

DYNAMICS OF RECRUITMENT AND STRATEGIC LEADERSHIP IN IMPROVING BAWASLU'S PERFORMANCE

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ABSTRACT

Popular sovereignty is one of the characteristics of a democratic country. Indonesia as a democratic country realizes people's sovereignty by holding direct, general, free, secret, honest and fair elections. Thus, it is necessary for Bawaslu to play a role in avoiding potential violations at every stage of the election. However, this is not easy, challenges that arise that can hinder Bawaslu's performance are recruitment and strategic leadership. This research aims to determine the various dynamics of recruitment and strategic leadership in improving Bawaslu's performance. The method used in this research is the library study method by reviewing and/or exploring various journals, books and documents related to research. The research results showed that the dynamics of recruitment and strategic leadership of Bawaslu had an impact on the effectiveness of election monitoring. Recruitment based on relevant skills and qualifications is key. Bawaslu leaders also need to have a clear vision and mission in order to improve their performance. With strong recruitment and leadership, Bawaslu can fulfill its responsibilities in ensuring fair, honest and democratic elections.

Keywords: Bawaslu, Strategic Leadership, Recruitment, Performance

INTRODUCTION

Based on Law 7 of 2017 concerning General Elections, the General Election Supervisory Body (Bawaslu) is the institution tasked with supervising general elections. Bawaslu has the duty to hold honest and fair elections. In carrying out its supervisory duties over all stages of election administration and other duties, Bawaslu provides reports to the DPR and the President, while the implementation of its duties in terms of financial accountability is regulated in accordance with the provisions of applicable laws and regulations. Regarding this supervision report, Bawaslu reports periodically for each stage of election implementation in accordance with the provisions of the laws and regulations copied to the KPU (Silalahi, 2020).

The Journey and Dynamics of Elections in Indonesia which have been held 12 times, from 1955 to 2019 and will then be held in 2024. In holding elections in each country, it is expected that the circulation of government will continue to change (Prayoga, 2022). The recruitment process for election organizers must be carried out by parties who have competence and authority through a fair process based on election law. To recruit KPU and Bawaslu members with integrity, the role of a selection team that is credible and has high integrity cannot be separated. The Selection Team recruitment model should involve judicial institutions, namely judges or police to trace the candidate's track record in legal aspects, psychologists to understand the candidate's psychology, and the KPU and Bawaslu secretariat to look at the candidate's track record regarding the

candidate's involvement or affiliation with political parties (Haryanti, 2021). Thus, this recruitment process becomes its own dynamics and challenges in the election process.

Every organization needs a leader, including Bawaslu. To be able to improve performance, strategic leadership is needed in the leader. A leader must be strategically oriented towards organizational profitability for organizational continuity (Sasongko et al, 2022). So recruitment management and strategic leadership become important issues to study.

Previous research conducted by Mahrawa & Prayogi (2019) stated that the difficulty in recruiting PTPS was due to the lack of enthusiasm from the community in addition to the lack of socialization of the way supervision works. The presence of PTPS is certainly a concrete manifestation so that election problems can be minimized both from the side of election organizers and election participants. So presenting quality PTPS is an urgency so that election justice can be realized. In research conducted by Emelda (2020), it was stated that leadership style and compensation, jointly or partially, had a positive and significant effect on the work spirit of employees at the Panwaslu Office throughout the OKU Regency District.

In contrast to previous research which only explains one of the challenges of improving Bawaslu's performance, namely recruitment and strategic leadership, the novelty of this research is to examine these two challenges of improving Bawaslu's performance. Thus, this research aims to determine the extent to which recruitment dynamics and strategic leadership improve Bawaslu's performance.

RESEARCH METHOD

The research method used in this research is the literature study method. Literature study is a method of collecting data by understanding and studying theories from various literature related to the research (Adlini et al, 2022). According to Zed in Supriyadi (2016), in library research there are at least four main characteristics that writers need to pay attention to, including: First, that the writer or researcher is dealing directly with the text (*nash*) or numerical data, not with direct knowledge from the field. Second, library data is "ready to use" meaning that researchers do not go directly into the field because researchers deal directly with data sources in the library. Third, that library data is generally a secondary source, in the sense that researchers obtain material or data from second hand and not original data from first hand data in the field. Fourth, that the condition of library data is not limited by space and time. Thus, data collection in this research is by reviewing and/or exploring various journals, books or other documents that are relevant to the research being conducted.

