



Assessing SiGapLapor's Effectiveness in Handling Alleged 2024 Election Violations: Evidence from South Sumatra Provincial Bawaslu (A Qualitative Study Using Etzioni's Indicators)

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ABSTRACT: Elections increasingly rely on digital reporting and case-handling systems to enhance oversight, transparency, and accountability in the management of alleged violations. In Indonesia, Bawaslu has implemented SiGapLapor to support structured reporting and handling processes across institutional levels. However, the effectiveness of such platforms relies not only on system availability but also on organisational readiness, coordination, and sustained use during peak election workloads. Empirical evidence on how SiGapLapor performs in operational practice at the provincial level remains limited. This study assessed the effectiveness of SiGapLapor in addressing alleged 2024 election violations at the South Sumatra Provincial Bawaslu, employing a descriptive qualitative design. Data were collected through structured interviews, observation, and documentation, involving six key informants from relevant managerial and operational roles. The analysis employed Etzioni's effectiveness indicators—adaptation, integration, member motivation, and production—operationalised through readiness, socialisation, implementer capacity, and an input–process–output framework. Findings were systematically mapped to each indicator to highlight strengths and constraints in implementation. Results indicate that adaptation and integration were deemed adequate, and production supported structured inputs, a transparent workflow, and traceable outputs. Member motivation was not yet practical due to workload surges and a shortage of trained personnel, resulting in manual intake and delayed system entry during peak periods. This study presents an organisational-effectiveness evaluation of a digital platform for handling election-related violations, using Etzioni's framework in a real provincial oversight context. The findings provide practical insights into which effectiveness dimensions operate well and which operational constraints should be prioritised to improve implementation consistency.

KEYWORDS: Bawaslu, Election Violation Handling, Electoral Oversight, Etzioni's Indicators, Organisational Effectiveness, SiGapLapor.

INTRODUCTION (Style: Bold & UPERCASE, Font size: 10 pt)

Election integrity increasingly depends on how effectively oversight institutions can receive, verify, and resolve alleged violations under tight time constraints and intense public scrutiny. Across many democracies, electoral management and supervisory bodies are adopting digital reporting and case-handling systems to enhance responsiveness, transparency, and traceability in complaint management (see the digital governance and e-participation literature)(Fadli Muhamad & Agus Hermawan, 2023; Lakshmana et al., 2022). Alongside this trend, research on e-government and public-sector information systems has emphasised that “going digital” does not automatically translate into better performance. System effectiveness is shaped by organisational readiness, inter-unit coordination, user experience, and sustained motivation among implementers, factors commonly highlighted in public administration, information systems success, and organisational effectiveness studies.(Leodita et al., 2024; Safitri et al., 2025).

In Indonesia, the 2024 election cycle brought heightened expectations for faster, more transparent, and more accessible reporting channels for alleged electoral violations. Bawaslu, as the election supervisory institution, has sought to strengthen its handling processes through technology-enabled mechanisms that standardise workflows and support monitoring across organisational levels.(Nurjanah et al., 2025). SiGapLapor was introduced as a digital platform intended to streamline reporting and the processing of alleged election violations—from intake and verification to follow-up actions. In principle, such a system should



reduce administrative delays, improve the quality of documentation, and expand access for citizens and stakeholders who require an accountable reporting pathway.(Fitri et al., 2017; Simangunsong et al., 2023).

Despite its promise, a recurring gap emerges between system design and field implementation. Digital reporting platforms may face constraints, including incomplete feature coverage for real-world cases, uneven user competence, inconsistent data entry, or reliance on parallel manual processes, conditions that can weaken end-to-end service delivery and undermine trust (Saepudin et al., 2023). This implementation gap is especially consequential in electoral oversight, where delays or inconsistencies can shape perceptions of fairness and institutional credibility. If reports cannot be processed smoothly through the system or if follow-up actions remain difficult to track, then the platform risks becoming an additional administrative layer rather than an enabling tool (Leodita et al., 2024).

