow-up, often prevents issues from reaching formal dispute levels, even when administrative challenges arise from other organizers. Additionally, Hulu et al. (2024) document how participatory supervision programs and technology integration in North Sumatra supported broader compliance and reduced the likelihood of well-founded complaints. These connections indicate that the combination of continuous capacity building and strategic HRD approaches helped maintain procedural integrity and public trust during the 2024 simultaneous elections in the province. The systematic review demonstrates that comprehensive human resource development significantly strengthens the capacity of the regency/city Bawaslu in North Sumatra to carry out credible and professional supervision. The synthesis of previous studies, supported by PHP data, indicates that targeted investments in training, mentoring, technology, and ethical reinforcement yield tangible improvements in violation prevention, dispute management, and democratic accountability at the local level.

DISCUSSION

The systematic literature review reveals that HRD is pivotal in enhancing the performance of Bawaslu supervision at the regency/city level in North Sumatra Province during the 2024 simultaneous elections. The four strategic pillars, continuous training and technical guidance, multi-level mentoring and supervision, utilization of information technology for real-time reporting, and reinforcement of integrity and professionalism, emerge as interconnected elements that collectively strengthen supervisory capacity. For instance, intensive training programs, including violation handling simulations, have been shown to improve supervisors' regulatory understanding and field responsiveness, as evidenced in various districts/cities. According to Maftuhaturrohimah (2023), such structured training aligns competencies with tasks, though time constraints and mismatched backgrounds can sometimes limit its impact. This pillar complements multi-level mentoring, which ensures knowledge transfer and consistency across Bawaslu ranks, fostering better coordination and accountability. Waruwu et al. (2025) note that internal supervision systems promote administrative discipline, but regional disparities in human resource quality and bureaucracy pose ongoing challenges. Together, these approaches address the limitations in competence and motivation highlighted in earlier studies, enabling more effective prevention and management of election violations.

The integration of information technology as a third pillar adds significant value by accelerating reporting, verification, and monitoring processes, making supervision more transparent and adaptive to dynamic election stages. Batubara et al. (2025) highlight how digital applications in Medan City Bawaslu optimized handling of diverse violations, such as administrative issues and money politics, despite infrastructure gaps in some areas. This technological emphasis supports the fourth pillar of integrity and professionalism, where ethical education and conducive work environments enhance motivation and public trust. Fahrezi et al. (2025) emphasize that effective communication and supportive settings boost productivity, while Harmoko and Afif (2021) stress that Bawaslu's quasi-judicial authority demands personnel with strong ethical foundations to ensure justice and independence. These pillars collectively contribute to the observed outcomes in North Sumatra, where enhanced HRD led to systematic supervision, reduced potential conflicts, and higher compliance among participants. However, the literature also indicates that uneven implementation, due to varying resource availability across regencies, can create inconsistencies, suggesting that while HRD improvements are substantial, they are not yet fully uniform.

The PHP data from the Constitutional Court in 2024 provides a concrete indicator of this effectiveness, with 14 out of 15 applications dismissed for lacking sufficient grounds, reflecting strong preventive strategies and supervisory performance. The single case from Mandailing Natal Regency, related to KPU administrative errors rather than Bawaslu weaknesses, underscores that challenges often arise from inter-institutional coordination rather than isolated supervisory failures. According to Silalahi and Siregar (2025), robust HRD through training and recruitment strengthens preventive functions, which aligns with the low number of advanced disputes in North Sumatra. Yet, the total of 16 applications, relatively high compared to some provinces, hints at potential areas for further improvement, such as addressing persistent gaps in digital literacy or public participation. Furqani (2024) points out that limitations in legal backgrounds and infrastructure can still influence violation handling, even in otherwise effective systems. This pattern demonstrates that while HRD pillars have mitigated many issues, broader contextual factors like socio-political complexity in North Sumatra continue to test supervisory resilience.

These findings have important implications for both theory and practice in election governance. Theoretically, they reinforce Organizational Capacity theory by showing how internal HRD investments build resilience in public institutions facing democratic pressures (Nurchayo et al., 2024). Bawaslu should prioritize adaptive HRD strategies, such as expanding technology-based training and equitable resource distribution, to further reduce disputes and enhance transparency. For policymakers, this suggests

integrating HRD into national election reforms, potentially through collaborations with universities and tech providers to standardize practices across provinces (Hulu et al., 2024). These implications highlight the need for ongoing evaluation to sustain local democratic credibility in future elections.

