

Article

Patterns of Recruitment and Cadderization of Human Resources and Strategies for Organizational Development of Political Parties in East Java

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Abstract: This study develops a recruitment and cadre management model to address human resource development challenges within political parties in East Java, focusing on the Indonesian Democratic Party of Struggle (PDI-P) and the Democratic Party. Political parties face issues such as weak management, low organizational commitment, dynasty politics, and money politics, which hinder the development of competent future leaders. Using a qualitative phenomenological approach, data were collected through observations, interviews, and focus group discussions. The findings reveal that both parties attempted management changes but faced persistent challenges due to elite-driven decision-making, poor organizational commitment, and weak policy implementation. This research highlights the need for innovative recruitment and cadre strategies to enhance human resource capacity, offering valuable insights for political party reforms in similar contexts.

Keywords: Individual Capacity, Organizational Culture, Leadership and Systems

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1. Introduction

The strategic role of political parties in national development can be realized if the governance of political parties is well organized, professional, accountable and transparent. With good institutional governance, especially in the aspects of recruitment and cadre formation, political parties will be able to produce quality national leaders. Law No. 2 of 2011 on political parties has basically provided good governance principles for political parties. These governance principles should be reflected in recruitment and cadre management to produce reliable human resource capacity for political parties.

The decline in public trust in political parties, in the initial analysis conducted by researchers, was caused by the failure of the political party recruitment and cadre mechanisms, which had an impact on the quality of human resources produced by political parties. This condition is exacerbated by unhealthy political practices such as kinship politics, political dowries and transactional politics. The increase in candidates affiliated with kinship politics will ultimately increase the growth of kinship politics that occupy strategic positions in the regions.[1]

Finding solutions for the management of recruitment and cadre formation to produce human resource capital for political parties has become an urgent need. Not only

for the sake of the growth of the political party itself but for the wider interests of finding qualified people's representatives and implementing a more qualified democratic process in the future in Indonesia. Specifically in the scope of this research is East Java Province. The research provides a focus on how the management of recruitment and cadre formation of political parties can produce human resources who have the capacity as prospective leaders of the nation.

Literature Review

1 Political Parties

Political parties are a forum or organization formed by a group of Indonesian citizens with the same goals and ideals, based on the awareness to prioritize the interests of society, nation and state. In Law No. 2 of 2011 it is stated that Political Parties are national organizations and are formed by a group of Indonesian citizens voluntarily on the basis of a common will and ideals to fight for and defend the political interests of members, society, nation and state, and maintain the integrity of the Unitary State of the Republic of Indonesia based on Pancasila and the 1945 Constitution of the Republic of Indonesia. Meanwhile, according to [2], a political party is an organized group whose members have the same orientation, values, and ideals. The purpose in this sense is to obtain political power or seize a political position constitutionally to implement general policies.

2 Cadreization

Cadre formation is important for an organization, because it is the core of continuing the organization's future struggle. Without cadre formation, it is very difficult to imagine an organization being able to move and carry out its organizational tasks well and dynamically. Cadre formation is an absolute necessity in building an independent and sustainable work structure. According to [3], cadre formation functions as a recruitment of new members, maintaining members in organizational values, providing means for empowering member potential and evaluating and carrying out organizational control mechanisms.

3 Recruitment

Political recruitment plays an important role in a country's political system because this process determines the people who will carry out the functions of the country's political system through existing institutions. Therefore, whether or not the goals of a political system are achieved depends on the quality of political recruitment. According to [4], recruitment is defined as the implementation or initial organizational activity with the aim of identifying and seeking potential workers, another opinion as explained by [5], that political recruitment includes the selection, selection, and appointment of a person or group of people to carry out a number of roles in the political system in general and government in particular. Political parties have their own way of recruiting, especially in implementing the recruitment system and procedures carried out by the political party.

2. Materials and Methods

This research uses a qualitative descriptive research design with an organizational human resource management approach. Qualitative methods as research procedures that produce descriptive data in the form of written or spoken words from people and observable behavior. [6] Individual or group experiences or events are used in this type of qualitative descriptive research to describe, explain, explain, and answer questions about the problems of political party recruitment and cadre management in East Java. Researchers collect information in this study through the Observation method to collect information about the general picture of political parties in implementing recruitment and cadre formation, In-depth interviews with important sources from party administrators to provide reliable information to find out their opinions. Focus Group Discussion (FGD) as well as literature and document studies are used to collect various information and data from various documents.

3. Results and Discussion

Implementation of political party recruitment strategies

Political parties tighten candidate requirements, but only for internal cadres by adding several new requirements, a minimum of 3 years as a party member for internal cadres. The political recruitment strategy is centralized because the role of the central leadership board is to determine who is nominated. In addition to being centralistic in nomination, political dynasties are also formed within political parties that are centered on the figure of the general chairman, the same thing in regional party management. The position of regional party chairman is generally held by the person in power. This study is in accordance with the theory of [7], which states that the involvement of political elites is a bad condition for the growth of internal party democracy in nomination, the selection of party nominations has the potential to be elitist and "closed" only limited to candidates with dynasty backgrounds. Based on Pippa Norris's theory analysis, the findings in the recruitment strategy are as follows.