To address these challenges, this study positions SiGapLapor not merely as a technological artefact but as a governance instrument whose effectiveness must be assessed in its organisational context. The study, therefore, examines how the platform functions within the South Sumatra Provincial Bawaslu workflow, including internal coordination, staff readiness, and practical constraints in handling alleged violations during the 2024 election period. An organisational effectiveness lens is essential because SiGapLapor's performance is shaped by factors beyond technical capability.(Quttainah & Singh, 2024). This research adopts Etzioni's effectiveness indicators: adaptation, integration, member motivation, and production, to evaluate whether the organisation can adjust to the system, coordinate across functions, sustain implementer commitment, and deliver outputs aligned with institutional objectives.(Ejiofo et al., 2023).

First, the adaptation dimension reflects the organisation's ability to adjust procedures, skills, and resources to operationalise SiGapLapor under changing field conditions. Second, integration addresses coordination across units and levels to ensure consistent handling processes rather than fragmented, duplicative workflows. Third, member motivation indicates whether staff have the incentives, confidence, workload capacity, and support needed to use the system reliably because even the best platform fails when humans treat it like an "optional side quest." Finally, production emphasises measurable outputs, such as timeliness and completeness of case handling, as well as the practicality of tracking cases through a structured digital record (Muhammad, 2025).

Building on this framework, the overarching aim of the study is to assess the effectiveness of SiGapLapor in handling alleged 2024 election violations at the South Sumatra Provincial Bawaslu. Specifically, the study seeks to: (1) examine organisational adaptation in implementing SiGapLapor; (2) analyse integration and coordination across relevant functions; (3) explore staff motivation and implementation constraints; and (4) evaluate process and output performance in digital case handling. This evaluation employs a qualitative research design to capture the lived realities of implementation—how the system is used in practice, what bottlenecks arise, and why specific steps remain manual or inconsistent. Qualitative inquiry is particularly suitable for understanding process, context, and institutional dynamics that are often invisible in purely quantitative performance metrics. Data are gathered through relevant qualitative techniques, including interviews with key personnel, direct observation of workflow practices, and analysis of documents such as guidance, reporting records, and supporting materials. The Etzioni-based framework is then used as an analytic structure to interpret findings across adaptation, integration, motivation, and production as interrelated dimensions of effectiveness.

The study contributes in two main ways. Theoretically, it expands discussions in digital governance and public-sector technology effectiveness by demonstrating how organisational effectiveness indicators can offer a structured, interpretable lens for assessing an electoral oversight platform in practice—beyond just adoption rates or technical feature lists. In practice, the findings are expected to inform actionable improvements for Bawaslu and similar institutions, including enhancing user capacity, reducing process fragmentation, refining system features to align with field realities, and increasing end-to-end traceability for public accountability. More broadly, the study aligns with governance-oriented development goals by supporting stronger, more responsive institutions and more credible oversight processes.

MATERIALS AND METHODS



Figure 1. Research Workflow

1. STUDY DESIGN AND APPROACH

This research employed a descriptive qualitative approach to examine and interpret the effectiveness of SiGapLapor in addressing alleged election violations during the 2024 election at the South Sumatra Provincial Bawaslu. The qualitative design was selected to obtain descriptive data from informants' accounts and observable practices related to program implementation. (Leodita et al., 2024).

2. STUDY DESIGN AND SETTING

The study was conducted at the South Sumatra Provincial Bawaslu office located on Jalan Opi Raya, Jakabaring, Kelurahan 15 Ulu, Kecamatan Seberang Ulu I, Kota Palembang, Sumatra Selatan 30257.

3. PARTICIPANTS (KEY INFORMANTS) AND DATA SOURCES

- a. Key informants were internal actors involved in the implementation of SiGapLapor. A total of six (6) informants participated: Kordiv PP & Datin (1), Kabag PPPS (1), and staff/admin/co-admin/user roles (4).
- b. Data sources consisted of: (1) primary data obtained from interviews and direct observation at Bawaslu South Sumatra; and (2) secondary data from reports, books, academic works, articles, and relevant regulations concerning election-violation handling and SiGapLapor.