CONCLUSION

Human resource development plays a very important role in improving the performance of election supervisors in Bawaslu at the regency/city level in North Sumatra Province. Continuous training, supported by field simulations and technical guidance, serves as the main foundation for increasing the competence and professionalism of supervisors, enabling them to respond effectively to various supervisory challenges in line with existing laws and regulations. In addition, the use of information technology in supervision provides significant benefits by speeding up real-time reporting and monitoring, which leads to more responsive, transparent, and accountable processes. Strengthening a culture of integrity and professionalism also acts as a key pillar that enhances Bawaslu's credibility and builds greater public trust in the election supervision process and its results. The effectiveness of these human resource development efforts is clearly shown in the limited number of election result disputes during the 2024 simultaneous elections in North Sumatra, where out of 15 applications submitted to the Constitutional Court, 14 were declared not to proceed because they did not meet formal and material requirements. The only case that continued, from Mandailing Natal Regency, was not due to weaknesses in Bawaslu supervision but rather administrative issues from the technical organizer.

This study carries several important implications for improving election governance at the local level, including the need to prioritize adaptive and sustainable human resource strategies such as expanded technology-based training and more even distribution of resources across regions. However, the research has limitations because it relies solely on a systematic literature review without primary empirical data from the field, and it does not fully address geographical or resource challenges in certain remote areas. In addition, the dominance of qualitative approaches and case studies in the reviewed literature points to the need for broader, more quantitative follow-up studies. Future research should therefore include direct surveys or interviews with supervisors, comparative analyses across provinces, and longitudinal evaluations to measure the long-term impact of human resource development on election supervision performance in North Sumatra Province and beyond.

FUNDING STATEMENT: This research did not receive any specific grant from funding agencies in the public, commercial, or not - for - profit sectors.

CONFLICTS OF INTEREST: The author declares no conflict of interest.

DECLARATION OF GENERATIVE AI STATEMENT: During the preparation of this work the author(s) used ChatGPT, Grammarly, and Turnitin in order to support academic writing clarity, improve linguistic accuracy, and ensure compliance with plagiarism standards. After using this tool/service, the author(s) reviewed and edited the content as needed and take(s) full responsibility for the content of the publication.

REFERENCES

- [1] Aisyah, M. S., Amanda, A., Fakia, I., & Mariana, M. (2024). Evaluasi kinerja BPK dalam meningkatkan akuntabilitas dan transparansi keuangan pemerintah daerah. *Ekalaya: Jurnal Ekonomi Akuntansi*, 2(4), 302–311.

