



Human Resource Development and Hybrid Strategy Strengthen Political Legitimacy

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Abstract. General Background: Political parties play a strategic role in strengthening democracy and aligning governance practices with Sustainable Development Goal 16 on peace, justice, and strong institutions. Specific Background: The 2024 election in Sidoarjo Regency highlights the importance of human resource development and adaptive political strategies within the Gerindra Party. Knowledge Gap: Previous studies have examined political communication and campaign strategies but have not sufficiently linked them with sustainable development frameworks, particularly SDG 16. Aims: This study aims to analyze human resource development and winning strategies of a political party and their relationship with SDG 16. Results: Using a qualitative case study approach, findings reveal that structured cadre regeneration, political education, and leadership training produce competent and integrity-driven cadres, while hybrid strategies combining digital and face-to-face campaigns effectively reach diverse voter segments. Additionally, SDG 16 values are reflected in inclusive governance practices, social programs, and community empowerment initiatives. Novelty: This study integrates human resource development, electoral strategy, and SDG 16 within a unified analytical framework at the local political level. Implications: Strengthening human resources and adopting sustainability-oriented strategies contribute to increased political legitimacy, public trust, and the advancement of sustainable democratic development in Indonesia.

Keywords: Human Resource Development, Hybrid Campaign, SDG 16

1 Introduction

The 2024 General Election (Election) in Indonesia is a strategic moment in strengthening democracy while supporting the achievement of *the Sustainable Development Goals* (SDGs), especially the 16th goal which emphasizes the importance of peace, justice, and resilient institutions [1]. Political parties as the main pillar of democracy play a vital role not only in winning electoral contests, but also in ensuring that political and institutional practices are carried out in line with the principles of good governance and sustainability. Strengthening the capacity of the party's human resources (HR) is a crucial factor that not only plays a role in the effectiveness of campaigns and winning strategies, but also in realizing ethical and public service-oriented party governance. Challenges such as low organizational commitment, elitism, and weak policy implementation in the recruitment and cadre management process are serious obstacles to the development of the party's human resources [2].

An interesting phenomenon occurred in the 2024 Legislative Election (Pileg) in

Sidoarjo Regency, where the Greater Indonesia Movement Party (Gerindra) showed a significant increase in votes, from 7 seats in 2019 to 9 seats in the Sidoarjo Regency DPRD [3]. This demonstrates the Gerindra Party's growing political position in the Sidoarjo Regency parliament, which is becoming stronger and more influential in determining local government policies and political direction. The increase in the number of representatives will also increase the number of members occupying positions in the DPRD [4][5].

In addition, the Gerindra Party also consistently develops human resources (HR) through various leadership training programs, cadre schools, and political capacity building for members and sympathizers. These programs aim to produce cadres who not only have high loyalty, but also competence in formulating political strategies and understanding the dynamics of public policy. This approach has proven effective in supporting the winning strategy in the 2024 elections, where cadres equipped with political insight and skills are able to play an active role in structured campaigns and build strong communication with the public [5][6]. This program not only increases loyalty but also produces cadres with political communication, issue mapping, and adaptive electoral strategy skills. Improving the quality of these cadres is an important part of building sustainable and credible party institutions.

The dynamics of the Regional Elections in Sidoarjo also add an important dimension to the reference for the field of Human Resources Development and

local political discourse. In the 2024 Sidoarjo Regency Regional Elections, there is a tendency to shift voter behavior from mere party loyalty to an assessment of the capabilities and integrity of regional head candidates. This is evidenced by the defeat of the Sidoarjo Regency Regional Head Candidate Pair Amir Aslichin – Edy Widodo from the largest parties PKB and PDI-P, who is also the son of the former incumbent Regent, by the H. Subandi – Mimik Indayana Couple, who were supported by a coalition of the Gerindra Party – Democratic Party – Golkar Party. This phenomenon arises amid challenges such as money politics and weak supervision of the permanent voter list (DPT), which is homework for organizers and political parties in creating clean and democratic elections (Bawaslu Sidoarjo, 2024). The 2024 Sidoarjo Regional Head Election (Pilkada) shows a political dynamic that not only focuses on power contestation, but also has significant implications for the development of Human Resources at the local level. The winning party in the fight for legislative seats in the DPRD, turns out not to be automatically parallel in fighting for the victory of the executive seat allotment. The shift in political support from various parties, such as the courageous move made by the elected Regent Candidate H. Subandi, SH., M.Kn. from the position of Chairman of the DPC of the National Awakening Party to the Coalition of the Gerindra, Golkar, and Democratic Parties, reflects the existence of a movement of adaptation strategies in developing individual capacity in the political world.

