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Inter-Institutional Collaboration In Handling ASN Neutrality Violations In The 2024 Samarinda City Regional Head Elections

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Abstract: This study aims to analyze collaboration between institutions in handling violations of the neutrality of State Civil Apparatus (ASN) in the 2024 Samarinda City Regional Head Election (Pilkada). Through a qualitative descriptive approach, this study highlights how the Election Supervisory Agency (Bawaslu), the Human Resources Development and Personnel Agency (BKPSDM), and the Samarinda City Inspectorate carry out synergy based on the principles of *collaborative governance* which include forums, transparency, goal management, compromise, communication, democracy and equality, as well as commitment and stamina. The results of the study show that collaboration between institutions has been running with a fairly good work structure and coordination, but still faces a number of challenges such as weak transparency between agencies, limited resources, minimal public participation, and potential conflicts of interest at the local level. These findings emphasize the importance of improving communication, improving regulations, and periodic evaluations to ensure that ASN neutrality is maintained and the democratic process runs professionally, transparently, and accountably.

Keyword: Collaboration, ASN Neutrality, Regional Elections, Bawaslu

INTRODUCTION

The 2024 Samarinda City Pilkada is an important moment to emphasize ASN neutrality as an effort to maintain the integrity of democracy, prevent conflicts of interest, and ensure that public services continue to run professionally and free from political intervention. Maintaining ASN neutrality from political influence is an obligation regulated in Law Number 20 of 2023 and emphasized through the Circular of the Mayor of Samarinda, which emphasizes the prohibition of ASN involvement in practical politics in order to realize neutral, objective, and accountable elections and enforce discipline for violations of the principle of neutrality. The ASN code of ethics as regulated in Law Number 20 of 2023 plays an important role in maintaining the integrity and neutrality of ASN through behavioral guidelines that guide them to be ethical, professional, and responsible in carrying out their daily tasks.

Handling the gap in ASN neutrality in the Pilkada, especially in Samarinda City, requires collaboration between institutions as a strategic step to prevent violations. Several regions such as Probolinggo City and Ponorogo Regency have implemented cooperation between Bawaslu, BKPSDM, and the Inspectorate to strengthen ASN supervision through socialization, routine supervision, and enforcement of sanctions. In Medan City, activities such as outbound involving Sub-district Heads and Village Heads throughout Medan City together with related institutions such as BKPSDM, Kesbangpol, KPU, and Bawaslu are a means to build awareness and commitment to the ASN code of ethics. In addition, the collaboration between Bawaslu and BSSN in dealing with cyber threats and hoaxes shows the importance of cross-institutional synergy in maintaining election integrity. These three examples prove that solid coordination based on the roles of each institution can strengthen the monitoring system and prevent violations of ASN neutrality more effectively.

Collaboration between institutions through *the Collaborative Governance approach* plays an important role in maintaining ASN neutrality during elections, by emphasizing effective communication, participation of various parties, transparency, and a shared commitment to realizing a professional and integrated government. Through collaborative activities, it is hoped that a strong sense of responsibility and partnership will be created between institutions in supporting the implementation of fair elections. However, based on the researcher's observations, the implementation of cooperation in Samarinda City still faces obstacles, especially the lack of open coordination between Bawaslu, BKPSDM, and the Inspectorate. This obstacle is the main challenge that reduces the effectiveness of synergy between institutions. Therefore, improving communication and coordination is key to ensuring that ASN remains neutral and carries out its duties professionally in accordance with applicable regulations.

Collaboration between institutions in handling violations of ASN neutrality in the 2024 Pilkada is very crucial, with each institution having a complementary role and authority in accordance with the Joint Decree of the five institutions in 2022 concerning Guidelines for the Development and Supervision of ASN Neutrality. At the regional level, BKPSDM and the Samarinda City Inspectorate are tasked with supervising and fostering ASN to remain neutral in carrying out their duties. Meanwhile, the Samarinda City Bawaslu, based on Law Number 7 of 2017, has a primary role in supervising all stages of the election, preventing violations such as money politics, maintaining the neutrality of ASN, TNI, and Polri, and providing recommendations for sanctions to related parties. Through strong synergy and coordination between these institutions, supervision of ASN neutrality can run more effectively and comprehensively.

