

## **The Influence of Recruitment, Organizational Structure, and Regulation on Performance with Strategic Leadership as a Mediating Variable**

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### **Abstract**

*The importance of the role and position of the Bawaslu institution as an election organizing institution tasked with overseeing the implementation of elections in all regions of the Unitary State of the Republic of Indonesia is regulated in Law Number 7 of 2017 concerning General Elections. (2) There are still problems found in the recruitment process, organizational structure, regulations and strategic leadership patterns that have an impact on Bawaslu's performance. (3) There are still public complaints and complaints against Bawaslu's performance which is considered not to work optimally and transparently. This study aims to directly prove the influence of Recruitment, Organizational Structure, Regulation and strategic leadership on Bawaslu's performance. In addition, this study will also prove the influence of Strategic Leadership in mediating the relationship between Recruitment, Organizational Structure, and Regulation on Performance in Bawaslu. The method used in this study is an empirical study method with a quantitative approach. In this study, the pattern of causal relationships that became the focus of research was exogenous variables, namely Recruitment, Organizational Structure and Regulation. Strategic Leadership acts as a mediating variable. While the endogenous variable is Performance. The results showed that Recruitment, Organizational Structure, Regulation have a positive and significant effect on Strategic Leadership. In addition, Recruitment, Organizational Structure, Regulations have a positive and significant effect on Organizational Performance. Then, Strategic Leadership directly mediates the relationship between Recruitment, Organizational Structure, Regulation of Organizational Performance.*

**Keywords:** *Recruitment, Organizational Structure, Regulation, Strategic Leadership, Organizational Performance.*

### **INTRODUCTION**

Organizational performance is a measuring tool for assessing and evaluating success or not the purpose of the organization. Organizational performance is defined as an overview of the level and results of achievement of an implementation process both activities, programs and policies in order to realize things that have been stated in the formulation of the organization's strategic scheme, namely goals, objectives, vision and

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mission to build a good organization (Haque et al., 2018). Based on the explanation above, organizational performance is an indicator of the importance of the level of achievement that can be achieved and reflects the success of an organization, and is the result achieved from the behavior of organizational members (Diamantidis & Chatzoglou, 2018). The level of organizational performance can be seen from the extent to which the organization is able to achieve the goals, objectives, vision and mission that have been set by the organization.

The General Election Supervisory Agency, hereinafter abbreviated as Bawaslu, is an election organizing agency tasked with overseeing the implementation of elections in all regions of the Unitary State of the Republic of Indonesia. Bawaslu is regulated in Law Number 7 of 2017 concerning General Elections. The number of Bawaslu members is 5 (five) people from professional circles who have the ability to conduct supervision and are not members of political parties. In carrying out their duties, Bawaslu members are supported by the General Secretariat of the General Election Supervisory Agency.

General elections are a very important momentum for the formation of government and the administration of the country in the next period. In the implementation of elections there are still violations committed by participants, organizers and voters. So that the enforcement of electoral law is still needed to achieve legality and rule of law. As per Article 3 of Bawaslu Regulation Number 8 of 2020, Election Violations can come from findings and reports. Findings are the results of active supervision of election supervisors containing alleged violations, while reports are allegations of violations submitted in writing by the whistleblower to the election supervisor.

Based on the data, it is explained that the average violation of regional elections in 2018 was 947/171 violations/regions or 5.53%, while in 2020 it increased by 3576/270 violations/regions or 13.24%. It can be seen that violations/regions when compared from 2018 and 2020 increased by -2.50x. With the increase in the number of violations/areas, it shows that Bawaslu has had a good performance, with the number of findings in 2020 amounting to 3746 findings. The following are the number of alleged violations in the 2020 regional elections, namely:

Table 1 Alleged Violations in the 2020 Regional Elections

No.	Alleged Violations of the 2020 Regional Elections	Total
1	Findings	3746
2	Report	1588
3	Non-Violation	1828

Source: (Bawaslu, 2020)

From the number of violations of the 2018 regional elections and violations of the 2020 regional elections and alleged violations in the implementation of the 2020 regional elections in table 1 above, it is explained that the high number of findings illustrates Bawaslu's success in implementing appropriate supervisory strategies and producing findings.

Bawaslu's performance is the basis and benchmark for the organization to realize the achievement of the goals planned by the organization (Almatrooshi et al., 2016). Organizations need to find ways to devise strategies that create competitive advantage (Soltani et al., 2018). Based on the description above, researchers try to research related to organizational performance in the General Election Supervisory Agency (Bawaslu) throughout Indonesia. This study focuses on factors that can affect organizational performance, especially in Bawaslu, namely by including Recruitment variables (Karia et al., 2016; Mwita & Kinemo, 2018; Santos et al., 2020), Organizational Structure (Bai et al., 2017; Cetinkaya & Rashid, 2018; Setiawan et al., 2016) Regulation (Hassan et al., 2018; D. Li et al., 2017; Q. Wang et al., 2021), Strategic Leadership (Jiang et al., 2017; Kalsoom et al., 2018; Tamatey & Malcalm, 2017).