This strengthening of leadership capacity is in line with the theory of Human Resource Development, which emphasizes the importance of adaptability and competence in dealing with changes in the external environment [3][7]. The issue of the phenomenon in the Sidoarjo Regional Election, which is colored by money politics and the challenge of voter data, is a concrete picture of the importance of developing human resources with integrity and systematically to support a healthy democratic process. The Sidoarjo Regional Election is a clear example of how important it is for parties to adopt a *common-good* HRM and *green* HRM approach in human resource development to support the achievement of a healthy and sustainable democracy[8][9].

The application of strategy in a political context refers to targeted planning to

achieve specific goals through efficient resource allocation and adaptation to external environmental dynamics. The party's political strategy in the 2024 election can be seen as an effort to gain votes through various approaches, such as building coalitions, mobilizing the support base, and aligning campaign issues with the needs of the community [10]. This strategy not only aims to win elections but also reflects the party's role in advancing a sustainable development agenda in accordance with the needs of constituents [11]. Meanwhile, *the Sustainable Development Goals* (SDGs), especially Goal 16 which emphasizes peace, justice, and strong institutions, have direct relevance to political party strategies [12]. Parties that integrate SDG values into their campaigns, such as inclusivity, social justice, and transparent governance, not only meet voters' aspirations but also support sustainable social transformation. In this case, political party strategies function as an instrument to mobilize political support while creating a positive impact on the wider community through the mainstreaming of SDG values [13].

This research is crucial in examining the relationship between political party strategies in the 2024 election and the implementation of the 16th Goal of the SDGs. The research will explore the extent to which political parties develop strategic agendas that reflect the values of the SDGs, such as equality, inclusivity, and active community participation. In addition, the research will identify the challenges and opportunities faced by political parties in making the SDGs the strategic cornerstone of their campaigns and policies, as well as measure their impact on the quality of democracy and sustainable development in Indonesia [14]. Previous research on the political communication strategy of the North Sumatra DPD PDI-P in building voter trust in the 2024 Legislative Election revealed five main forms of political communication strategies, namely rhetoric in external consolidation of the party, political agitation through party bodies, political propaganda through mass media and social media, political lobbying based on aspirations and policies, and political actions to build party image [6].

The findings show that the success of the North Sumatra PDI-P DPD political communication strategy lies in three main pillars, namely the party organizational structure, party cadres in the legislature, and party cadres in the executive branch. This strategy is supported by the optimization of internal and external consolidation, as well as the use of mass media and social media to expand influence and build public trust in the PDI-P [15]. Previous research highlighted the strategic role of political parties in general elections as stipulated in Law No. 7 of 2017 concerning General Elections and Law No. 2 of 2011 concerning Political Parties. Both regulations affirm that political parties function as organizations that fight for the interests of members and the people through democratic governance mechanisms. Elections that are held democratically and with integrity encourage political parties to implement various strategies in determining candidates for election participants [11].

In addition, this study criticizes the tendency of political parties to prioritize the interests of the party over the aspirations and interests of the people [8]. Previous research has discussed political communication strategies in elections in the digital age, which shows significant changes in the political communication landscape due to technological developments. Social media and *online platforms* are the main tools for candidates and political parties to interact with voters. The results of this study show that digital communication strategies have a significant impact on voter perception and decision-making, making the digital era an important momentum in shaping voter behavior through innovative and multidimensional approaches [16]. Although various

previous studies have analyzed political communication strategies in elections, both in the context of political parties and the use of digital media, there are still gaps in linking these strategies to sustainable development goals, particularly the 16th SDGs which focus on peace, justice, and strong institutions. The first study focused more on the political communication strategies used by political parties, but did not link them to the achievement of the SDGs or their impact on voter behavior in the context of sustainable development [17].