Collaboration between Bawaslu, BKPSDM, and the Samarinda City Inspectorate is very important in maintaining ASN neutrality during the Pilkada, with each institution playing a strategic role BKPSDM in developing ASN competencies and assessing performance, and the Inspectorate in supervising and enforcing compliance with the rules. Based on the researcher's observations, this collaboration has been going well since the 2020 Pilkada, especially in preventing and handling violations of neutrality through socialization, appeals, clarifications, and recommendations to KASN (now by BKN). This collaboration is a strategic effort to prevent ASN involvement in practical politics and maintain the integrity and transparency of elections according to democratic principles. In the 2020 Samarinda Mayoral and Deputy Mayoral Election, eight violations of ASN neutrality were recorded, including ASN who put up personal billboards, expressed support on social media, and attended campaign activities; violators came from various agencies such as Health Centers, Sub-districts, Satpol PP, and PPPK. Meanwhile, in the 2024 Pilkada, there were four violations, consisting of three high-ranking ASN officials and one PPPK ASN, who allegedly approached political parties for nominations, including the Head of Bappeda, Head of BPKAD, Secretary of the DPRD, and a PPPK teacher. This case shows that violations of ASN neutrality are still occurring and require strict supervision.

Table 1 Data on Reports of ASN Neutrality Violations in the 2024 REGIONAL ELECTIONS

ASN Neutrality Violators						
No	Name	Position			Work unit	
1	ATS	Secretary of the	DPRD	Samarinda City Council		
2	IB	Head of Regional and Asset Management Agency	Financial Management	Samarinda City Regional Financial and Asset Management Agency		
3	A.F.	Head of Development Agency	Regional Planning	Samarinda City	Regional Development Planning Agency	
4	M	PPPK Teacher		Samarinda City Government		

Based on the provisions of Law Number 20 of 2023, specifically Article 9 paragraph (2), ASN who wish to be involved in practical politics, such as running for election in the regional elections, must resign from their positions, and violations of this rule, such as those that occurred in Samarinda City, constitute a form of serious non-neutrality that requires firm handling. To ensure that ASN comply with the principle of neutrality during the 2024 regional elections, collaboration is needed between institutions such as Bawaslu, BKPSDM, and the Inspectorate, which play an important role in supervision, prevention, and enforcement of sanctions against violations. Through this synergy, related institutions can conduct socialization, risk mapping, and preventive and repressive actions against violations, in order to maintain ASN professionalism as well as the integrity and public trust in the democratic process. Based on these findings, the author plans to conduct further research on collaboration between institutions in handling violations of ASN neutrality in the 2024 Samarinda City Regional Election.

Collaborative Governance

Collaborative Governance is said to be a management that regulates all areas of government that are carried out together or in collaboration (Islamy, 2018). Government collaboration is an interactive process between autonomous groups that are bound by shared rules and structures, supported by resources to solve problems collectively (Sabaruddin, 2015). This concept of collaboration is present as flexibility in achieving organizational goals together that are more creative and more efficient than institutions that work individually. In the study of organizational science, collaboration can be carried out through a rational approach from central leadership, a contingency approach based on interactions between subsystems, and an interorganizational approach through negotiations between organizations for sustainable goals (Islamy, 2018).

Human Resources and Apparatus Management

According to Hamali, (2018) discussing human resource management (HR) is a strategic scientific group in studying skills, motivation, development and management of organizing resources. In Suwatno & Priansa, (2014) Armstrong said that the concept of human resource management (HR) includes aspects of organizational management of working people, both in HR strategy, HR management, social responsibility, knowledge management and development, to employee selection systems and employee relations, welfare and managing rewards or compensation.

State Civil Apparatus (ASN)

According to Raharjo, (2021) State Civil Apparatus (ASN) is the main part of the bureaucracy in Indonesia with six categories from the Village Level, namely the Village Head to the Minister at the Central Level. Based on Law Number 20 of 2023 concerning State Civil

Apparatus, Article 5 states that ASN employees consist of Civil Servants (PNS) and Government Employees with Work Agreements (PPPK). According to Raharjo, (2021) ASN has an important role in planning, implementing, and supervising the implementation of government and national development, with the main function as implementing public policies, providing services to the community, and uniting the nation. Based on Law Number 20 of 2023, ASN management is carried out based on a merit system and 13 principles, such as professionalism, neutrality, accountability, and non-discrimination. Therefore, ASN is required to work professionally, free from political intervention and KKN practices, and uphold loyalty to the state in order to achieve sustainable national development.

