

## The Role of Cadreization Development at The Regional Executive Board of PKB Sumedang Refency (Case Study : Electoral District V Sumedang Regency)

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### Abstract

Cadreization is a strategic instrument of political parties to ensure organizational continuity and leadership regeneration. This study aims to analyze the role of cadreization of the National Awakening Party (PKB) at the DPC PKB Sumedang Regency in Electoral District V, identify the obstacles in its implementation, and formulate efforts undertaken by the organization to overcome them. This study utilized a qualitative approach with a descriptive method and a case study design. The conceptual framework employed Soerjono Soekanto's Role Theory as the primary analytical tool, supported by Ramlan Surbakti's Theory of Political Party Functions and Cadreization, alongside Miriam Budiardjo's Political Science Theory. Primary data were gathered through in-depth interviews with eight key informants selected via purposive sampling, while secondary data were obtained from official party documents and internal regulations. The data analysis technique applied the interactive model of Miles, Huberman, and Saldaña. The results reveal that the implementation of cadreization roles at DPC PKB Sumedang Regency in Electoral District V has been running effectively through the dimensions of norms, concepts, and actual behavior, evidenced by successful leadership regeneration where 100% of PAC chairpersons are under 35 years old and an increase in votes during the 2024 election. The main obstacles include limited independent operational budgets, secretariat infrastructure and human resource constraints, and suboptimal post-event evaluations at the branch level. Resolution efforts were carried out through emergency digital PDF administrative mitigation and a cross-subsidy strategy by integrating non-formal cadreization programs into the official parliamentary recess agendas of DPRD member.

**Keywords:** Cadreization, National Awakening Party (PKB), Role Theory, DPC PKB Sumedang Regency, Electoral District V

## INTRODUCTION

Political parties are vital institutions in a democratic system, serving not only as vehicles for communication and political participation but also as platforms for recruitment and cadre development preparing political human resources and ensuring leadership renewal. Effective cadre development is crucial for organizational continuity, as it enables parties to cultivate members who possess the necessary capacity, integrity, and loyalty, as well as a deep understanding of the party's values and ideology. Conversely, suboptimal cadre development can lead to weak member cultivation and a limited pool of candidates to assume organizational leadership.

The National Awakening Party (PKB) prioritizes political education and cadre development as key elements in strengthening the organization. According to PKB's statutes and bylaws (AD/ART), cadre development is conducted in an integrated, tiered, and continuous manner, progressing through the stages of Loyalist Cadre, Mobilizer Cadre, and Pioneer Cadre. At the local level, the PKB Branch Leadership Council (DPC) is responsible for implementing party policies, consolidating the organization, and fostering cadre development. This commitment is reflected in the

draft agenda for the 2025 PKB Sumedang Regency Branch Working Conference (Muskercab), which designates cadre consolidation, structural strengthening, political education, and cadre development as strategic organizational programs.

The PKB Sumedang Regency branch presents an interesting case for study due to the trends in electoral support observed during the 2024 General Election. In Electoral District V, PKB's vote count rose from 8,238 in the 2019 election to 10,518 in 2024; meanwhile, the party's total vote count across Sumedang Regency increased from 56,383 to 61,412, resulting in the securing of six seats in the Regional House of Representatives (DPRD). However, this increase in votes does not necessarily demonstrate that cadre development efforts have successfully shaped and nurtured the party's members. Therefore, a study is needed to examine how the cadre development system established in the PKB's Articles of Association and Bylaws (AD/ART) is implemented at the local level specifically regarding the formation and development of cadres in Electoral District V of Sumedang Regency.

This research focuses on the role of cadre development within the National Awakening Party (PKB) at the Sumedang Regency Branch Leadership Council (DPC) level, using Electoral District V as a case study, while also addressing the obstacles encountered and the efforts made to overcome them. This focus is significant because existing research on political party cadre development has largely centered on patterns, political education, cadre nurturing, and recruitment within different parties or regions; consequently, the implementation of PKB's cadre development at the Sumedang Regency DPC level warrants further in-depth study. This research aims to provide an overview of cadre development implementation at the local level and serve as a basis for evaluation for the Sumedang Regency PKB DPC in strengthening cadre development and succession planning.