The first factor that affects the performance of the Bawaslu organization is Recruitment. The recruitment process is considered as important in the organization and references are considered as one of the most reliable sources of recruitment for the organization (Tang et al., 2018). The recruitment policy within the organization is determined by the nature of the job and the industry in which it operates and hence there are various internal and external factors that influence the recruitment policy of the organization (Bhutto & Auranzeb, 2016). In addition, the working conditions of a particular organization in the community in which the organization is located also affect recruitment efforts within the organization (Saini & Shukla, 2016).

The determination of the selection team must avoid partiality in the form of corruption, collusion and nepotism carried out by controlling the practice of controlling certain prospective members, who are allegedly supported from the beginning and do not pay attention to the substance of the recruitment process stipulated in the regulations of the Law. The second factor that affects the performance of the Bawaslu organization is Organizational Structure. Organizational Structure plays an important role in achieving organizational goals, namely improving performance by adopting an efficient structure. Such types of organizational structures give way to proactive roles in improving organizational performance (Shafiee et al., 2016). The existence of an organizational structure can make employees more motivated in improving their work performance in the company as desired by the organization (John, 2017).

The third factor that affects Bawaslu's performance is Regulation. Buy & Lodge, (2017) Explain that regulation is a focused and ongoing process that aims to change the behavior of others in accordance with established standards and objectives with the intention of producing broadly identified results or outcomes, which may involve standard-setting, information gathering, and behavior modification. Further Burke et al., (2017), regulation is assumed to benefit the whole community does not serve the interests of individuals, the authority in charge of regulating the interests of the whole community other than the interests of regulators. Ndege, (2017) states that an organization has rules and regulations in place to ensure that the occurrence of risks can be controlled and mitigated.

Regulations related to Bawaslu are regulated in Law Number 7 of 2017. Article 1 states that the Election Supervisory Board or Bawaslu is an election organizing agency that oversees the implementation of elections in all regions of the Unitary State of the Republic of Indonesia. The Provincial Bawaslu is the body that oversees the implementation of elections in the provincial area. Bawaslu kabupaten/kota is the body to oversee the implementation of elections in the regency/city area.

Law Number 7 of 2017 explains the Duties, Authorities, and Obligations. Article 93 states that Bawaslu is tasked with: (1) formulating standards for election supervision for election supervisors at every level; (2). prevent and take action against election violations; and electoral process disputes; (3). supervise the preparation of the Election, which consists of: planning and determining the schedule for the stages of the Election; logistics procurement planning by KPU; socialization of election administration; and the implementation of the preparation in the holding of elections in accordance with the provisions of the laws and regulations; (4) supervise the implementation of the stages of the Election, consisting of: updating voter data and establishing temporary voter lists and permanent voter lists; arrangement and determination of district/city DPRD constituencies; determination of Election Participants;. nomination until the determination of Candidate Spouses, DPR candidates, DPD candidates, and DPRD candidates in accordance with the provisions of laws and regulations; implementation and campaign finance; procurement of election logistics and their distribution; the conduct of voting and counting of votes from elections at polling stations; movement of ballots, minutes of vote counting, and certificates of vote counting results from the polling station level to the KDP; recapitulation of the results of the counting of votes in KDP,

District/City KPU, Provincial KPU, and KPU; conduct of counting and re-voting, follow-up elections, and follow-up elections; and determination of election results. (5) prevent the practice of money politics; (6) supervise the neutrality of the state civil apparatus, the neutrality of members of the Indonesian National Armed Forces, and the neutrality of members of the Indonesian National Police; (7) supervise the implementation of decisions/decisions, consisting of: DKPP decisions; court rulings on election violations and disputes; rulings/decisions of Bawaslu, Provincial Bawaslu, and District/City Bawaslu; decisions of KPU, Provincial KPU, and district/City KPU; and. decisions of authorized officials for violations of the neutrality of the state civil apparatus, neutrality of members of the Indonesian National Armed Forces, and neutrality of members of the Indonesian National Police; (8) submit alleged violations of the Election Organizer's code of ethics to the DKPP; (9) submit allegations of electoral offences to Gakkumdu; (10) manage, maintain, and maintain records and carry out their depreciation based on records retention schedules in accordance with the provisions of laws and regulations; (11) evaluate election surveillance; (12) supervise the implementation of KPU regulations; and (13) carry out other duties in accordance with the provisions of laws and regulations.