Code of Ethics for State Civil Apparatus (ASN)

In the book *Etika Pemerintahan Indonesia* by Sufianto, (2016) Burhanuddin Salam explains that ethics are divided into two types, namely general ethics related to the basic foundations in decision-making or human actions, and special ethics concerning moral principles that apply in life, both at the individual level and in a social context implicitly. According to Raharjo, (2021) that the Code of Ethics is the main rule and basis given to a certain group of people as a basis for behavior, while what is meant by behavior is a person's response to the conditions around them. Further explained from the Regulation of the Minister of Home Affairs Number 15 of 2020 concerning the Code of Ethics for State Civil Apparatus within the Ministry of Home Affairs Article 1 Paragraph (4) it can be understood that the ASN Code of Ethics is related to the demands of patterns of attitude, behavior and doing good things in every implementation of tasks and socializing in everyday life.

Forms of Violation of the Code of Ethics and Employee Behavior

ASN must comply with the rules and avoid violations that have been stipulated in various regulations, such as the Regulation of the Minister of Home Affairs Number 15 of 2020 and the Regulation of the Mayor of Samarinda Number 11 of 2012, which regulate the code of ethics and behavior of ASN, including prohibitions on actions that are not in accordance with the values of professional ethics. According to Raharjo, (2021) Article 4 of PP Number 53 of 2010 contains 17 prohibitions for civil servants, such as abuse of authority, corruption, collusion and nepotism, actions detrimental to the state, and involvement in political activities such as campaigns and support for prospective leaders. The mechanism for reporting violations of the code of ethics can be submitted by parties who have evidence, either through a written report that can be accounted for, findings from direct superiors, or information from the public. The report must be accompanied by evidence and the identity of the reporter, and addressed to the superior with a copy to the Regional Inspectorate and BKD. Once received, the superior is obliged to examine the truth of the report and maintain the confidentiality of the reporter, and forward the report to the authorized official and the Code of Ethics Council for further handling. Sanctions for violations can be in the form of moral sanctions (apology) or administrative penalties in accordance with PP Number 94 of 2021.

State Civil Apparatus (ASN) Code of Ethics Supervisory Agency

In carrying out their duties, ASN are members of the ASN Professional Organization which functions to increase solidarity and supervise employee behavior, including providing recommendations for ethical violations to the Code of Ethics Council as stipulated in Law No. 20 of 2023 and Samarinda Mayoral Regulation No. 11 of 2012. This Code of Ethics Council is a non-structural institution that handles violations of the ASN code of ethics, with a mechanism involving summons, closed examinations, decision-making, and providing recommendations to authorized officials to impose sanctions. In terms of guidance and supervision, the Regional Inspectorate plays a role in conducting periodic evaluations of the implementation of the code of ethics, in line with its duties as stated in Mayoral Regulation No. 104 of 2021, including internal supervision, handling public complaints, and preventing criminal acts of corruption. In the

context of elections, supervision of ASN neutrality is a shared responsibility between Bawaslu, the Inspectorate, BKD, and other institutions, as stipulated in Law No. 7 of 2017. Bawaslu has the authority to supervise ASN neutrality and recommend actions against violations found. Therefore, handling violations of the ASN code of ethics, both in daily life and during the election period, requires collaboration between institutions that synergize in enforcing regulations and maintaining the professionalism of the apparatus within the Samarinda City Government.

Discipline of State Civil Apparatus (ASN)

Reliable and characterful ASN performance is reflected in compliance with the principles of discipline and work code of ethics. ASN discipline, as regulated in PP No. 94 of 2021 and BKN Regulation No. 6 of 2022, is the ability to comply with obligations and avoid prohibitions in accordance with applicable regulations, both during and outside working hours. These prohibitions include abuse of authority, conflicts of interest, and support for political candidates. Disciplinary violations are classified into minor, moderate, and severe, with sanctions ranging from reprimands to dishonorable discharge. In Samarinda City, ASN discipline regulations are also stated in Mayoral Regulation No. 23 of 2023, which emphasizes that authorized officials according to their level of office can impose penalties. According to Muna'im, the strategy for fostering discipline includes strengthening self-concept, effective communication, and positive leadership. Therefore, the formation of ASN discipline and professional character is very important so as not to violate the rules, and can improve performance ethically and responsibly.