RESULTS AND DISCUSSION

Democracy is a political system that provides space for justice and equality for all citizens. Democracy as a political system and government system places sovereignty in the hands of the people, so that in a democratic system the main actors are actually the people. This system is the most popular choice used by countries in the world. The most basic characteristic of a democratic country is the existence of general elections (Pemilu). Likewise with Indonesia, elections are held as a form of democracy which is a means of aggregating aspirations in society that were previously articulated by political parties according to their functions (Solihah et al, 2018). General elections (Pemilu) as an instrument of democracy are a means of popular sovereignty to elect members of the People's Representative Council, members of the Regional Representative Council, President and Vice President, and to elect members of the Regional People's Representative Council as well

as to elect Regional Heads and Deputy Regional Heads (Governor, Regent and Mayor) (Kusuma et al, 2022).

Based on the 1945 Constitution of the Republic of Indonesia (UUD NRI 1945), general elections are a reflection of the implementation of democracy which is then confirmed in Article 1 Paragraph (2) of the 1945 Constitution of the Republic of Indonesia which states: Sovereignty is in the hands

the people and implemented according to the Constitution. Then it is confirmed in Article 22 E Paragraph (1) which states that: General elections are held directly, publicly, freely and secretly. The meaning of LUBER JURDIL is as follows: *Direct* which means voters have the right to directly or without being represented to choose candidates who are in accordance with their vision and mission. *General* which means that all citizens who have fulfilled the requirements can exercise their political rights. *Free* which means voters can freely make their choices without influence from any party. *Confidential* which means that the confidentiality of the votes cast by voters will be guaranteed. *Honest* which means that all election management institutions act honestly in accordance with statutory regulations. *Fair* which means equal treatment for voters and election participants (Izzaty & Nugraha, 2019).

According to Ansorulloh et al (2023), regulations related to election organizers and regional head elections currently use several laws, namely: *First*, Law Number 7 of 2017 concerning General Elections (Election Law). *Second*, Law Number 6 of 2020 concerning the Stipulation of Government Regulations in Lieu of Law Number 2 of 2020 concerning the Third Amendment to Law Number 1 of 2015 concerning the Stipulation of Government Regulations in Lieu of Law Number 1 of 2014 concerning the Election of Governors, Regents and Mayor Becomes Law (UU Pilkada).

“General elections are held by a national, permanent and independent general election commission.”

The article resulting from the third amendment to the Indonesian constitution was then translated by creating the KPU as the implementing institution. Elections on one side and an election monitoring institution on the other side. Election supervisors are part of the election organizers who are specifically tasked with supervising the implementation of the election stages so that the elections run according to the regulations and schedule (Marzuki, 2021).

The active supervisory role of the state is very much needed in the implementation of this election, in order to anticipate various things beyond the will that might occur during the implementation of the election, especially the possibility of potential election violations or also known as potential election legal problems. For this reason, the state formed a work unit to supervise elections, a body called Bawaslu of the Republic of Indonesia, which is also national (Yuhandra et al, 2021). Participatory supervision is contained in Law Number 7 of 2017 concerning general elections. Article 448 paragraph (3) states: "That the form of public participation is a) not taking sides that benefit or harm election participants, b) not disrupting the process of holding the election stages, c) aiming to increase political participation in the wider community, and d) encouraging the realization of a conducive atmosphere for holding elections that are safe, peaceful, orderly and smooth" (Qoyimah et al, 2022). However, legally the Election Observers are obtained from Bawaslu, starting from reporting to sanctions which apply in the same and tiered manner, all authority related to Election Observers rests with the supervisory institution, namely the Election Supervisory Body (Bawaslu) and applies according to its level (province/regency/city). This is also good for the progress of supervision because there will be synergy between Bawaslu and election observers themselves, especially regarding the

establishment of a code of ethics, the rights and obligations of election observers and also reporting. At least with more eyes watching, political parties and election organizers will be more introspective in their work (Fahmi & Rahmayani, 2022).

In Law Number 7 of 2017 concerning General Elections, what is meant by observers includes social organizations with foundation legal entities or association legal entities registered with the government or regional government, election monitoring institutions from abroad, overseas election institutions and representatives of friendly countries in Indonesia. In this case, the institution must meet the requirements, namely being independent, having a clear and registered source of funds and obtaining permission from Bawaslu, Provincial Bawaslu, or Regency/City Bawaslu in accordance with the scope of its monitoring area. If previously monitor accreditation was issued by the KPU, currently through Law no. 7 of 2017 accreditation was issued by Bawaslu (Simanjuntak, 2017).