Article 95 states that Bawaslu has the authority: (1) to receive and follow up reports relating to alleged violations of the implementation of laws and regulations governing elections; (2) examine, review, and adjudicate violations, election administration; (3) examine, review, and adjudicate violations of money politics; (4) accept, examine, mediate or adjudicate, and decide on the dispute resolution of the electoral process; (5) recommend to the relevant agencies the results of supervision of the neutrality of the civil-state apparatus, the neutrality of members of the Indonesian National Armed Forces, and the neutrality of members of the Indonesian National Police; (6) temporarily take over the duties, authorities, and obligations of the Provincial Bawaslu and District/City Bawaslu on a tiered basis if the Provincial Bawaslu and District/City Bawaslu are temporarily absent due to sanctions or other consequences in accordance with the provisions of laws and regulations; (7) request information materials needed from relevant parties in the context of preventing and enforcing administrative violations, violations of the code of ethics, alleged election crimes, and disputes over the election process; (8) correct the decisions and recommendations of the Provincial Bawaslu and District/City Bawaslu if there are things that contradict the provisions of laws and regulations; (9) establish Provincial Bawaslu, District/City Bawaslu, and Foreign Affairs Panwaslu (LN); (10) appoint, foster, and dismiss members of the Provincial Bawaslu, members of the District/City Bawaslu, and members of the LN Panwaslu; and (11) exercise other authorities in accordance with the provisions of laws and regulations.

Article 96 states that Bawaslu is obligated to: (1) be fair in carrying out its duties and authorities; (2) conduct guidance and supervision of the implementation of the duties of the Election Supervisor at all levels; (3) submit reports on the results of supervision to the President and the House of Representatives in accordance with the stages of elections periodically and / or based on needs; (4) supervise the updating and maintenance of voter data on an ongoing basis carried out by the KPU by taking into account population data in accordance with the provisions of laws and regulations; and (5) carry out other obligations in accordance with the provisions of laws and regulations.

The strengthening of Bawaslu's authority is in Law No. 7 of 2017. One of the reinforcements is that the results of handling violations are no longer in the form of recommendations, but have become decisions. Bawaslu already has the authority to decide administrative violations.

Problems related to regulations in Bawaslu start from understanding and compliance in implementation. Chairmen and Members of Bawaslu/Bawaslu Province/Bawaslu District/Bawaslu Kota must have perceptions and understandings as well as projections on the implementation of existing regulations. This is not easy considering that Bawaslu consists of chairmen and members as leaders and decision makers. The background and

competence of each member can be an obstacle and a problem.

In addition to examining the factors that affect the performance of the Bawaslu organization above, researchers also added one mediating variable as the research conducted by Su et al., (2022) that is Strategic Leadership. Strategic leadership in Bawaslu, namely Collegial Leadership, Awbery, (2014) in his research explained that strategic leadership is included in 5 leadership styles, namely: transactional leadership, transformational leadership, instructional leadership, distributed leadership, and collaborative (strategic) leadership, which is supported in research conducted by Fullan (2001, 2013); Gronn (2002); Rhodes (2012); Southworth (2004); and Stoll, Fink, & Earl, (2003). Furthermore, Rowe (2001) explains that strategic leadership is a combination of managerial leadership, collegial leadership and visionary leadership. An empirical understanding of strategic strategy occurs in leadership strategy in the UK today (Rasmussen, 2015).

The strategic leadership mediation role chosen represents the desired organizational behavior that is expected to assist the organization in achieving organizational results (Chang et al., 2020) i.e. Strategicity (Su & Baird, 2017) that is desirable and beneficial to the organization. Therefore, strategic leadership represents positive organizational behaviors that are expected to mediate the influence of recruitment, organizational structure, and regulation on organizational performance.

Leadership in Bawaslu is collegial leadership i.e. not single leadership. This is because the burden of Bawaslu leadership is so heavy that it adheres to a collegial model or together with colleagues in leading (Dehoop, 2018). This is based on Law number 7 of 2017 in which the law explains that the number of Bawaslu members is 5 (five) people; Bawaslu Province as many as 5 (five) or 7 (seven) people; and for Bawaslu Regency / City as many as 3 (three) or 5 (five) people. Law number 7 of 2017 is explained related to the Duties, Authorities and Obligations of Bawaslu, Provincial Bawaslu and Regency / City Bawaslu. In the law, it is stated in article 92 paragraphs (8) and (9) that the Chairman of Bawaslu is elected from and by members of Bawaslu, Chairman of Provincial Bawaslu, chairman of District/City Bawaslu, Chairman of District Panwaslu, and Chairman of Panwaslu LN elected by members.