4. DATA COLLECTION AND MEASUREMENT PROCEDURES

- a. Data collection used three techniques: structured interviews, observation, and documentation review.
 - 1. Structured interviews were conducted using a prepared interview guide consistent with the study problem. The researcher developed follow-up questions without departing from the guide. Interviews were discontinued once the research objectives were met and data saturation was reached (i.e., no new information emerged).
 - 2. Observation was undertaken to capture the meaning of the phenomenon and understand what actors did in practice, including actions related to the implementation of transparency in the studied process.
 - 3. Documentation review was used to strengthen interview and observation findings. Documents included written records (e.g., regulations, policies), images, and other relevant artefacts related to SiGapLapor and the handling of election-related violations in 2024.

5. ANALYTICAL FRAMEWORK (ETZIONI'S INDICATORS)

Effectiveness was assessed using Etzioni's (1964) indicators: adaptation, integration, member motivation, and production. The "production" indicator was operationalised using an input-process-output lens, as specified in the study's focus structure (Ejiofo et al., 2023).

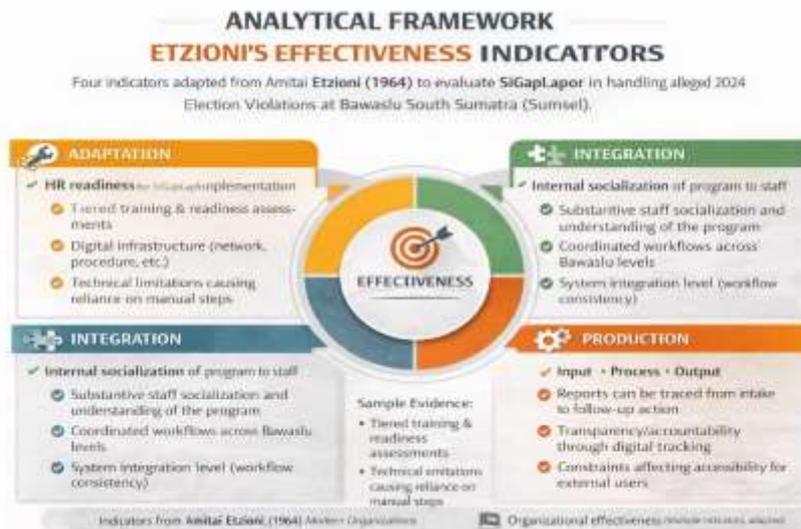


Figure 2. Analytical Framework

The figure illustrates the analytical framework used to assess SiGapLapor’s effectiveness in addressing alleged 2024 election violations at South Sumatra Provincial Bawaslu, adapted from Etzioni’s (1964) indicators of organisational effectiveness. It breaks down effectiveness into four dimensions:

1. Adaptation. The organisation’s readiness to implement the system (HR preparedness, training, infrastructure, and technical constraints);
2. Integration. Facilitating internal socialisation and coordination to maintain a consistent workflow across units and levels.
3. Member Motivation. The commitment and capacity of staff to continually use the system, supported by adequate facilities, and
4. Production. Performance outcomes assessed from an Input–Process–Output perspective, including traceability from report intake to follow-up actions and the resulting transparency and accountability, while also highlighting barriers faced by external users.

6. DATA ANALYSIS

Data analysis followed the Miles and Huberman (1992) interactive model, comprising data reduction, data display, drawing conclusions and verifying them. Data reduction involved selecting essential information (prioritising primary data), creating detailed descriptions, and systematically focusing on key points. Data displays organised information to provide a comprehensive overview. Verification was ongoing throughout the study by searching for patterns, themes, and relationships to ensure that conclusions remained dependable. Data collection was conducted after obtaining permission from the researcher’s institution and South Sumatra Provincial Bawaslu to conduct interviews and collect the necessary information.(Sutopo et al., 2024).