## **LITERATURE REVIEW**

### **Political Science**

According to Miriam Budiardjo (2019), political science is the study of various political activities related to the state, power, decision-making processes, and the ways a political system determines and achieves shared goals. Political science examines not only how power is acquired and exercised but also the interactions among political institutions, interest groups, political parties, and society within the life of the state. Thus, political science provides an understanding of the mechanisms of governance and the relationship between the government and citizens within a democratic system.

### **Functions of Political Parties**

According to Miriam Budiardjo (2019), a political party is an organized group whose members share similar orientations, values, and ideals, with the aim of gaining political power and implementing policies based on an agreed-upon program. Meanwhile, Surbakti (2010) explains that a political party

is a political organization formed to acquire and maintain government power through constitutional means. According to Miriam Budiardjo (2019), the primary functions of political parties include political communication, political socialization, political recruitment, and conflict management. Political communication is conducted to channel public aspirations to the government and to convey government policies to the public.

### **Political Cadre Development**

According to Ramlan Surbakti (2010), cadre development is part of the political recruitment function; it is carried out in a planned, systematic, and sustainable manner to prepare cadres capable of performing organizational tasks and holding political office. Thus, cadre development aims not only to increase the number of party members but also to produce high-quality cadres ready to ensure leadership succession.

### **The Concept of the Cadre Development Role**

According to Soerjono Soekanto (2017), a role is the dynamic aspect of a position (status). An individual or an institution is considered to be fulfilling its role when it exercises rights and obligations in accordance with its position within a social system. Thus, a role is understood not merely as a position one holds, but is also realized through concrete actions taken to achieve organizational goals.

### **RESEARCH METHOD**

This study employs a descriptive qualitative approach within a constructivist paradigm and a case study design to analyze the role of cadre development within the National Awakening Party (PKB) at the Sumedang Regency Branch Leadership Council (DPC) level, specifically focusing on Electoral District V. The research is conducted at the PKB Sumedang Regency DPC office and involves informants selected through purposive sampling specifically officials from the cadre development division, the DPC secretariat, and PKB cadres and members possessing relevant knowledge and experience regarding the cadre development process. Research data comprises primary data obtained through semi-structured interviews and observations, alongside secondary data such as PKB's statutes and bylaws (AD/ART), cadre development guidelines, DPC work programs, organizational documents, scholarly literature, and relevant election-related documents. Data collection is supplemented by documentation, while data validity is ensured through source and technique triangulation by cross-referencing information from informants, observation results, interviews, and official organizational documents. The research focuses on cadre recruitment, political education, cadre guidance and capacity building, cadre evaluation, and leadership regeneration. Data analysis follows the Miles, Huberman, and Saldaña model, encompassing the stages of data collection, data condensation, data display, and conclusion drawing and verification. The study is scheduled to

take place over four months from March to June 2026 to gain an in-depth understanding of the implementation and role of PKB cadre development within the Sumedang Regency DPC, particularly in Electoral District V.

## **RESULTS AND DISCUSSION**

### **Results**

The research findings indicate that the cadre development process at the Sumedang Regency PKB Branch Executive Board (DPC) is not merely aimed at increasing membership but also focuses on the transmission of ideological values, political education, competency building, and leadership renewal. The analysis employs Soerjono Soekanto's three dimensions of roles: roles as norms, roles as concepts, and roles as actual behavior.