Regional Head Election (PILKADA)

The first direct regional elections were held in Kutai Kartanegara as a form of decentralized democracy, in order to encourage local sons and daughters to channel their aspirations and develop their regions fairly and with authority (Anriani, 2018). Regional head elections are a democratic process in which the people directly elect leaders who are expected to be able to carry out their duties professionally and with quality (Supono, 2023). The conclusion that can be drawn from the above understanding is that regional elections are a concept for electing regional leaders that are carried out in each respective region with the aim of developing their regions through local sons who are owned and considered to understand the needs of their regions. Regional elections are carried out democratically, honestly and fairly and prioritize the interests of the people. However, throughout its journey, it turns out that there are still various problems from inaccurate visions and missions to violations of ASN neutrality and money politics which cause instability in the country's condition.

General Election Organizing Institution

Elections in Indonesia are organized by three main institutions according to Law Number 7 of 2017, namely the General Election Commission (KPU), the Election Supervisory Body (Bawaslu), and the Election Organizer Honorary Council (DKPP). The KPU is tasked with designing, implementing, and evaluating all stages of the election at various regional levels, both domestically and abroad. Bawaslu functions to supervise the entire election process including violations and ASN neutrality, while the DKPP handles violations of the election organizer code of ethics. All of these institutions work based on the principles of independent, honest, fair, transparent, and professional elections.

In the context of ASN neutrality, Law Number 20 of 2023 and various regional regulations and circulars emphasize that ASN are prohibited from being involved in practical politics, including becoming members or administrators of political parties and showing partisanship in the Election. ASN who are proven to have violated neutrality can be subject to sanctions ranging from reprimands, deductions from allowances, to dishonorable dismissal. The Circular of the Regional Secretariat of East Kalimantan Province in 2024 also regulates the details of prohibitions and forms of violations of the ASN code of ethics in the Election,

including activities on social media, active support for candidates, and involvement in campaigns. Therefore, maintaining neutrality is a form of ASN's commitment to professionalism and integrity in public service.

METODE

This study uses a descriptive qualitative approach that aims to describe phenomena naturally based on facts that occur in the field. The location of the study is in Samarinda City with research objects in three institutions, namely Bawaslu, BKPSDM, and the Samarinda City Inspectorate. The main focus of this study is collaboration between institutions in handling violations of ASN neutrality in the 2024 Samarinda City Pilkada based on *collaborative governance indicators*, as well as the challenges faced in the process. Data sources consist of primary data obtained through interviews and documentation from key informants and selected informants using *purposive sampling techniques*, as well as secondary data in the form of documents, archives, literature, and other relevant references.

Data collection was conducted through observation, in-depth interviews, and documentation. Furthermore, data analysis refers to the interactive model of Miles and Huberman which consists of four stages: data collection, data reduction, data presentation, and drawing conclusions/verification. The validity of the data was tested through credibility, transferability, dependability, and confirmability tests. Triangulation techniques, increased persistence, and process audits were carried out to ensure the validity and reliability of the data so that the research results can be scientifically accounted for.

RESULTS AND DISCUSSION

Results

Inter-Agency Collaboration in Handling ASN Neutrality Violations in the 2024 Samarinda City Regional Head Election.

Collaboration between institutions in handling violations of ASN neutrality in the 2024 Samarinda City Regional Head Election is an important element in maintaining election integrity. This is based on the Joint Decree of a number of ministries and related institutions that regulate guidelines for fostering and supervising ASN neutrality. In its implementation, institutions such as the Human Resources Development and Personnel Agency (BKPSDM), the Regional Inspectorate, and the Samarinda City Bawaslu have strategic roles. BKPSDM focuses on developing ASN competencies and assessing performance to remain professional during the election period, while the Inspectorate is tasked with carrying out internal supervision of ASN compliance with the rules. Bawaslu, based on Law Number 7 of 2017, has the authority to supervise all stages of the election, prevent violations, and take action against alleged violations of ASN neutrality, and can provide recommendations to related agencies.

Collaboration between these three institutions is key to creating a fair election that is free from political intervention by ASN. This collaboration aims to minimize the potential for ASN involvement in practical political activities, both directly and indirectly. In this context, the effectiveness of collaboration can be analyzed through *Collaborative Governance process indicators* such as forums (joint coordination space), transparency (openness between institutions), goal management (common vision), compromise (alignment of differences), communication (effective exchange of information), democracy and equality (equal participation in decision-making), and determination of commitment and stamina (firmness and consistency in maintaining ASN neutrality). The application of these principles is expected to strengthen synergy between institutions and ensure that the election process runs democratically, transparently, and professionally.