- [2] Akhsani, R. N. M., Manaqib, U., Fandik, A., & Ratib, V. A. B. (2024). Eksistensi kinerja Badan Pengawas Pemilu dalam pelaksanaan pemilu tahun 2024. *Sosio Yustisia: Jurnal Hukum Dan Perubahan Sosial*, 4(2), 235–253.
- [3] Alaydrus, A., Sos, S., Jamal, M. S., Nurmiyati, N., & S IP, M. I. P. (2023). *Pengawasan pemilu: Membangun integritas, menjaga demokrasi*. Indramayu: Penerbit Adab.
- [4] Anggista, I. P., Purnomo, E. P. J., Sari, P. D. P., Aisyah, S. N., & Sari, N. P. (2025). Implementasi sistem informasi pada sistem pengawasan pemilihan (SIWASLIH) di Badan Pengawas Pemilihan Kabupaten Malang. *Jurnal Keuangan Islam Dan Akuntansi*, 2(1), 60–73.
- [5] Anisa, S., Nasution, H., Muqsith, S. J., Putra, R. H., & Husnasari, K. (2025). Peningkatan kapasitas partisipatif masyarakat dalam pengawasan pemilu berkelanjutan: Kolaborasi bersama Bawaslu Provinsi Sumatera Utara. *Jurnal Pengabdian Kepada Masyarakat Dan Desa*, 3(1), 56–66.
- [6] Arisandy, Y., Mekaniwati, A., Munawar, A., Darmawan, I., & Rizal, Y. (2025). The development of self-employed novice entrepreneurs in Lampung Province, Indonesia. *Jurnal Ilmiah Manajemen Kesatuan*, 13(2), 675–684.
- [7] Asimakopoulous, G., Antonopoulou, H., Giotopoulous, K., & Halkiopoulous, C. (2025). Impact of information and communication technologies on democratic processes and citizen participation. *Societies*, 15(2), 40-50.
- [8] Aulia, S., & Maksun, I. R. (2022). Reformasi kelembagaan unit pengawas internal: Mengatasi desentralisasi korupsi. *Jurnal Ilmiah Administrasi Publik*, 8(1), 1–11.
- [9] Ayu, S. F., & Puspasari, P. (2024). Masa depan demokrasi Indonesia: Penggunaan AI untuk pemilu yang aman dan berintegritas. *Masyarakat Indonesia*, 50(1), 109–127.
- [10] Bahrani, B., Khuzaini, K., & Shaddiq, S. (2025). Peran E-HRM dalam reformasi birokrasi digital Bawaslu menuju Society 5.0: Tinjauan literatur. *Neraca: Jurnal Ekonomi, Manajemen Dan Akuntansi*, 3(8), 85–92.
- [11] Batubara, I. M., Eddy, T., & Nadirah, I. (2025). Optimalisasi Badan Pengawas Pemilihan Umum (Bawaslu) dalam pelaksanaan pemilihan umum 2024 (Studi pada Bawaslu Kota Medan). *Legalitas: Jurnal Ilmiah Ilmu Hukum*, 10(1), 41–56.
- [12] Fahrezi, R. A., Sitepu, J., & Ginting, S. T. U. A. (2025). Peran komunikasi dan lingkungan kerja terhadap kinerja pegawai pada Badan Pengawas Pemilu Kota Medan. *Prosiding Seminar Nasional PSSH (Pendidikan, Saintek, Sosial Dan Hukum)*, 4(1), 301–305.
- [13] Furqani, T. H. (2024). *Efektivitas kinerja Bawaslu Provinsi Sumatera Utara terhadap penanganan pelanggaran pemilu tahun 2019*. Medan: Universitas Medan Area (Bachelor thesis).
- [14] Hamdi, S. (2024). Reformasi Badan Pengawas Pemilihan Umum (Bawaslu) dalam penegakan hukum pemilu di era demokrasi kontemporer. *Journal of Studia Legalia*, 5(2), 250-260.
- [15] Harmoko, R., & Afif, Z. (2021). Peranan Badan Pengawasan Pemilu terhadap sengketa pemilu tahun 2019 (Studi di Kantor Bawaslu Kabupaten Batubara). *Jurnal Pionir*, 7(1), 71-80.
- [16] Hulu, F. A., Tobing, A. L., & Degodona, L. P. (2024). Analisis strategi Badan Pengawas Pemilihan Umum Provinsi Sumatera Utara dalam menjalankan tugas pengawasan pada pemilihan umum kepala daerah 2024 (Studi kasus di Bawaslu Provinsi Sumatera Utara). *Innovative: Journal Of Social Science Research*, 4(2), 4682–4692.
- [17] Ify, I. P. (2024). Communication strategies and employee productivity. *Global Journal of Social Sciences*, 23(1), 97–102.
- [18] Jacky, M. (2023). Peran Badan Pengawas Pemilihan Umum dalam pencegahan dan penindakan politik uang pada pemilihan kepala daerah Sumatera Utara. *Jurnal Rectum: Tinjauan Yuridis Penanganan Tindak Pidana*, 5(1), 1468–1482.
- [19] Kardina, M., Frinaldi, A., Asnil, A., & Putri, N. E. (2024). Penilaian penggunaan teknologi informasi dalam pengelolaan keuangan daerah dan dampaknya terhadap kinerja pelayanan publik di Indonesia. *Professional: Jurnal Komunikasi Dan Administrasi Publik*, 11(2), 615–620.
- [20] Kisokola, E., Matimbwa, H., & Kamala, M. (2024). Effect of on-the-job training on employee performance: Insights from Tanzania's public service management and good governance office. *NG Journal of Social Development*, 15(1), 154–167.
- [21] Lake, R. (2023). *Implementasi kebijakan pelatihan sumber daya manusia dalam penyusunan anggaran berbasis kinerja pada Badan Pengawas Pemilu (Bawaslu) Kabupaten Timor Tengah Utara*. Timor Tengah Utara: Universitas Timor (Bachelor thesis).
- [22] Leodita, A., Prastika, A., & Puspaningrum, P. (2024). Meningkatkan integritas pemilu: Mengevaluasi peran dan tantangan Badan Pengawas Pemilu di Boyolali, Indonesia. *Journal of Contemporary Law Studies*, 1(4), 261–274.
- [23] Maftuhaturrohimah, M. (2023). *Pengembangan sumber daya manusia pada Badan Pengawas Pemilu Kabupaten Bintan*. Tanjung Pinang: STIE Pembangunan Tanjungpinang (Bachelor thesis).
- [24] Muhamad, L. F., & Hermawan, A. (2023). The role of the community in electoral supervision management. *Jurnal Bina Ummat: Membina dan Membentengi Ummat*, 6(2), 95–111.
- [25] Munte, E. D., Sinaga, S., Tarigan, L. L., Surbakti, A. Y., & Waruwu, O. L. (2025). The influence of knowledge management and innovation capability on small business performance through competitive advantage mechanism. *Jurnal Ilmiah Manajemen Kesatuan*, 13(2), 1273–1286.