RESULTS

Findings are presented in a concise sequence following Adaptation, Integration, Member Motivation, and Production (Table 1). The study summary reports that Adaptation and Integration are effective, Member Motivation is not yet effective, and Production (Input–Process–Output) is effective (Table 1).



Table 1. Summary of findings by Etzioni’s indicators (reported in the study recap).

Etzioni indicator	Key reported results (descriptive)	Recap category (study)
Adaptation	Tiered training/simulation and infrastructure readiness; early technical problems; manual fallback allowed by Circular Letter No. 13/2023; remaining limitation for reports via legal counsel (manual workaround)	Effective (with noted constraint)
Integration	Cross-level (central–provincial–district/city) use with tiered authority-based access; no integration with other provincial systems reported	Effective (vertical integration), not integrated with other systems
Member Motivation	Workload surge + limited operators; manual intake used to reduce queues; delayed data entry when staff were occupied with other case-handling tasks	Not yet effective
Production	Input fields recorded in detail; structured workflow; outputs described as improving documentation, verification, and coordination; internal effectiveness emphasised	Effective

For adaptation, the document details readiness efforts, including simulation support, tiered socialisation/training (workshops/FGD/assessments), and infrastructure preparation (internet and other operational prerequisites). Early implementation during the 2024 Pemilu reportedly encountered technical constraints (e.g., access/maintenance issues, difficulties saving reporter-user data, and duplicate reports). When SiGapLapor could not be used at intake, reports were received manually in accordance with Circular Letter No. 13 of 2023, and then entered into the system once access was restored.

In terms of integration, informants reported that SiGapLapor is utilised across all Bawaslu levels- central, provincial, and district/city- with tiered access based on authority. This setup enables monitoring across jurisdictions, such as provincial oversight of district or city operations within the province. However, the same interviews indicated that, at the time of the study, SiGapLapor was not integrated with other systems within Bawaslu South Sumatra Province.

Regarding Member Motivation, the results describe workload-related constraints during the 2024 Pemilu. Informants reported that high report volume and a limited number of trained operators/administrators led to temporary manual intake to reduce queues, with delayed entry into SiGapLapor thereafter. Additional constraints arose when administrators/operators were simultaneously assigned to clarification and hearing tasks while reports continued to arrive.

Regarding Production, results are displayed using the Input–Process–Output framework (Table 2) and the reported workflow (Figure 2). Input encompasses detailed report content such as the full reporter's identity (e.g., name, ID number, demographic/occupation details, address/contact, reporting capacity), alleged violator's identity, election category and stage, chronology (time/place), witness identity, evidence list, and related review outputs and status fields stored in the system.

Table 1. Production results are mapped to the Input–Process–Output framework.

Production sub-indicator	Reported results
Input	Reporter and alleged violator identity; election category/stage; chronology (time/place); witnesses; evidence list; administrative timestamps; initial review, follow-up review/decision outputs; status tracking
Process	Intake → ID/account creation → data entry → draft generation → verification/approval → print/sign → review ≤ 2 days → status set (registered/not registered/revision) → follow-up actions + staged uploads
Output	Digitally stored documentation supports faster reporting, safer storage, easier verification, and coordination via structured access; recap notes have greater internal effectiveness than external notes.

The process is outlined as follows, Figure 3:

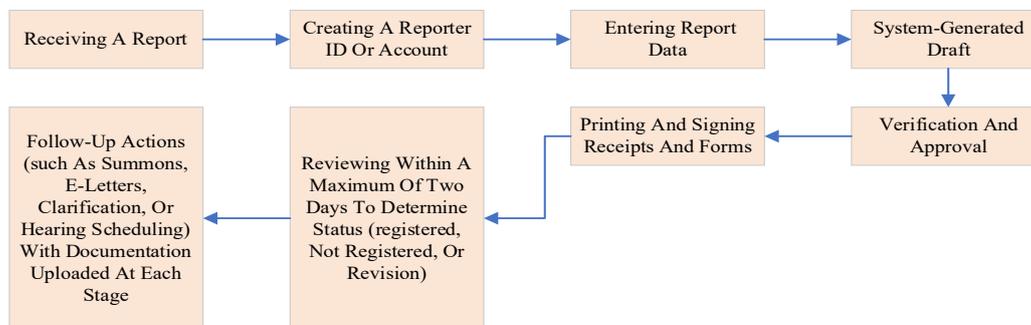


Figure 3. Process Outline

The output includes informant statements indicating that digital handling enables faster data preparation, safer storage, reduced risk of loss, easier verification, and improved coordination through organised access. The recap also notes that the programme is reported as effective internally but not yet fully effective for external stakeholders.