Strategic leadership is a mediating variable because Bawaslu has implemented strategic leadership that is interesting and unique to be studied. In addition, there has been no research discussing performance with strategic leadership as a mediation variable, and Bawaslu itself globally is the only one in Indonesia. In practice, strategic leadership has its own uniqueness from each district / city and province in the interaction of the decision-making process. Decision making in Bawaslu is taken based on plenary meetings, namely each member of Bawaslu has the same influence or portion in every decision making whether open or closed. The following are some differences in the results of previous research (research gap) related to the relationship between the Independent Variable and the Dependent Variable raised in this study, namely:

Table 2. Research Gap Findings

Gap	Writer	Findings
There are different views on the effect of Recruitment on Performance	(Karia et al., 2016; Mwita & Kinemo, 2018) (Santos et al., 2020)	Results show that recruitment has a significant positive influence on performance The results showed that recruitment did not have a significant effect on performance
There are different views on the influence of Organizational Structure	(Cetinkaya & Rashid, 2018; Setiawan et al., 2016)	Results show that organizational structure has a significant positive influence on performance

on Performance	(Bai et al., 2017)	Results show organizational structure negatively affects performance
There are different views on the effect of Regulation on Performance	(Hassan et al., 2018; D. Li et al., 2017)	Results show that regulation has a significant positive effect on performance
Performance	(Q. Wang et al., 2021)	Results show that regulation negatively affects performance
There are differing views on the influence of strategic leadership on Performance	(Jiang et al., 2017; Kalsoom et al., 2018)	The results showed that leadership has a positive and significant influence on performance
Performance	(Ty & Malcalm, 2017)	The results showed that leadership had no significant effect on performance

Source: Summary of previous research results

Based on the background description above and the gap or difference from the results of previous research, the author is interested in conducting further research related to factors that affect Performance in Bawaslu Agencies in Indonesia with the title "The Effect of Recruitment, Organizational Structure, and Regulation on Performance with Strategic Leadership as a Mediation Variable (Study on Provincial Bawaslu and Regencies / Cities in Indonesia)".

## THEORETICAL STUDIES

### Recruitment

Recruitment can be done both internally and externally although both have disadvantages and advantages (Samwel et al., 2016). Arifin et al., (2020) Suggesting that recruitment is the process of determining the positions to be filled in the organization and how to fill them. If recruitment occurs with many applicants entering applications, then the chances of getting a good organization are wide open, since the company can choose the best among the good. The benchmark dimensions for recruitment variables are based on research that has been developed by Mathis et al., (2017) which consists of 2 (two) recruitment benchmark items, including:

1. Basic recruitment rules, consisting of clear rules, namely laws or rules for publishing a job that have been determined by the government. General requirements, namely the requirements of prospective applicants generally in making applications and special requirements, namely requirements for applicants who have certain qualifications as specified.
2. Recruitment source, consisting of sources that come from outside and those from within the company to fill vacant positions.

### Organizational Structure

Organizational structure is the formal allocation of work roles, administrative mechanisms, integrating activities, and setting up communication channels, authority, responsibility and accountability at various levels in the organization (Ajagbe et al., 2016). According to Point Park University An organizational structure is a system that defines hierarchy within an organization by identifying each job, its related functions, and reporting it to the organization. The process requires the preparation of a structure to establish how the organization operates to carry out its objectives. Organizational structure is a standard configuration between individuals and groups regarding responsibilities, task allocation and authority in an organization (Mutua, 2021). The benchmark dimensions of organizational structure variables are based on research previously conducted by Quigg et al., (2016) which consists of 5 benchmark items of

organizational structure, including:

1. Work specialization is the extent to which tasks in an organization are divided into separate jobs
2. The chain of command is the answer to the question of who reports to whom and explains formal authority.
3. Centralization describes where decisions are made formally within an organization.
4. Span of control refers to the extent to which a person has power or influence over certain situations or events that exist in the organizational environment
5. Formalization. Formalization is the extent to which rules and procedures are used to standardize behavior and decisions within an organization.