- [26] Naen, L. K. R., Pananrangi, A. R., & Juharni, J. (2025). Mekanisme dan tata cara pengawasan dan quality control aparat sipil negara pada Inspektorat Daerah Kota Makassar. *Paradigma Journal of Administration*, 3(1), 57–61.
- [27] Nainggolan, N. A. F. B., & Marzuki, M. (2021). Peran Badan Pengawas Pemilu dalam menyelesaikan sengketa pemilu berdasarkan Undang-Undang Nomor 7 Tahun 2017 (Studi pada Bawaslu Kabupaten Deli Serdang). *Jurnal Hukum Al-Hikmah: Media Komunikasi Dan Informasi Hukum Dan Masyarakat*, 2(2), 277–301.
- [28] Nurchayo, S. A., Ali, A., Widagdo, T. H., & Sudiyono, S. (2024). Strategi manajemen talenta dalam pengembangan karir dengan praktik capacity building pada lingkup organisasi pemerintah daerah Kabupaten Semarang. *Value Added: Majalah Ekonomi Dan Bisnis*, 20(2), 13–27.
- [29] Permata, S., Mardatillah, N., Diningrat, S. J., & Mulyadi, M. (2025). Dampak manajemen SDM dalam meningkatkan performa karyawan. *Akademik: Jurnal Mahasiswa Humanis*, 5(2), 919–925.
- [30] Rahayu, R. R., & Suwrlan, E. (2025). Peran Badan Pengawas Pemilihan Umum dalam pengawasan pemilihan umum 2024 di Kota Banjar. *Journal Sains Student Research*, 3(6), 625–633.
- [31] Sapriandi, M., Hidayat, W. N., Devi, E. K., & Pitri, A. (2025). Strategi Panwascam Kecamatan Mendahara meningkatkan peran masyarakat umum dalam pengawasan partisipatif agar tercipta pemilu yang jujur dan adil. *Bestari: Jurnal Pengabdian Kepada Masyarakat*, 2(2), 82–90.
- [32] Sihombing, A., Sutarto, S., Simbolon, B. R., & Laia, F. (2020). Analisis kinerja Komisi Pemilihan Umum pada pilkada 2018 di Sumatera Utara. *Jurnal Governance Opinion*, 4(2), 115–130.
- [33] Silalahi, J. A., & Siregar, H. (2025). Efektivitas fungsi pencegahan Badan Pengawas Pemilihan Umum dalam melakukan pencegahan pelanggaran pemilu di Sumatera Utara. *Jurnal Administrasi Pemerintahan Desa*, 6(1), 8-22.
- [34] Simamora, B. E., Batubara, B. M., & Kurniaty, E. Y. (2024). Efektivitas program peningkatan kompetensi sumber daya aparat di Komisi Pemilihan Umum Kota Medan. *Jurnal Ilmiah Administrasi Publik dan Pemerintahan (JIAPP)*, 3(1), 17-26.
- [35] Siswanto, H. T., Ridwan, M., & Ayu, I. W. (2022). Manajemen sumber daya manusia berkelanjutan dalam organisasi. *Jurnal Riset Kajian Teknologi Dan Lingkungan*, 5(2), 96–105.
- [36] Sumardi, S. (2022). Penguatan sistem pengawasan dalam penyelenggaraan tahapan pemilu 2024. *Journal of Government Insight*, 2(2), 210–220.
- [37] Syukri, S., Sahrin, A., & Zhafirah, R. (2024). Sinergitas Komisi Pemilihan Umum (KPU) dan Badan Pengawas Pemilu (BAWASLU) Kota Medan dalam menyukseskan tahun politik 2024. *Jurnal Al-Harakah*, 6(2), 60–68.
- [38] Tripustikasari, E. (2025). Peran manajemen dalam meningkatkan efektivitas organisasi. *Journal of New Trends in Sciences*, 3(2), 1–10.
- [39] Wardhani, L. T. A. L., Noho, M. D. H., & Natalis, A. (2022). The adoption of various legal systems in Indonesia: An effort to initiate the prismatic mixed legal systems. *Cogent Social Sciences*, 8(1), 210-220.
- [40] Waruwu, S., Waruwu, S., Zega, Y., & Halawa, O. (2025). Analisis efektivitas sistem pengawasan internal dalam meningkatkan kinerja Bawaslu Kabupaten Nias dalam pilkada serentak tahun 2024. *Arus Jurnal Sosial Dan Humaniora*, 5(2), 2758–2767.
- [41] Yakin, I. H., & Rusdian, S. (2025). Peningkatan kapasitas sumber daya manusia BAWASLU Kabupaten Garut dalam pengawasan pemilu melalui pelatihan, teknologi informasi, dan sistem evaluasi kinerja. *Jawara Kresinografi: Jurnal Pengabdian Masyarakat*, 1(1), 32–39.