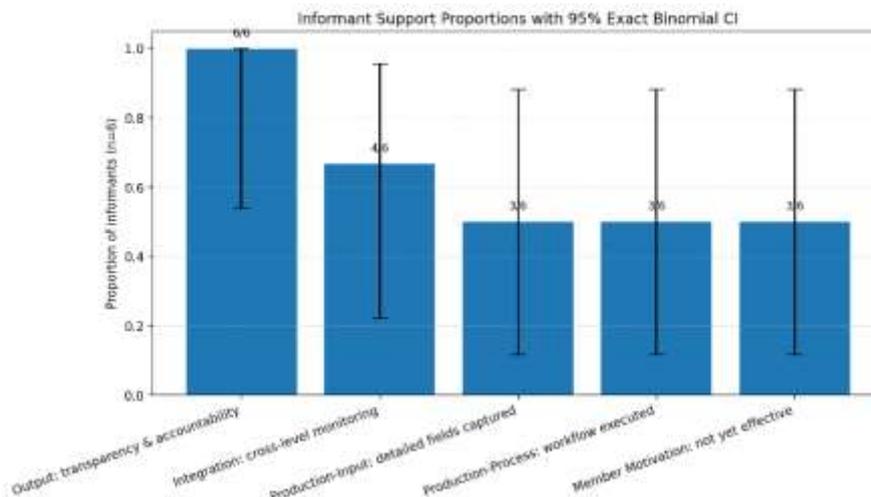


Figure 3. Informant-based proportions and 95% exact binomial confidence intervals.

Descriptive statistical precision measures were calculated using exact binomial (Clopper–Pearson) 95% confidence intervals (CIs) for the proportion of informants (n = 6) supporting findings explicitly quantified in the results (Table 3). The transparency and accountability output themes were supported by all six informants (100.0%; 95% CI: 54.1–100.0). Cross-level integration was endorsed by four out of six informants (66.7%; 95% CI: 22.3–95.7). Production themes received support from three of six informants (50.0%; 95% CI: 11.8–88.2) for both the detailed-input and process/workflow elements. The finding that “member motivation not yet effective” was endorsed by three out of six informants (50.0%; 95% CI: 11.8–88.2).

DISCUSSION

This study shows that SiGapLapor is effective for internal Bawaslu operations but not yet fully effective for external stakeholders, with the most significant perceived improvements in transparency and accountability and the weakest point in sustained use during peak workloads. Using Etzioni’s indicators, the review concludes that Adaptation and Integration are effective, Member Motivation is not yet effective, and Production (Input–Process–Output) is effective.

From an information systems perspective, the pattern “strong outcomes, occasional workarounds” aligns with what the updated DeLone & McLean IS Success Model would predict: outcomes (“net benefits”) depend on system quality and



service/support quality, which in turn influence use and satisfaction. In this study, adaptation is supported by staged training and infrastructure readiness (services and support). However, technical constraints and feature gaps (system quality) still necessitated manual handling in certain situations, indicating a partial mismatch between design and actual operational needs. (Haque & Carroll, 2020).

The finding that integration across levels (central–province–district/city) is functioning suggests the platform is achieving a key governance benefit: coordinated, tiered oversight through role-based access and shared case visibility. This aligns with election dispute-resolution guidance emphasising that case management processes and platforms help translate procedure into real practice and strengthen transparency. At the same time, the system’s lack of integration with other provincial Bawaslu systems implies that interoperability (a standard e-government maturity marker) remains a next step rather than a current strength. (Breedon & Bryant, 2019).