#### Regulation

Regulation is a focused and ongoing process that aims to change behavior in accordance with established standards and objectives with the intention of producing broadly identified results, which may involve standard-setting, information gathering, and behavior modification (Buy & Lodge, 2017). Regulations establish ground rules that guide behavior, practices, and transactions (Parlar & Cansoy, 2017). Regulation is conceptualized as a mandate centered on the government or state and supported by the possibility of sanctions. In practice, responses to regulation can range from passive conformity to active resistance (Omar et al., 2018). Compliance with certain regulations may depend on a number of factors including the nature of the regulations (Jiang et al., 2018) context (Silvestre et al., 2018), the level of enforcement of the rules, and the attributes of a particular organization (Gray & Jones, 2016). The benchmark dimension of regulatory variables in this study is based on research that has been developed by Qing, (2019) which consists of 5 (five) variable benchmark dimensions, namely:

1. General requirements refer to a set of conditions, specifications, or criteria that must be met in a given context. Usually, general requirements are used to describe the terms and conditions that apply.
2. Scope is the work that needs to be completed to deliver a product, service, or result with defined features and functions.
3. Implementation, is an action or implementation of a plan that has been prepared carefully and in detail. It is usually done after planning is considered perfect.
4. Control and Monitoring (control and monitoring), is an activity to observe carefully a situation or condition, including certain behaviors or activities, with the aim that all data or information obtained from observations can be the basis for making decisions.
5. Reporting, is one of the management functions in the form of conveying developments or results of activities or providing information about all matters related to duties and functions to higher officials.

#### Organizational Performance

Organizational performance is a sign that the company is achieving individual goals. One important element of an organization whose nature can be assessed is performance measured through results or productivity. Evaluation of organizational performance can be done through many methods including: quality of work performed, quantity of results, knowledge acquired and used and individual development towards goals and objectives achieved. This evaluation can show the results of deviations from the established standards for various reasons that can be work-related, organization-related. Therefore,



the focus on exploiting human resources for strategic success has become prominent in the present times from competitive pressures (Diamantidis & Chatzoglou, 2018). The Benchmark Dimension of an organization's Performance is based on Research developed by Pradhan & Jena, (2017) which consists of 3 (three) dimensions of benchmarks, namely:

1. **Task Performance.** Task performance requires more cognitive abilities and is primarily facilitated through task knowledge (knowledge or technical principles necessary to ensure job performance and having the ability to handle multiple tasks), task skills (application of technical knowledge to complete tasks successfully without much supervision), and task habits (innate ability to respond to assigned work that facilitates or hinder performance)
2. **Adaptive Performance.** Effective adaptive performance requires an organization's ability to efficiently handle turbulent work circumstances, for example, technological transformation, changes in one's core job duties, organizational restructuring and so on. The evolution of new jobs as branches of technological innovation requires organizations to engage in new learning and make themselves adapt to change efficiently.
3. **Contextual Performance.** Contextual performance is pro-social behavior exhibited by individuals in a work set-up. Such behavior is expected of a person but is not mentioned openly in a person's job description. This kind of unexpressed expectation is called prosocial behavior or extra role behavior.

#### Strategic Leadership

Leadership strategy is very important in managing a company or organization. This concerns the success and development or failure of a company. The strategy that has been prepared will affect employee performance and organizational performance. In the preparation of strategies do not escape the interference of company and organizational leadership (Amit & Zott, 2020). Next Martorana et al., (2016) Explain that the ability of leaders to carry out their strategic actions depends on historical organizational factors (organizational culture) that are influenced by changes in the external environment (the presence of new competitors, technological developments, declining demand for services/products, different political/regulatory climates), strengthening strategies and increasing consistency between strategies, organizational structure, culture and human resources. The benchmark dimension of Strategic Leadership variables is based on research that has been conducted by Azeem & Mataruna, (2019) which consists of 3 variable benchmark items, including:

1. **Shared Vision** is considered a leading step in the development of Strategic Leadership. It begins as a conscious effort of organizational leaders to engage in the decision-making process and empower them to implement strategy.
2. **Staff Commitment** to achieve the goals of the institution needs to generate the desired energy necessary to achieve its vision. In this case, consensus is a very important element of the joint decision-making process, which indicates agreement among all staff members on the actions that the institution takes to achieve its goals.
3. **Collaboration** is measured by the extent to which trust prevails among organizations when sharing information, the extent to which internal communication occurs among staff through effective communication systems, and evidence that teamwork prevails at multiple levels.
4. **Problem solving** is a mental and intellectual process in finding problems and solving problems based on accurate data and information, so as to be able to get conclusions carefully and quickly. This problem solving is measured by holding a plenary meeting of the chairman and members.



5. Decision making is making judgments and making choices. The decision was taken after going through some calculations and consideration of alternatives.

## RESEARCH METHODS

The method used in this study is an empirical study method with a quantitative approach. Quantitative research is a study that basically uses a deductive-inductive approach. This approach departs from a theoretical framework, expert ideas, and researchers' understanding based on experience, then developed into problems proposed to obtain justification (verification) or rejection in the form of empirical field data documents (Akhtar, 2016).