Forum

Collaboration between institutions in handling violations of ASN neutrality in the 2024 Samarinda City Regional Head Election is realized through a forum as a means of coordination and cross-agency discussion. This forum is a strategic forum to align perceptions, formulate

prevention strategies, and accelerate the process of handling violations collectively. Based on the results of interviews with the Head of Bawaslu and officials from BKPSDM, Inspectorate, and TP2D, the main purpose of establishing this forum is to maintain ASN neutrality by increasing synergy, transparency, and accountability. Although a formal forum has not been explicitly formed, routine socialization activities and coordination meetings have been carried out as a real form of collaboration between institutions, including the active involvement of sub-district heads, village heads, and echelon officials to spread understanding regarding ASN neutrality.

The working mechanism of the forum or collaboration begins with the receipt of a report of alleged violations of ASN neutrality submitted to Bawaslu. This report is then reviewed and sent to BKN via the SBT (Integrated Sharing System) application. Furthermore, the City Government through BKPSDM submits an audit request to the Inspectorate. After the investigation is carried out and the Audit Result Report (LHP) is prepared, the results are submitted to TP2D to determine sanctions based on the level of violations found. Sanctions can be in the form of moderate or severe disciplinary sanctions. In this process, each institution carries out its functions according to its authority, with cross-sectoral coordination as the key to effectiveness.

Other collaborative programs include the implementation of socialization involving Bawaslu, BKN, KASN, Ministry of Home Affairs, and Kesbangpol, to improve ASN's understanding of the importance of maintaining neutrality. In addition, an ASN Neutrality Task Force was also formed as regulated in SKB Number 2 of 2022, which is tasked with supervising and taking action against violations of neutrality. This program is also strengthened by national campaigns such as "ASN Choose Neutral" and educational webinars for positions prone to politicization. All of these efforts demonstrate the seriousness of various parties in maintaining ASN professionalism and ensuring that the election is carried out honestly, fairly, and democratically.

Transparency

Transparency is an important element in collaboration between institutions to handle violations of ASN neutrality in the 2024 Samarinda City Regional Head Election. Transparency not only creates trust between institutions, but also ensures openness of information for the public to understand the process of handling violations fairly and accountably. The Head of the Samarinda City Bawaslu and officials from Bawaslu and related agencies stated that openness in conveying information to reporters and the public can prevent perceptions of injustice and increase the legitimacy of the rule enforcement process.

To ensure that information can be accessed and understood by the public, related institutions utilize various channels, such as social media, official websites, banners, and socialization activities involving community leaders. The information conveyed includes developments in case handling, the importance of ASN neutrality, and prevention of violations. However, although transparency is prioritized in the reporting and socialization stages, there are limitations regulated in laws and regulations regarding the delivery of sanction decisions. Based on PP No. 94 of 2021 and BKN Regulation No. 6 of 2023, the delivery of ASN disciplinary decisions can only be carried out by authorized officials.

Thus, the transparency mechanism in collaboration in handling ASN neutrality violations runs in a balanced manner between information openness and protection of sensitive data. Collaboration between Bawaslu, BKPSDM, Inspectorate, KASN, and other institutions allows information on violations to be communicated widely for educational and prevention purposes, while the process of imposing sanctions remains closed in accordance with legal provisions. This approach is considered capable of maintaining accountability, preventing conflicts of interest, and ensuring that the democratic process runs fairly and professionally.

Managing Aims

Setting clear goals in collaboration between institutions is a fundamental step in addressing violations of ASN neutrality during the Regional Head Election. Common goals such as maintaining ASN neutrality, improving election integrity, and preventing abuse of authority

are a strong basis for building synergy between institutions. Through understanding and educating ASN regarding the prohibition of practical political involvement, institutions such as Bawaslu hope to foster awareness and strong commitment among ASN to carry out their duties professionally.

The process of achieving this goal requires joint commitment, open communication, and a structured working mechanism. Each institution has its own role and authority, starting from Bawaslu which reports violations, BKPSDM and Inspectorate which conduct inspections, to TP2D which makes the final decision. This collaboration is supported by formal agreements such as MoUs, as well as technical guidelines that regulate supervision and imposition of sanctions. With good coordination, it is hoped that the law enforcement process against violations of ASN neutrality can run effectively and efficiently. In addition to preventing overlapping authority, well-defined objectives also strengthen coordination between institutions and increase accountability and public trust. These objectives serve as guidelines for fair and objective decision-making, while creating a clean and transparent election environment. With a clear focus, collaboration between institutions can support the sustainability of a healthy democratic process and optimally maintain ASN neutrality.