Previous research has found that there is a lot of discussion about candidate selection and verification of political parties in elections, but it does not identify how political party policies can support the achievement of the SDGs, especially in terms of justice and strong institutions. The third study highlights the use of digital media in political communication strategies, but does not attribute the long-term impact of these strategies to the achievement of sustainable development goals. Therefore, this study aims to fill this gap by analyzing how the development of human resources and the winning strategy of the Gerindra political party in Sidoarjo Regency in the 2024 Election can support the 16th SDGs, especially in building stronger, fairer, and socially just institutions, as well as ensuring wider public participation in the democratic process [18].

This research will provide both theoretical and practical benefits. Theoretically, this research can enrich the literature on human resource development and election winning strategies oriented towards sustainable development [19]. The human resource development function is closely related to the role of political parties in the regeneration of members and administrators, especially for party cadres who occupy public positions, both executive and legislative [20]. Cadre figures who have high human resources will be an asset and investment for political parties in attracting sympathizers and voters in every election event. Practically, this research can provide guidance for political parties in developing campaign strategies that are not only effective in gaining votes but also contribute to the goals of national development, especially the implementation of the 16th SDGs on peace, justice, and resilient institutions [21]. In addition, this research can be used as a reference to help policymakers and stakeholders understand the importance of integrating SDGs values into the political process, thereby creating a positive impact on society and sustainable development in Indonesia.

2 Literature Review

2.1 Party Human Resources Development

According to Gary Dessler [22], HR development includes training activities, upskilling, and leadership development, all of which are geared towards improving the overall performance of the organization. Human Resources (HR) development is a strategic element in strengthening the capacity of political institutions. Human resource development includes the cadre recruitment process, training, competency development, and a meritocratic promotion system. The emphasis on people as a strategic factor that is important for organizational success has contributed to the interaction and convergence of strategic and HR issues [23]. *The Resource-Based View* (RBV) emphasizes that an organization's sustainable competitive advantage is primarily determined by the ability to manage strategic internal resources. According to [23], resources can be in the form of tangible and intangible assets, such as cadre competence, organizational experience, social networks, and party institutional

structure. Human resource development can be explained through *Human Capital Theory*, which emphasizes that the knowledge, skills, and competencies of cadres are important assets that need to be invested in through political education, leadership training, and organizational capacity building. *Intellectual Capital (IC)* consists of three main dimensions, namely *human capital*, which includes individual knowledge, skills, and creativity; *structural capital*, which includes organizational systems, processes, cultures, and mechanisms that support innovation; and *relational capital*, which refers to the organization's relationship with external parties such as customers, suppliers, and communities. The combination of these three components forms a knowledge-based foundation that is able to improve innovation, operational effectiveness, and long-term performance of organizations [24]. Thus, IC not only strengthens competitiveness, but also encourages organizational sustainability in the face of global competition dynamics. Political parties that are able to manage human capital while optimizing internal strategic resources will have strong legitimacy in supporting sustainable development goals, especially SDGs 16 on peace, justice, and effective institutions.

2.2 Public Trust & Facing Political Challenges

Public trust is intertwined with performance and governance; it is relatively stable but sensitive to changes in the political context and institutional performance. Strengthening party institutions (rules, leadership, sanctions/incentives, participation channels) helps to reduce factionalization and maintain legitimacy in the midst of crisis/misinformation. Previous research has shown that trust tends to be stable in the medium to long term but responsive to changes in the political and policy environment, while the quality of government performance improves policy compliance and legitimacy. At the party organizational level, indicators of institutionalization and party strength correlate with resilience to electoral shocks [19], [20].