The object of research is the General Election Supervisory Board (Bawaslu) of Provinces and Districts / Municipalities in Indonesia. The scope of this study is only on the variables of Recruitment, Organizational Structure, Regulation directly affect Performance and Strategic Leadership acts as mediation variables. The population in this study is representatives of political parties (political parties), members of Non-Governmental Organizations (NGOs) and Bawaslu Employees/Staff in all districts / cities in Indonesia.

The sampling taken in this study was by using the slovin formula, according to Tejada & Punzalan, (2012) Slovin's formula allows researchers to sample populations with the desired level of accuracy by calculating the number or size of samples (n) taken. Slovin included an element of leeway for inaccuracy in determining the size of the study sample due to tolerable sampling errors. By setting the error rate to 5%, the number of samples can be determined as follows:

$$n = \frac{2570}{1 + 2570 (0,05^2)}$$

= 346 Respond

Based on the calculation of the number of samples using the Slovin formula by setting an error rate of 5%, the number of samples to be used in this study was 346 respondents representing political parties, NGOs / NGOs and Bawaslu staff from 514 cities / regencies throughout Indonesia.

The method used to collect data in this study was by using the questionnaire method. The collected data is then analyzed using SEM (Structural Equation Modelling) analysis techniques operated through the AMOS program.

## DISCUSSION

### The Effect of Recruitment on Strategic Leadership

Based on the results of the first hypothesis testing in this study, it is known that the Recruitment variable has a significant effect on Strategic Leadership, this is characterized by value probabilitas as big as 0.000 or less than 0.05 ( $0.000 < 0.05$ ) with a value estimate the positive ones are as big as 0.341. The results of this study are in line with the findings Al-Dubai & Gopalan, (2019) (Benjamin-Wilson, 2016; Kitonga et al., 2021) and several other researches, which states that Recruitment significant positive effect on Strategic Leadership. Conclusions that can be drawn from influence Recruitment towards Strategic Leadership is, The recruitment process has a positive and significant impact on strategic leadership within the General Election Supervisory Board (Bawaslu).

A rigorous and competency-based recruitment process will produce qualified leaders. Competent leaders have a deep understanding of Bawaslu's tasks, as well as possess the leadership skills necessary to manage teams, take strategic decisions, and tackle complex

challenges. Meanwhile, a transparent and open recruitment process will produce leaders who have high integrity and independence. Integrity is critical in maintaining public trust in election supervisory agencies. Independent leaders are better able to make decisions that are not influenced by political interests or certain parties. Furthermore, in the recruitment process, it is also mandatory to consider the knowledge and experience of prospective leaders who can ensure that the people leading Bawaslu have a deep understanding of the electoral system, related laws, and political dynamics. This knowledge and experience is essential to take informed and effective decisions in overseeing the election process.

#### The Influence of Organizational Structure on Strategic Leadership

Based on the results of testing the second hypothesis in this study, it is known that the variable Organizational Structure has a significant effect on Strategic Leadership, this is characterized by value probabilitas of 0.006 or less than 0.05 ( $0.006 < 0.05$ ) with a value of estimate the positive ones are as big as 0.197. The results of this study are in line with the findings Parlar & Cansoy, (2017) (Fitria et al., 2017; Madi et al., 2018) and some Other research, which states that Organizational Structure Significant effect on Strategic Leadership. Conclusions that can be drawn from influence Organizational structure towards Strategic Leadership is A good organizational structure that is in accordance with the tasks and objectives of Bawaslu will have a positive and significant impact on the strategic leadership in the institution. Leaders will be able to more effectively formulate, communicate, and execute strategies that support the goal of fair and effective election oversight.

In the future, Bawaslu should apply a more flexible organizational structure model that allows leaders to overcome fast-changing challenges and adapt strategies according to changes in the political or social environment. This is important in the context of election scrutiny where change can happen quickly. Leaders must also be able to stimulate innovation in supervisory methods and strategic approaches. An organizational structure that supports accountability and transparency will help ensure that leaders are held accountable for their actions and the results of strategic decisions. It will also help in building public trust in the election supervisory agency (Bawaslu).

#### The Effect of Regulation on Strategic Leadership

Based on the results of testing the third hypothesis in this study, it is known that the Regulation variable has a significant effect on Strategic Leadership, this is characterized by value probabilitas of 0.019 or less than 0.05 ( $0.019 < 0.05$ ) with a value of estimate the positive ones are as big as 0.151. The results of this study are in line with the findings Handoyo & Hidayat, (2021) (Emhan et al., 2020; Etse et al., 2022) and several other studies, which conclude that Regulation Influential significant to Strategic Leadership. Conclusions that can be drawn from influence Regulation towards Strategic Leadership The result of this study is that the regulations referred to in this study refer to the rules, laws, regulations, and guidelines that govern the way the Bawaslu Institute operates. The influence of regulation on strategic leadership in Bawaslu is very important and significant because it can form a conducive work environment in which leaders operate and make decisions.