Compromise

Compromise is an important element in inter-agency collaboration to address violations of ASN neutrality, especially in dealing with differences in values, culture, and working methods of each institution. Compromise allows for the achievement of a mutual agreement that remains based on the rule of law and maintains the principle of ASN neutrality. This process supports the creation of harmonious coordination, increases the effectiveness of cooperation, and prevents conflicts that have the potential to hinder the enforcement of election integrity. So that compromise does not deviate from the principles of justice and accountability, all parties agree to continue to comply with applicable legal regulations and uphold the values and norms of each institution. The compromise process is carried out through discussion and deliberation that considers the legal basis, code of ethics, and principles of transparency and accountability. Each institution respects each other's authority, with the aim of maintaining public trust and ensuring that collaboration runs professionally and proportionally.

Although compromise is needed to build a joint solution, in cases of proven violations, strict law enforcement is still prioritized without tolerance. This is important to maintain the integrity of the bureaucratic system and avoid uncertainty in decision making. With a balanced approach between the flexibility of compromise and the firmness of the law, collaboration between institutions can produce fair decisions, maintain the neutrality of ASN, and support the running of a healthy democracy.

Communication

Communication plays a key role in collaboration between institutions to address violations of ASN neutrality, especially during the Regional Head Election. Through effective communication, institutions such as Bawaslu, BKPSDM, and TP2D can align perceptions, develop joint strategies, and avoid misunderstandings in carrying out tasks. Communication forums such as FGDs, coordination meetings, and inter-institutional visits are important means to discuss crucial issues openly, strengthen synergy, and ensure that every step of handling is carried out in accordance with applicable regulations.

Good coordination through formal and informal communication also ensures that violations of ASN neutrality can be prevented and handled appropriately. Each institution can share information and data accurately, accelerate decision-making, and ensure fairness and accountability in the election process. Transparent communication not only strengthens trust between institutions, but also increases public confidence in the democratic process, because the public can see that handling is carried out fairly and based on facts.

To maintain effective communication, institutions implement various strategies such as holding regular meetings, using appropriate communication technology, and building a clear communication structure. Openness in exchanging information, communication training, and

providing feedback are also important factors. With this approach, each party can understand their roles and responsibilities properly, so that collaboration runs smoothly and produces decisions that reflect integrity and support the creation of honest and transparent elections.

Democracy and *Equality*

The principles of democracy and equality are very important in collaboration between institutions to address violations of ASN neutrality, especially in the Regional Head Election. By ensuring that each institution has an equal role and voting rights, the decision-making process becomes more inclusive and fair. Through open discussion and active participation, various perspectives can be considered, so that the resulting policies are more comprehensive and reflect common interests. This approach not only increases the effectiveness of handling, but also strengthens trust between institutions and the legitimacy of the democratic process itself.

In practice, the implementation of the principles of democracy and equality can be seen from efforts to maintain equal participation of each institution, respect each other's roles and functions, and open up honest and transparent communication space. Equality in collaborative forums prevents the dominance of certain parties and creates a work environment that supports innovation and sustainable collaboration. All parties contribute based on their respective capacities and are valued for the input provided, which ultimately strengthens synergy in handling violations of ASN neutrality.

To ensure that these principles are maintained, periodic evaluations are conducted by each institution through coordination meetings, reflective discussions, participation surveys, and decision impact analysis. These evaluations aim to assess the effectiveness of collaboration, identify challenges, and formulate joint solutions. Although the final decision rests with the Civil Service Development Officer, input from other institutions remains an important part of the process. Evaluations that are conducted transparently and systematically are important instruments in ensuring fairness, accountability, and equal involvement in enforcing ASN neutrality.

Determination of Commitment and Stamina

Determining commitment and stamina is an important aspect in collaboration between institutions to handle violations of ASN neutrality during the Regional Head Election. Strong commitment reflects the seriousness of each institution in maintaining the integrity of the election process, while stamina is needed to maintain consistency amidst the challenges and pressures that arise. With a commitment based on a shared vision and mission, as well as the ability to continue working sustainably, collaboration becomes stronger and is able to create a fair and trusted democratic environment.

In this context, a targeted division of labor based on the function of each institution is the key to success. Each institution, such as Bawaslu, KASN, KPU, BKPSDM, to TP2D, has a strategic role that complements each other. The collaboration that is built prioritizes synergy between institutions with a clear division of tasks starting from prevention, investigation, to imposing sanctions. Routine coordination and communication between institutions also ensure that every step in handling violations is carried out in a structured and accountable manner. With a collaborative approach supported by high commitment and stamina, as well as an organized work structure, handling violations of ASN neutrality can run effectively and sustainably. This not only strengthens public trust in ASN neutrality, but also maintains the credibility and legitimacy of the democratic process as a whole.