2.3 Winning Strategies in the Digital Era

Digital campaigns improve message reach, segmentation, and coordination; however, the effectiveness of micro-targeting is conditional on context, message design, and platform transparency. Platform regulation and governance (political ads, disinformation, *deepfakes*) are the variables that determine electoral results and public trust. The scale and pattern of spending demand the party's analytical capabilities. Experimental studies show targeted advertising can be superior to other tactics, although *multi-attribute "microtargeting"* does not always beat simple targeting [21].

2.4 Integration of the 16th SDGs in Political Strategy

SDG 16 (peace, justice, strong institutions) serves as a normative framework to strengthen political legitimacy, transparency, accountability, and governance innovation. Global scientific evidence shows that the political impact of the SDGs is real but often discursive; deeper integration demands changes in rules, resource allocation, and cross-level (national–local–party) accountability mechanisms [25]. In this context, the development of human resources and political party winning strategies need to be directed to strengthen the practice of clean democracy, free of corruption, and respect for human rights. In the framework of *Sustainable HRM*, two important approaches emerge, namely *Common-Good HRM* and *Green HRM*. *Common-Good HRM* emphasizes that human resource management practices are not solely geared

towards the interests of internal organizations, but also for contributions to collective values such as ethics, transparency, and social responsibility. This model integrates *authenticity* in HRM reporting and practices, thereby strengthening the organization's legitimacy in the eyes of the public through inclusive recruitment policies, ethics-based training, and a sustainability-oriented organizational culture [24].

3 Method

3.1 Research Methods

This study uses a qualitative descriptive research method approach of a case study on the Gerindra political party of Sidoarjo Regency. This approach was chosen to provide an in-depth and comprehensive overview of human resource development and political party winning strategies in the 2024 election and their relationship with the *Sustainable Development Goals* (SDGs), especially the 16th SDGs on peace, justice, and strong institutions.

3.2 Data Sources

This study uses two types of data, namely primary data and secondary data:

Primary Data. Data was collected through in-depth interviews with key *informants* who have relevance to political party winning strategies and human resource development. Direct observations were made on political party activities related to human resource development and winning strategies in the 2024 Election, as shown in Table 1.

Table 1. List of Informants

No Informant	Position	Institution
1 Bambang Pujianto	Deputy Chairman of the Gerindra Party Sidoarjo Branch / Chairman of Commission B of the Sidoarjo Regency Regional People's Representative Council	Gerindra Party
2 Kayan	Deputy Chairman of the Gerindra Party DPC Sidoarjo / Deputy Chairman of the Sidoarjo Regency DPRD	Gerindra Party
3 Achmad Muzayin Syafril	Secretary of the Gerindra Party Sidoarjo Branch / Chairman of the Gerindra Faction of the Sidoarjo Regency Regional People's Representative Council	Gerindra Party
4 Nyong Etis	Academy	Sunan Ampel State Islamic University, Surabaya

Secondary Data. Literature in the form of journals, scientific articles, and books that are relevant to political party winning strategies and human resource development. Official documents related to human resource development policies and programs that have been carried out by the Gerindra Party, such as the results of the party congress,

reports on cadre regeneration activities, and cadre training modules.

3.3 Data Collection Techniques

Direct Observation. Observations are conducted on the activities of political parties in their efforts to regenerate, train, and develop campaign strategies that support the achievement of the 16th SDGs. The observation was carried out at the DPC office of the Gerindra political party in Sidoarjo Regency, Jl. Lingkar Barat No. 09, Wismasarinadi, Magersari, Sidoarjo District, Sidoarjo Regency, East Java, as well as in various discussion forums and political socialization activities.

Study Documents. Study on official documents issued by political parties related to cadre regeneration and human resource development programs. One of the documents analyzed in this study is the "Gerindra Party Cadre Regeneration and Political Education Report 2023" which includes strategies to strengthen the capacity of party cadres.

3.4 Data Analysis Techniques

The data analysis in this study uses the data analysis model of Miles and Huberman [26], which consists of four stages:

Data Collection. Data were obtained from interviews, observations, and documents that had been collected.

Data Reduction. The collected data was selected, simplified, and categorized based on the main themes, namely winning strategies, human resource development, and linkages with the 16th SDGs.