### **The Role of Cadre Development in Shaping and Developing National Awakening Party (PKB) Cadres at the Sumedang Regency DPC (Electoral District V)**

Regarding the role as a norm, cadre recruitment is conducted openly and inclusively, in accordance with PKB's statutes and bylaws (AD/ART). Formal political education is carried out in a tiered manner ranging from basic training (PKD/PKP) and "Loyalist Cadre" programs to advanced training covering topics such as party ideology, \*Ahlussunnah wal Jamaah\* values, leadership, organizational management, and election victory strategies. This pattern demonstrates a clear normative foundation while simultaneously preserving the party's cultural identity. Regarding the role as a concept, cadre development extends beyond formal training to include social advocacy, community engagement, the nurturing of cadre interests, and the PKB Political School. Synergies with Regional House of Representatives (DPRD) members facilitated through legislative recess periods and the dissemination of the "Four Pillars" of the nation serve as practical learning opportunities for cadres.

Regarding the role as actual behavior, cadre development is evidenced by cadre involvement in community activities, the strengthening of public communication, the development of young cadres, and the institutionalization of the party structure down to the grassroots level. The study notes that all Sub-branch Executive Board (PAC) chairpersons across the 26 districts are young people under the age of 35. Female representation within the Sub-branch (DPAC) structures averages 36.6% with figures of 42% in Jatinangor and 30% in Cimanggung demonstrating that leadership renewal and gender inclusivity are integral parts of the cadre development practice.

### **Obstacles Faced by the Sumedang Regency PKB Branch (DPC) in Implementing Cadre Development in Sumedang Regency Electoral District V**

Key obstacles include limited administrative personnel, a lack of digital administrative tools, and insufficient budgets for cadre development. Administrative workloads fall upon a limited staff,

while the absence of adequate scanners necessitates manual document management using mobile devices—a situation that risks creating backlogs, delaying validation, and compromising record-keeping. Budgetary constraints also limit the frequency of formal political education and ongoing development programs. Post-activity evaluations remain inconsistent, and grassroots-level cadres feel that organizational attention needs to be strengthened so that it is not merely seasonal—surfacing only in the lead-up to elections. Thus, the obstacles are both material and managerial in nature, directly impacting the continuity of cadre development.

### **Efforts by the Sumedang Regency PKB Branch (DPC PKB) to Overcome Obstacles in Cadre Development within Sumedang Regency Electoral District V**

The DPC PKB implemented administrative adaptations by utilizing smartphones to convert physical documents into PDF archives and reporting them through the established hierarchy to regional and central party structures. To address budgetary constraints, cadre development was integrated with the recess agendas and "Four Pillars" outreach activities of Regional House of Representatives (DPRD) members, potentially involving internal or external resource persons such as the General Elections Commission (KPU) and the Election Supervisory Body (Bawaslu). Cadres were also involved in legislative activities within the community as a form of direct learning or on-the-job training. This strategy maintained the continuity of cadre development while simultaneously expanding the cadre network.

### **Discussion**

#### **The Role of Cadre Development in Shaping and Developing PKB Cadres at the Sumedang Regency DPC PKB (Electoral District V)**

Findings indicate that cadre development operates through the interconnection of the three role dimensions defined by Soerjono Soekanto (2017). The role as a norm is evident in adherence to the party's statutes and bylaws (AD/ART), recruitment stages, political education tiers, and female representation. The role as a concept is reflected in the integration of formal education with social advocacy and cadre capacity building. Actual behavior is demonstrated through cadre involvement in the community, leadership succession, and the utilization of legislative networks as spaces for learning and public service. This model demonstrates that cadre development does not stop at classroom-based knowledge transfer but translates into political and social experiences in the field. Research data notes that PKB secured six seats in the Sumedang Regency DPRD, garnering 61,412 votes overall and 10,518 votes in Electoral District V during the 2024 General Election. This achievement provides context for organizational resilience, although it cannot be attributed solely to cadre development efforts. Female representation averages 36.6% with 42% in Jatinangor and 30% in Cimanggung—

demonstrating relatively inclusive cadre development practices and a functioning pathway for leadership circulation.