Regulations in Bawaslu should be able to regulate how resources, including budgets, are managed and used properly and correctly. Leaders must ensure that the use of resources is in accordance with the provisions established by regulations and supports Bawaslu's strategic objectives. Applicable regulations can govern how resources, including budgets, are managed and used. Leaders must ensure that the use of resources is in accordance with the provisions established by regulations and supports Bawaslu's strategic objectives.

### The Effect of Recruitment on Organizational Performance

By the results of testing the fourth hypothesis in this study are known that the Recruitment variable has a significant effect on Organizational Performance, this is marked with value probabilitas of 0.000 or less than 0.05 ( $0.000 < 0.05$ ) with a value of estimate the positive ones are as big as 0.422. Results This study is in line with the findings (Karia et al., 2016; Mwitwa & Kinemo, 2018) Samwel et al., (2016) and some Other studies in which concluded that Recruitment Significant effect on Organizational Performance. Conclusions that can be drawn from influence Recruitment towards Organizational Performance The result of this study is that a good recruitment process will have a positive and significant impact on organizational performance in Bawaslu. Through the selection of qualified leaders and in accordance with the needs of the organization, the institution will be better able to achieve its goals in effective and efficient election supervision.

A recruitment process oriented towards Bawaslu's organizational values and mission will help attract individuals who have intrinsic motivation to work in that environment. People who are emotionally involved with the mission and goals of the organization will tend to be more dedicated and contribute to the maximum. Furthermore, an effective recruitment process will help fill vacant positions quickly, avoid gaps, and minimize operational disruptions. Bawaslu staff and leaders who match their positions will be more productive and contribute better to organizational goals.

### The Effect of Organizational Structure on Organizational Performance

Based on the results of testing the fifth hypothesis in this study, it is known that the variable Organizational Structure has a significant effect on Organizational Performance It is marked with a value probabilitas of 0.014 or less than 0.05 ( $0.014 < 0.05$ ) with a value of estimate the positive ones are as big as 0.118. The results of this study are in line with the findings (Cetinkaya & Rashid, 2018; Setiawan et al., 2016) and several other studies, which state that Organizational Structure Significant effect on Organizational Performance. Conclusions that can be drawn from influence Organizational Structure towards Organizational Performance From the results of this study, a good organizational structure has a significant positive impact on organizational performance in Bawaslu. An effective structure that is appropriate to the needs of the organization will help ensure that Bawaslu can carry out its duties in election supervision more responsively, effectively and efficiently to changes in the political and legal environment.

A clear organizational structure helps in the division of duties and responsibilities among various divisions or units in Bawaslu. This avoids overlap or confusion in the tasks that each unit has to perform. Proper division of responsibilities will support more efficient and organized work. A good organizational structure will facilitate coordination and communication between various parts or units within the organization. Good coordination is important in a complex environment like Bawaslu, where various activities and tasks must work together to achieve the objectives of election supervision. Organizational structure can influence the way decisions are taken and the authority wielded by different levels of leadership. Structures that support decentralized decision-making and authorize at lower levels can increase responsiveness and creativity in the face of challenges for optimal performance.

### Effects of Regulation on Organizational Performance

Based on the results of testing the sixth hypothesis in this study, it is known that the Regulation variable has a significant effect on Organizational Performance, this is characterized by a value probabilitas of 0.000 or less than 0.05 ( $0.000 < 0.05$ ) with a value of estimate the positive ones are as big as 0.180. Research Results This is in line with the findings (Hassan et al., 2018; Li et al., 2017) Wen et al., (2019) and several other studies, which state that Regulation Significant effect on Organizational Performance.

Conclusions that can be drawn from influence Regulation towards Organizational Performance from the results of this study is that regulations have a significant impact on organizational performance in Bawaslu. Good and relevant regulations can form an environment that supports quality, transparent, and effective performance in carrying out election supervision duties.

Regulations in force in Bawaslu should include work standards and ethics that must be obeyed by members of the organization. This helps maintain professionalism and integrity in performance and supports a healthy and dignified work environment. Based on the prevailing regulations, it has given authority to Bawaslu to carry out its duties and authorities effectively. By having clear and legally recognized authority, Bawaslu can be more effective in taking the necessary actions to carry out the election supervision function so that Bawaslu's organizational performance runs well.