Data Display. The results of the analysis are presented in the form of narratives, tables, and schemas that facilitate the understanding of the research findings.

Conclusion Drawing. After the data is analyzed and compared with previous theories and studies, research conclusions are drawn to answer the research questions that have been formulated.

4 Results and Discussion

4.1 Party Human Resources Development

Human resource development (HR) is a key element in the consolidation of post-reform political parties. The quality of competent, integrity, and insightful cadres is the main determinant in formulating policies, strengthening institutional structures, and responding to the aspirations of the community. In an increasingly complex democratic era, strengthening the capacity of cadres is the foundation for the effectiveness of political parties, both in the function of representation and in maintaining the sustainability of the organization. Serious obstacles to party institutionalization often arise when there is a weakness in two-way communication between the party elite and the mass base. This condition implies that without systematic human resource development, political parties risk losing legitimacy as well as connection with grassroots communities. Human resource development is a strategic factor that

determines the organization's capacity to win electoral competitions and maintain public legitimacy. Political parties that invest in the development of cadres systematically will have higher political competitiveness because they are able to build the competence, integrity, and militancy of cadres in line with the demands of the times.

Human resource development (HR) is crucial in the context of post-reform political party management. Quality human resources determine the quality of the party, including its ability to formulate policies, run the organization, and respond to community aspirations. A strong political party needs cadres who are not only militant but also competent, integrity, and broad insight. (Bambang Pujiyanto).

Political parties are currently competing to create political school training programs or other initiatives to develop their cadre human resources. For the Gerindra Party, all administrators and legislative members from the central to regional levels must participate in the mobilization in Hambalang. Political party cadres who hold positions in government institutions are the party's storefront, where their human resources are a bet on the party's existence. Therefore, it is important for political parties to continue to develop cadre human resources, so that there are still militant party cadres who can follow the demands of the times and get the sympathy of voters. (Laughter)

The Gerindra Sidoarjo Party DPC consistently emphasizes the importance of human resource development through political education, cadre training, and systematic cadre regeneration in order to strengthen organizational sustainability. This approach has proven effective in creating militant cadres who are loyal, responsive to local political challenges, and ready for electoral competition. This effort proved vital in forming militant cadres who were responsive to local political dynamics and made them the party's storefront in the community. Without strong cadre regeneration practices, the party will find it difficult to foster attachment to the community at the grassroots level and maintain the continuity of political communication.

Human resource development in the Gerindra Sidoarjo Party has been actualized in the form of a systematic cadre regeneration program, including political education, cadre training, and cadre involvement from the central to the regional levels. This program is intended to maintain professionalism, build cadre loyalty, and prepare superior cadre figures with intellectual capabilities and high militancy to face elections. Systematic can be understood as a resource-based strategy as described in *the Resource-Based View* (RBV), where cadre schools, tiered curriculum, and cadre regeneration systems function as *valuable, rare, inimitable, and non-substitutable internal resources*. Gerindra has a relatively institutionalized cadre regeneration infrastructure: the existence of a cadre training school/center, a curriculum and a tiered syllabus (Basic–Medium – Plenary Cadre Training), as well as an emphasis on increasing political and leadership capacity as stated in the AD/ART and the Gerindra Party Organizational Guidebook. These findings indicate a standardized and centralized cadre regeneration process to build a leadership pipeline, in line with empirical evidence that parties with clear internal mechanisms of training, selection, and competency standardization tend to be more cohesive and responsive to the dynamics of electoral competition. Thus, the structured practice of Gerindra cadre regeneration can be read as a form of professionalization of the party organization that strengthens institutionalization and internal governance. In line with *Human Capital Theory* (HCT), investment in political education, leadership training, and ideological internalization shows that the party places cadres as productive and strategic human capital. This finding can also be read through the *framework of Intellectual Capital* (IC), where cadre competencies reflect human capital, an institutionalized cadre system shows structural

capital, and the integration of local values with Sidoarjo society forms relational capital [24].