### **Obstacles to Cadre Development in Electoral District V**

The obstacles stem from a combination of resource limitations and managerial weaknesses. A shortage of administrative personnel and digital tools increases the burden on the secretariat, while budget constraints limit the intensity of political education. Post-activity evaluations have not yet been fully institutionalized, and attention to the local branch structure remains inconsistent. From the perspective of role theory, this situation reveals a gap between the normatively expected role and the organization's actual capacity to perform effectively. Consequently, strengthening cadre development requires enhancing administrative capacity and digital infrastructure, securing sustainable funding, implementing evaluation systems that measure changes in capacity and behavior, and providing routine support to local branches.

### **Efforts to Overcome Implementation Obstacles for Cadre Development in Electoral District V**

The efforts of the PKB Branch Executive Board (DPC) demonstrate tangible organizational behavioral adaptation. Emergency document digitization via mobile devices and a tiered reporting system serve as responses to infrastructure limitations. Integrating cadre development with legislative recess periods and "Four Pillars" outreach serves as a strategy to overcome funding constraints while creating practical learning opportunities. The involvement of Regional House of Representatives (DPRD) members, the General Elections Commission (KPU), and the Election Supervisory Body (Bawaslu) expands the cadres' knowledge and networks. These adaptive strategies demonstrate the organization's capacity for innovation amidst resource limitations. However, these stopgap solutions must be followed by institutional strengthening through the provision of administrative equipment, the standardization of secretariat staff competencies, periodic evaluations, and sustained support for local-level (ranting) units.

### **Research Findings**

The nine key research findings are as follows:

- (1) Cadre recruitment is open and inclusive, adhering to the Articles of Association and Bylaws (AD/ART) down to the Sub-branch Executive Board (DPAC) level;
- (2) Political education combines tiered formal pathways with non-formal, social advocacy-based approaches;
- (3) Cadre development emphasizes public communication, social engagement, interest-based development, and the PKB Political School;
- (4) Cadre evaluation has been conducted using training and accountability report (LPJ)

instruments, though it is not yet fully comprehensive;

- (5) Leadership renewal is proceeding in a structured manner, with 534 new officials appointed following the 2025 Sub-branch Conference (Musancab) and female representation at approximately 36%, while leadership positions in all villages within Electoral District V have been filled;
- (6) Primary obstacles include limited budgets, administrative facilities, and secretariat human resources;
- (7) These obstacles have driven managerial adaptation and the utilization of support from the Central (DPP) and Regional (DPW) boards, although the procurement of scanning equipment remains hindered by budget constraints;
- (8) There are differing perceptions regarding the effectiveness of evaluations; and
- (9) A perceptual gap arises primarily between secretariat staff—who consider post-activity evaluations to be suboptimal and field cadres, who view them as sufficiently effective based on the program's impact on the community.

Overall, the cadre management of the Sumedang Regency DPC PKB adheres to established principles, operates progressively, and aligns with organizational norms and concepts. Discrepancies remain regarding the frequency of periodic evaluations and the limitations of administrative facilities and infrastructure; consequently, these two aspects have become priorities for institutional strengthening.

## CONCLUSION

Research findings indicate that PKB cadre development within the Sumedang Regency Branch Executive Board (DPC) for Electoral District V has been implemented through recruitment, political education, guidance, evaluation, and leadership renewal all aligned with the party's statutes and bylaws while demonstrating the organization's role regarding norms, concepts, and actual conduct. However, implementation faces obstacles such as limited administrative staff and support facilities, a lack of sustained post-training evaluation, and budget constraints that impact the intensity of cadre guidance, particularly at the local branch level. To address these challenges, the DPC PKB has utilized simple technology to digitize cadre records and fostered synergy with the party's legislative wing through recess activities and the dissemination of the "Four Pillars" of the nation, thereby creating a supportive environment for cadre development activities. These findings demonstrate that successful cadre development relies not only on formal party programs but also on the organization's ability to adapt administratively, leverage available resources, and build synergy across structural levels to ensure the continuity of cadre guidance.

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