Certification Stage

1. Political party considerations in recruiting candidates based on several aspects including looking at figures, popularity, electability, track record, finances and domiciled in the same electoral district.
2. Opening registration openly both from within and outside the party
3. Political parties are pragmatic in nominating cadres based on survey results so that political parties are more realistic in supporting candidates who will win and do not want to take risks even though there are cadres from within the party who have the potential to be nominated.

Nomination Stage

1. The nomination stage in political recruitment has not been running optimally because most parties do not present candidates
2. Nomination of cadres to be nominated is delegated to the DPD based on recommendations from the DPP
3. The party is controlled by the central management or people who have large resources and power so that they are the ones who determine the candidates to be appointed.

Election Stage

1. Political parties cannot nominate cadres because they lack the seats to nominate their own cadres
2. Political parties that have oligarchic power will easily manipulate the threshold so that they will easily take on parties that are pragmatic.

Implementation of Cadre Development Strategy

Another factor that is no less important in the implementation of its cadre formation is the lack of institutionalization of the cadre formation system in political parties [8]. Although all political parties place cadre formation as one of the important tasks of the party for its members, most political parties can be said to not yet have a standard, measurable, and hierarchical cadre formation system. Each political party even has a special unit in the organizational structure that handles the field of cadre development, but in general it does not work, either because of the absence of a concept and/or system regarding this matter and the absence of visionary party leadership that prioritizes cadre development, or because of the limited funding sources of political parties.

Based on the findings in this study, it is necessary to manage the implementation of cadre formation in stages and each level has a specific objective.

1. First Level Cadre Development, aims to build the culture and consolidation of political parties, internalize political party values as well as simple managerial and party governance skills

2. Middle Level Cadre Development, aims to build leadership, policy making and strategy
3. Main Level Cadre Development, aims to build capacity for prospective political party administrators, central level legislative members, as well as presidential and vice presidential candidates.

This cadre development strategy is used to divide the materials and skills that will be possessed by the cadre development participants as well as the outputs that will be produced at each level, both those related to the roles that will be taken by the cadre participants within the party and outside the party as well as the mandates that will be given by the political party to the cadre development participants based on the vision, mission and needs of the political party in carrying out its functions.

Implementation of Political Party Human Resource Development Strategy

This research tries to analyze strategies in human resource management in political parties through the approach of human resources as capital for political parties and outcomes in the recruitment and cadre formation process in supporting the transformation of political party human resources, especially examining how human resources are used through good organizational governance (good governance). Humans are value-added, not additional expenses, while human resource management treats humans as significant costs that must be managed well [9]. This organizational governance is very important for the use of human resources in political parties.

The human resource development strategy based on the recruitment and cadre development process is compiled based on the approach of elements forming human resource capital which includes.

Individual Capability

1. Establishing political party schools (elementary, middle, high school)
2. Standardization of political party cadre standards
3. Cadre political career levels (meritocracy)
4. Development of Character-Based Cadre Education

Individual Motivation

1. Cadre motivation training
2. Development of party organizational culture
3. Punishment and reward commitment

The Organizational Climate

1. Intensively visiting the mass base in order to foster and network aspirations
2. Formation of a team of expert party staff to accompany regional heads
3. Strengthening national development planning through political manifestos

Workgroup effectiveness

1. Implementing party programs with the principles of effectiveness, efficiency, justice and ethics
2. Explaining the constituent base of each cadre.
3. Collaboration and synergy of party programs by each cadre
4. Building fostered areas continuously based on party programs

Leadership

1. Strengthening exemplary behavior and leadership with integrity through party schools and political practice
2. Increasing pioneering and providing opportunities for youth leadership through a 50% composition of the management structure

4. Conclusion

Cadre management must be organized to ensure the consistency of party policies, the cadre process carried out by the party must be disciplined according to the party's ideas and pay attention to the regeneration process and party career levels. This needs to be done because the nomination of non-cadres by political parties needs to be avoided in order to be able to fight for party ideas in a political system. This is important to ensure that only party cadres can be expected to perfectly translate and fight for party ideas, after going through a series of party cadre processes. In addition, cadre loyalty will also be better maintained. Meanwhile, the political recruitment process needs to develop a transparent, accountable mechanism, encourage the capacity development of political party cadres, and base considerations on the commitment to party ideas. Therefore, without fulfilling these requirements, the public will judge a political party as a pragmatic party. The implication will be that sympathy for the political party will decrease which will threaten the continuity of the direction of movement and development of the political party. From the series of cadre management and recruitment, a structured model of the recruitment process, cadre development and human resource capital of political parties was formed which is expected to effectively prevent the occurrence of dynastic political practices and dowry politics and produce reliable human resource capacity in political parties.

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