

ABSTRACT

The general election, including the 2014 legislative general election, is a constitutional competition of power that is always vulnerable to be rule-breaking or fraudulence. Therefore the election needs to be supervised. The electoral oversight and supervisory institutions are to escort the election and make sure that the process and result are in accordance with the direct, general, free, private, and fair principles. The electoral oversight and supervisory institutions in the Yogyakarta Special Province are the Provincial Electoral Oversight and Supervisory Body (Bawaslu) that is permanent and the district and municipal Electoral Oversight and Supervisory Committees (Panwaslu) that is temporary.

As other institutions, the electoral oversight and supervisory institutions have visions, missions, organizational structure and human resources. The institutional visions and missions will be achieved if the human resources are well managed. It is assumed that the district and municipal Electoral Oversight and Supervisory Committees (Panwaslu) that is temporary need to manage the human resources in a specific way that is different from ways to manage human resources of other institutions. It is the reason why the researcher carries out research into a human resource management of the members of the district and municipal Electoral Oversight and Supervisory Committees (Panwaslu) of Yogyakarta province. The research employs a qualitative descriptive method. The data is collected with observation, in-depth interview and document analysis.

The results of the research are as follows. Firstly, the Provincial Electoral Oversight and Supervisory Body (Bawaslu) does not have a comprehensive grand design yet that covers all functions of human resource management. Secondly, to decide the number of members of the district and municipal Electoral Oversight and Supervisory Committees (Panwaslu) is not based on the workload analysis. Thirdly, the recruitment of candidates of members of the district and municipal Electoral Oversight and Supervisory Committees (Panwaslu) was late to do. Fourthly, the competences of the recruited human resources of the district and municipal Electoral Oversight and Supervisory Committees (Panwaslu) are not as expected. Fifthly, the performance standard of solidity, integrity, mentality and professionalism that was developed by the Provincial Electoral Oversight and Supervisory Body (Bawaslu) is not operational to evaluate the performance. Sixthly, the Provincial Electoral Oversight and Supervisory Body (Bawaslu) initiated to solve the lack of capacity building by having self-regulating “Social Gathering Forum (Forum Arisan)”, “Cooperative Learning Forum”, and WhatsApp Group of Special Supervisor” that involve the provincial Bawaslu and the district and municipal Panwaslu in the Yogyakarta Special Province.

Obstacles in managing human resources of the district and municipal Electoral Oversight and Supervisory Committees (Panwaslu) come from internal and external factors. Internal obstacles are that (1) most of members of the district and municipal Electoral Oversight and Supervisory Committees (Panwaslu) work to get only money and (2) that the members of the district and municipal Electoral Oversight and Supervisory Committees (Panwaslu) tend to have temporary short-term thinking rather than long-term one. External obstacles are that (1) there is no

comprehensive blueprint of human resource management of members of the district and municipal Electoral Oversight and Supervisory Committees (Panwaslu) that runs all functions of management, (2) there is no clear tasklines of every division, and (3) the programs and budgeting of all levels of electoral oversight and supervisory institutions are top down from Bawaslu.

Keywords: human resource management, legislative election, Electoral Oversight and Supervisory Body (Bawaslu), Electoral Oversight and Supervisory Committee (Panwaslu)

INTISARI

Pemilihan Umum (Pemilu), termasuk Pemilu Legislatif tahun 2014 Pemilu merupakan arena perebutan kekuasaan ataupun kursi secara konstitusional, yang selalu rentan terhadap pelanggaran atau kecurangan dan karenanya perlu diawasi. Kehadiran Pengawas Pemilu dimaksudkan untuk memastikan tahapan pemilu berlangsung sesuai prosedur serta asas langsung, umum, bebas, rahasia, jujur dan adil. Lembaga Pengawas Pemilu pada Pemilu Legislatif tahun 2014 yang berkedudukan di Daerah Istimewa Yogyakarta (DIY) terdiri dari Bawaslu DIY yang bersifat tetap dan Panwaslu kabupaten/Kota yang bersifat sementara.

Seperti lembaga lain pada umumnya, Lembaga Pengawas Pemilu memiliki visi, misi, program, perangkat struktur dan sumber daya manusia (SDM). Visi-misi organisasi akan dapat dicapai apabila SDM yang dimiliki dikelola dengan baik. Asumsinya Panwaslu Kabupaten/Kota sebagai lembaga yang bersifat sementara memerlukan cara tersendiri dalam manajemen sumber daya manusia (MSDM) dibanding lembaga-lembaga lainnya. Hal inilah yang menarik bagi penulis untuk melakukan penelitian mengenai MSDM anggota Panwaslu Kabupaten/Kota se-DIY. Penelitian ini menggunakan metode yang bersifat deskriptif-kualitatif. Pengumpulan data dilakukan melalui observasi, wawancara mendalam serta telaah dokumen.

Hasil penelitian memperlihatkan beberapa temuan, *pertama*, Bawaslu belum memiliki *grand design* yang komprehensif mencakup seluruh fungsi MSDM. *Kedua*, proses penentuan jumlah anggota Panwaslu Kabupaten/Kota tidak didasarkan pada analisis beban kerja. *Ketiga* rekrutmen calon anggota Panwaslu Kabupaten/Kota terlambat dilakukan. *Keempat*, input kapasitas SDM anggota Panwaslu Kabupaten/Kota kurang sesuai dengan yang diharapkan. *Kelima*, Standar kinerja yang dikembangkan oleh Bawaslu berupa SIMP (Soliditas, Integritas, Mentalitas dan Profesionalitas) belum operasional untuk melakukan penilaian kinerja. *Keenam*, adanya inisiasi Bawaslu DIY untuk mengatasi problem keterbatasan program peningkatan kapasitas dengan membuat “Forum Arisan”, “Forum Belajar Bersama” dan Media komunikasi Group WhatsApp “Pengawas Istimewa” yang melibatkan Bawaslu DIY dan Panwaslu Kabupaten/Kota.

Hambatan dalam MSDM anggota Panwaslu Kabupaten/Kota antara lain dari internal dan eksternal organisasi. Hambatan internal antara lain (1) orientasi sebagian besar anggota Panwaslu Kabupaten/Kota masih sebatas untuk mendapatkan pekerjaan, (2) pola pikir anggota Panwaslu Kabupaten/Kota cenderung bersifat sementara daripada berpikir jangka panjang. Sementara itu, hambatan eksternal berupa (1) belum adanya cetak biru mengenai MSDM anggota Panwaslu kabupaten/kota yang secara komprehensif mengatur seluruh fungsi-fungsi MSDM (2) belum adanya batasan ruang lingkup yang jelas berkaitan dengan pengaturan divisi, (3) program dan anggaran yang bersifat *top down* untuk semua jenjang pengawas pemilu yang berasal dari Bawaslu.

Kata Kunci: Manajemen Sumber Daya Manusia, Pemilu Legislatif tahun 2014, Badan Pengawas Pemilu, Panitia Pengawas Pemilu.