The production results especially the output narrative that actions are digitally recorded and traceable, thereby reducing the risk of manipulation directly relate to “open justice” principles in election complaint management: transparency for the public and credible accountability for the institution. This resonates with global standards and guidance that emphasise transparent rights of redress and effective public-facing complaint mechanisms in elections. However, the thesis also notes that effectiveness is greater internally than externally, implying that transparency features may be present. However, accessibility/usability for the public (or end-to-end completeness) may still be uneven. (Safitri et al., 2025).

The weakest indicator, Member Motivation, is interpreted less as “low willingness” and more as capacity strain: high workload and limited staff during the election period reduced consistent system use, triggering manual fallback and delayed entry. In practice, the bottleneck is not the app; it’s the reality of peak-time operations. This is consistent with broader e-government research warning that systems can embed assumptions from a “design context” that collide with “deployment context,” producing workarounds and partial adoption.

These findings also align with empirical research on e-government success using DeLone & McLean: “success” is multidimensional (system/information/service quality, use, satisfaction, net benefits), and weak links in use/support can limit realised benefits even when the system is conceptually robust. In SiGapLapor’s case, net benefits (traceability, transparency) appear evident, but issues with sustained use under pressure and incomplete feature coverage (e.g., handling specific reporting scenarios) limit the likelihood of operational success. (Regif et al., 2024).

A key strength is the organisational-effectiveness lens (Etzioni) that captures not only outputs but also internal dynamics (adaptation, integration, staff motivation) that determine whether digital systems sustain performance during peak demand. The use of interview-based evidence offers granular insight into operational realities and practical constraints (e.g., manual fallbacks and workload surges). Limitations include the small, non-random qualitative sample (n=6) and single-province setting, which restricts generalisability beyond the studied context. The evidence base is primarily internal (Bawaslu staff/administrative perspectives), whereas “external effectiveness” would be more robust if complemented by citizen/lawyer/party-user experiences and system-log metrics (timeliness, backlog, abandonment rates).

Practically, the results indicate four priority actions: (1) increase staffing and provide refresher training during peak election periods to maintain “member motivation” (capacity), (2) complete reporting edge-cases to eliminate mandatory manual workarounds, (3) plan for interoperability to connect SiGapLapor with other internal systems where suitable, and (4) simplify and improve public-facing processes with support to lower barriers for external complainants—aligning with international guidance that election complaint procedures should be straightforward and backed by institutional assistance. Future research should examine these implications using mixed methods: compare provinces, involve external stakeholders, and include quantitative service indicators such as processing times, completion rates, correction rates, and peak-load performance. Conceptually, future studies can combine Etzioni’s organisational indicators with validated IS-success constructs to develop a more predictive model of the drivers of sustained digital complaint-handling performance in election oversight institutions.

CONCLUSION

This study assessed the effectiveness of SiGapLapor in managing alleged 2024 election violations at South Sumatra Provincial Bawaslu using Etzioni’s effectiveness indicators (adaptation, integration, member motivation, and production). The results show that adaptation and integration were rated as effective, indicating that the organisation had carried out readiness efforts and that



the system supported coordinated use across Bawaslu levels. The production indicator (input–process–output) was also rated as effective, indicating that SiGapLapor facilitates structured recording of report data, supports a defined workflow, and provides traceability of case progress.

In contrast, member motivation was reported to be ineffective, primarily due to operational constraints during peak periods (high report volume and limited trained personnel), which led to temporary reliance on manual intake and delays in system entry. Overall, the study concludes that SiGapLapor functions effectively for internal case-handling governance and documentation, while consistency of use under workload pressure remains a significant obstacle.

The main contribution of this study is a structured assessment of organisational effectiveness for a digital platform for handling election-related violations, using Etzioni's framework. It highlights which areas of effectiveness are performing well (integration and production) and which areas need improvement to ensure more consistent implementation (member motivation).

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