Challenges in Handling ASN Neutrality in the 2024 Samarinda City Regional Head Election.

Institutions involved in handling violations of ASN neutrality in the 2024 Samarinda City Pilkada face various complex challenges. One of the main obstacles is the difficulty in identifying and proving ASN involvement in political activities, especially in the context of campaigns that often take place covertly. Suboptimal coordination between institutions, both in terms of communication and information sharing, also slows down the response and

effectiveness of supervision. This condition shows the need to increase cross-institutional synergy so that supervisory tasks can run more optimally.

In addition, internal challenges faced by institutions also include limited human resources and budget, weak regulations on sanctions, and lack of awareness of ASN regarding the importance of maintaining neutrality. The phenomenon of ASN loyalty to incumbents who are running again also complicates efforts to prevent violations. Legal ambiguity and minimal public participation in supervision also worsen the situation, coupled with the influence of social media which indirectly strengthens ASN partisanship. All of this requires strengthening regulations, ongoing education, and increasing the capacity of related institutions.

On the other hand, the dynamics of collaboration between institutions are often hampered by technical constraints, such as the difficulty of synchronizing meeting schedules and limited access to important data from political parties or other institutions. Conflicts of interest are also a serious problem that can affect objectivity in handling violations. Protection of violators by political parties and the slow reporting and investigation process add to the workload of institutions. Therefore, it is important to have a more transparent work system, efficient reporting mechanisms, and strong commitment from all parties so that collaboration runs more effectively and election integrity can be maintained.

Discussion

Inter-Agency Collaboration in Handling ASN Neutrality Violations in the 2024 Samarinda City Regional Head Election.

Government collaboration is an interactive process between autonomous groups supported by rules, structures, agreements, and resources to solve common problems (Sabaruddin, 2015). This study measures the implementation of collaboration carried out between institutions in this case the Samarinda City Bawaslu, Samarinda City BKPSDM, Samarinda City Inspectorate, and the ASN Neutrality Violation Handling Team (TP2D) through *collaborative governance process indicators* determined by the process, there are two understandings related to the process of collaboration, namely from Islamy, (2018) and (Sabaruddin, 2015). The process referred to in the two concepts of *Ansell and Gash and Huxam* and Vangen includes several indicators including: Forum; Transparency; Managing Aims *Compromise* Communication Democracy *and* Equality Determination of Commitment and *Stamina*.

Forum

The forum in the concept of Islamy, (2018) is a coordination space between institutions to make joint decisions. In the context of handling violations of ASN neutrality in the 2024 Regional Head Election in Samarinda City, the forum involving Bawaslu, Pemkot, KASN, and BKN functions to strengthen synergy between institutions, accelerate the handling of violations, and educate ASN about the importance of neutrality in order to create fair and transparent elections. Each institution contributes according to its authority through a structured work mechanism, starting from receiving reports to determining sanctions. However, it was found that not all institutions were involved in this forum, even though the forum is very important to strengthen coordination and the effectiveness of handling ASN violations.

Transparency

Transparency in the concept of Islamy, (2018) refers to a system of openness between institutions in terms of performance, resources, and budget use in order to build mutual respect and accountability. In handling violations of ASN neutrality in the 2024 Samarinda Pilkada, transparency is ideally realized through open communication between Bawaslu, KASN, the City Government, and BKN, including reporting and follow-up involving the publication of information through social media. However, in practice, there was a discrepancy with this concept, where the final decision regarding sanctions by the City Government was closed and could not be accessed by other institutions that also handled the case, thus hampering the principle of transparency which should be carried out openly and with mutual respect.

Managing Aims

Referring to the concept of *Managing Aims* from Sabaruddin, (2015), setting common goals is an important foundation in collaboration between institutions, especially in handling violations of ASN neutrality in the Pilkada. This process begins with identifying fundamental reasons such as maintaining election integrity, preventing abuse of authority, and increasing ASN professionalism. Clear goals strengthen coordination between institutions such as Bawaslu, BKN, BKPSDM, Inspectorate, and TP2D, encourage effective supervision, and prevent overlapping authority. With a structured direction and strong commitment, collaboration can run more accountably, increase public trust, and ensure a fair and transparent democratic process.