There are at least three problems with election supervision according to Diniyanto & Sutrisno (2022), namely (1) low digital literacy; (2) limited human resources related to election supervision in the digital realm; and (3) the lack of election law enforcement regulations in this *era-post-truth*.

a. Low Digital Literacy

Election supervision is actually not only carried out by Bawaslu but also by the community. Indeed, the main task of monitoring elections is Bawaslu, but public participation in monitoring elections is also important and cannot be denied. Without active participation and support from the community in election supervision. Bawaslu as an election supervisory body will be hampered in supervising the election. Bearing in mind that one form of Bawaslu supervision in elections is also based on community activity.

b. Limited Human Resources related to Election Supervision in the Digital Realm

The next problem with election supervision is related to limited human resources. It must be acknowledged and indeed many have acknowledged that human resources related to election supervision are still limited. Bawaslu as election supervisor can be said to have limited human resources. This is certainly a problem in election supervision.

c. Minimal Election Law Enforcement Regulations in the *EraPost-Truth*

Problems that also arise are related to election supervision in this *era-post-truth* namely the lack of election law enforcement regulations. *Era post-truth* focuses people to put the emotional first. This means that many people only rely on emotional attitudes. This condition makes it easier for certain parties to have access to spread lies. It is very easy to spread lies to a society based solely on emotions.

Apart from that, the challenge for Bawaslu is improving the performance of Bawaslu itself. Performance, which is an important point for a company to achieve the desired results, is very central. For this reason, it is the focus and the reason for every good human resource management to carry out an evaluation that will ensure that each employee has optimal performance (Sinollah et al., 2020). Performance describes the extent of a person's activities in carrying out tasks and trying to achieve set goals (Chusminah & Haryati, 2019). Organizational performance is also shown how the process of activities to achieve these goals takes place. In the process of implementing activities, monitoring, assessment, review or review of human resource performance must always be carried out. Through monitoring, periodic measurements and measurements of performance are carried out to determine the achievement of performance progress in a predictive manner (Erlianti & Fajrin, 2021). Thus, in order to improve Bawaslu's performance, recruitment dynamics and strategic leadership have a very important role. Bawaslu as an institution responsible

for election supervision needs qualified leaders and competent employees so that its duties can be carried out effectively.

The recruitment process needs to be based on abilities and qualifications that are in accordance with Bawaslu's duties and responsibilities. Transparency and accountability in the recruitment process creates trust between Bawaslu members. Apart from that, a Bawaslu leader needs to have a clear vision and mission in order to improve Bawaslu's performance. Strategic leadership needs to uphold integrity, partnerships and collaboration with various institutions and organizations. So that Bawaslu can carry out its role in overseeing every election process effectively.

DISCUSSION

Based on research results, Indonesia is a democratic country which is realized by elections as an important instrument. By emphasizing the principle of popular sovereignty, it is necessary to implement democracy that is direct, general, free, confidential, honest and fair. In this case, Bawaslu has an important role in ensuring the smooth running of elections.

The dynamics of recruitment and strategic leadership of Bawaslu have an impact on the effectiveness of election monitoring. Recruitment based on relevant skills and qualifications is key. Bawaslu leaders also need to have a clear vision and mission in order to improve their performance. With strong recruitment and leadership, Bawaslu can fulfill its responsibilities in ensuring fair, honest and democratic elections.

CONCLUSION

The results of the research that have been conducted illustrate a significant finding in the context of the Election Supervisory Agency (BAWASLU) at the provincial and district / city levels in Indonesia. The findings stated that the recruitment process of BAWASLU members and the organizational structure of the institution had a positive and significant influence on organizational performance. This means that the way BAWASLU members are recruited and how their organizational structure is designed play an important role in determining the extent to which BAWASLU can carry out its supervisory duties effectively. These results emphasize the importance of careful selection and recruitment as well as attention to the design of appropriate organizational structures to achieve BAWASLU's objectives in overseeing the conduct of elections.

Researchers suggest that in future studies consider to include external influence variables, such as government support, community pressure, or global factors that might affect Bawaslu's performance. In addition, future research can conduct similar research on similar organizations in different contexts, both nationally and internationally. This can help validate the findings in the study and identify factors that may differ due to cultural, legal, or political differences.

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