#### The Influence of Strategic Leadership on Organizational Performance

Based on the results of testing the seventh hypothesis in this study, it is known that the variables Strategic Leadership Significant effect on Organizational Performance It is marked with a value probabilitas of 0.000 or less than 0.05 ( $0.000 < 0.05$ ) with a value of estimate the positive ones are as big as 0.166. The results of this study are in line with the findings Jiang et al., (2017) (Jiang et al., 2018; Kalsoom et al., 2018) and some Other research, which states that Strategic Leadership Significant effect on Organizational Performance. Strategic leadership has a key role in shaping the direction, vision, and strategy of the organization, which in turn affects the overall performance of the organization. Conclusions that can be drawn from influence Strategic Leadership towards Organizational Performance The result of this study is that strategic leadership has a significant impact on organizational performance in Bawaslu. Leaders who have a strong vision are able to develop sound strategies, manage resources effectively, and drive innovation that will help ensure that Bawaslu can better carry out its election oversight duties and achieve its goals optimally.

Strategic leadership must be able to manage change, including changes in the political, legal, and social environment. The ability to navigate the organization through these changes will affect how adaptive and responsive Bawaslu is to emerging challenges. Strategic leadership stimulates innovation in supervisory methods and work approaches. Leaders who drive innovation will help organizations find new ways to perform supervisory tasks more efficiently or effectively to improve performance.

#### The influence of Strategic Leadership in mediating the relationship between Recruitment and Organizational Performance

Based on the results of testing the eighth hypothesis in this study, it is known that the variable of Strategic Leadership directly mediates the relationship between Recruitment and Organizational Performance, this is characterized by a probability value of 0.000 or less than 0.05 ( $0.000 < 0.05$ ) with a positive estimate value of 0.057. The conclusion that can be drawn from the influence of Strategic Leadership in mediating the relationship between Recruitment and Organizational Performance from the results of this study is that strategic leadership can mediate the relationship between the recruitment process and organizational performance At the Bawaslu Institute. Strategic leadership is an important factor in understanding how the recruitment process impacts organizational performance. Strategic leadership can mediate the relationship between the recruitment process and organizational performance in Bawaslu. Effective leaders will help ensure that recruited members are qualified to match the needs of the organization, and they will help direct and support staff to achieve optimal performance in accordance with the strategic objectives of the Bawaslu Institute.

Strategic leadership is responsible for the development of a strong and quality team. After the recruitment process, leaders can form teams that are diverse in terms of knowledge,

skills, and background, but that overall support the organization's strategy. Strategic leaders direct staff performance towards achieving organizational goals.

#### The Influence of Strategic Leadership in mediating the relationship between Organizational Structure and Organizational Performance

Based on the results of testing the ninth hypothesis in this study, it is known that the Strategic Leadership variable directly mediates the relationship between Organizational Structure and Organizational Performance, this is characterized by a probability value of 0.000 or less than 0.05 ( $0.000 < 0.05$ ) with a positive estimate value of 0.033. The conclusion that can be drawn from the influence of Strategic Leadership in mediating the relationship between Organizational Structure and Organizational Performance from the results of this study is that Strategic Leadership directly mediates the relationship between Organizational Structure to Organizational Performance.

The Chairman and Members of Bawaslu in Indonesia must continue to strive to improve the quality of Strategic Leadership by ensuring the Organizational Structure runs effectively and has an impact on Organizational Performance. This indirectly shows the good quality of Strategic Leadership will have an impact on the implementation of appropriate and adaptive Organizational Structure and high Organizational Performance.

#### The Influence of Strategic Leadership in mediating the relationship between Regulation and Organizational Performance

Based on the results of testing the tenth hypothesis in this study, it is known that the Strategic Leadership variable directly mediates the relationship between Regulation and Organizational Performance, this is characterized by a probability value of 0.000 or less than 0.05 ( $0.000 < 0.05$ ) with a positive estimate value of 0.025. The conclusion that can be drawn from the influence of Strategic Leadership in mediating the relationship between Regulation to Organizational Performance from the results of this study is that Strategic Leadership directly mediates the relationship between Regulation and Organizational Performance. This means that with the existence of Strategic Leadership in the Bawaslu organization, the understanding and compliance with the Regulations runs well which has a very positive impact on Organizational Performance.

## CONCLUSION

The results revealed that factors such as recruitment, organizational structure, and regulation have a positive and significant impact on strategic leadership in an organization. These factors also have a positive and significant influence on the overall performance of the organization. And strategic leadership serves as an intermediary or mediator in the relationship between recruitment, organizational structure, and regulation and organizational performance. These findings provide important insights for organizational leaders in understanding how these factors impact performance outcomes.

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