Compromise

Referring to the concept of Sabaruddin, (2015) compromise is the key to overcoming differences in work style, values, culture, and norms between institutions in collaboration to handle violations of ASN neutrality in the Pilkada. Compromise is needed so that differences do not become obstacles, but rather become the basis for mutual understanding and effective cooperation. With this approach, institutions can find a middle ground in resolving conflicts, maintaining bureaucratic stability, and creating a conducive and responsive work environment to challenges. However, compromise must still uphold accountability and not ignore law enforcement. Therefore, open discussion to understand the values and norms of each institution is very important so that the resulting agreement is fair, transparent, and reflects mutually respectful collaboration.

Communication

Referring to Sabaruddin, (2015) effective communication in collaboration between institutions is very important so that the process of handling violations of ASN neutrality can run smoothly, where the language used must be easy to understand and reflect mutual understanding. In the context of the Regional Head Election, open and structured communication between institutions such as Bawaslu, BKPSDM, and the Inspectorate allows for a clear exchange of information, a shared vision, and coordination in responding to violations comprehensively. Discussion forums, regular meetings, and a clear division of roles are a means to avoid misunderstandings and strengthen synergy. Good communication also increases public trust in the integrity of the election and encourages the creation of a transparent democratic process free from political intervention, while ensuring that collaboration between institutions is effective and efficient in maintaining ASN neutrality.

Democracy and Equality

Based on the concept of *Democracy and Equality* from Sabaruddin, (2015), collaboration between institutions in handling violations of ASN neutrality must uphold the clarity of the roles and responsibilities of each party and provide equal opportunities in decision-making. This principle is important to create an inclusive, fair, and participatory working atmosphere, where each institution can express its opinion and contribute actively. Regular and transparent evaluations are an integral part of ensuring that collaboration remains on a democratic and accountable path, taking into account input from all stakeholders. Although the final decision on sanctions rests with the PPK or regional head, other institutions still play an important role in providing recommendations based on the principle of justice. Thus, the application of the principles of democracy and equality not only strengthens the effectiveness of cooperation, but also ensures that the process of handling violations takes place openly and with integrity.

Determination of Commitment and Stamina

Based on the concept of *Determination, Commitment, and Stamina* from Sabaruddin, (2015) the success of collaboration between institutions in handling violations of ASN neutrality is highly dependent on strong commitment, sincere cooperation, and resilience in facing challenges. Each institution needs to adhere to the agreement and shared vision to maintain ASN neutrality consistently and fairly. This commitment must be accompanied by sufficient stamina to maintain work enthusiasm and effectiveness in the long-term process, even when faced with political pressure and bureaucratic obstacles. Support from the leadership, clear division of tasks according to the functions of each institution, and open coordination are very important to ensure

maximum contribution and smoothness in handling violations. With this approach, enforcement of ASN neutrality can be carried out comprehensively, transparently, and sustainably, as well as strengthening public trust in the integrity of elections and the democratic system.

Challenges in Handling ASN Neutrality in the 2024 Samarinda City Regional Head Election.

Collaboration between institutions in handling violations of ASN neutrality in the 2024 Samarinda City Pilkada faces various challenges that have an impact on the effectiveness of task implementation. Some of the identified obstacles include weak coordination between institutions resulting in a lack of synchronization in actions, the emergence of conflicts of interest that disrupt objectivity, and intervention from interested parties that threaten the integrity of the handling process. In addition, delays in the reporting process and resolution of cases due to suboptimal coordination and difficulties in accessing data and evidence, especially when there are efforts to protect violators by political parties, are significant inhibiting factors.

CONCLUSION

Collaboration between institutions in handling violations of ASN neutrality in the 2024 Samarinda City Pilkada went quite well through formal structures and discussion forums between institutions such as Bawaslu, BKPSDM, and the Inspectorate. The application of the principle of *collaborative governance* has been proven to strengthen synergy between institutions in supervising and taking action against violations of ASN neutrality, through prevention mechanisms, investigations, clarifications, and the imposition of appropriate sanctions. Each institution carries out its functions proportionally and complements each other to maintain ASN professionalism during the election.

However, this collaboration still faces serious challenges, such as weak information transparency, lack of consistency in communication, and limited human resources and budget. In addition, political influence, ASN loyalty to incumbents, and delays in the reporting process also slow down the handling of violations. Therefore, a stronger joint commitment, increased periodic evaluation, and strengthening of institutional capacity are needed so that collaboration can run more effectively, professionally, and have a real impact on maintaining the integrity and public trust in the democratic process.

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