The Gerindra Party's recruitment system is open and inclusive, while its training program emphasizes the combination of religious values, the culture of the Sidoarjo community, as well as local religious and nationalist wisdom. This shows that there are strategic efforts by the party to adapt to the characteristics of the local community, so that cadres are more easily accepted and the direction of the party's political struggle becomes more relevant to the needs of the citizens. The combination of open political recruitment, structured cadre training programs, and the integration of local values is a strategic factor that not only strengthens the party's electoral competitiveness, but also deepens the internal democratization process of political parties. Various special programs are directed at building loyalty, militancy, and cadre capacity. The program includes political education and training, logistics briefing and direction from the DPP in stages, to retreat/camping activities in Hambalang as a forum for internalizing ideology and cadre togetherness. These findings indicate that Gerindra places cadre development as a key strategy to strengthen party solidity and competitiveness in political contestation, in line with academic studies that emphasize the importance of political cadre regeneration as an instrument of party professionalization and institutionalization.

The Gerindra Party has several development programs to increase loyalty, militancy, and cadre capacity in facing political contestation. These programs include improving the quality of cadres through political training and education, strengthening the mass base through direct approaches and the use of social media, as well as adaptive and innovative election winning strategies. (Bambang Pujiyanto)

The debriefing of cadres who are administrators and members of the Gerindra party is carried out intensively on a periodic basis in the training of successful teams at the village level. In addition to the delivery of the party's vision, mission, and platform, there are other materials related to rhetoric techniques, political dynamics, social analysis, organizational management, leadership, and social media. (Achmad Muzayin Syafril)

From a human resource management perspective, this strategy can be understood as a form of *human resource development* that emphasizes *training and development*, *competency building*, and *performance management* to increase organizational effectiveness [22]. The regeneration process that emphasizes political communication, social skills, and leadership training is in line with HR principles, which view the improvement of individual quality as the main asset of the organization. Strengthening the capacity of cadres through ideological debriefing and practical skills contributes significantly to the effectiveness of campaign strategies and increases the electoral competitiveness of political parties [22]. Thus, the practice of political regeneration of the Gerindra Party can be read as an implementation of the theory of HRM in the context of political organization, where cadres are treated as strategic resources to achieve the party's electoral goals.

4.2 Efforts to Maintain Public Trust and Face Political Challenges

Public trust in political parties is an important foundation in maintaining the legitimacy and stability of democracy, including in the context of the 2024 election. Recent research shows that public trust in political institutions increases through direct election mechanisms during the electoral process without conflict, although the increase is not

so significant for political parties as special institutions. Conductivity and integrity in the implementation of elections are decisive factors to strengthen public trust in general [27]. In the context of the 2024 election in Sidoarjo, the findings of this study show that although there were allegations of a political "future" among the public due to disappointment with the political dynamics of the elite after the 2019 presidential election, the results of field research show that the public still has enough confidence in the need for democratic instrumentation through elections in which political parties compete for electoral niche to win seats of power [28]. High voter participation in the 2024 election is an indicator that expectations for political parties have not completely faded. This expectation is generally linked to the party's promise to oversee public policy, provide jobs, reduce unemployment, reduce poverty, and improve access to education, infrastructure, and security.

Public trust in political parties in the context of the 2024 Election is influenced by various factors. In general, public trust in political parties tends to fluctuate and is influenced by party performance, the integrity of election organizers, and the political dynamics that occur. (Bambang Pujianto)

In the 2024 election contest, public trust in political parties is still relatively high, as evidenced by voter participation in coming to the polling stations to vote for legislative and executive candidates. (Achmad Muzayin Syafrial).

This data was then confirmed through public participation in the 2024 election, which showed that the figure remained relatively high. Although there is a significant downward trend in regional elections, variables other than the issue of *trust* in political parties can still be proposed as a key factor in this simultaneous election regime. This means, in our opinion, the political practices involving political parties that have existed so far, with all the criticism and frustration that has developed over their shortcomings, have still not destroyed the public's hope and trust in the existing democratic process as a mechanism that still looks the most feasible and at the same time reliable for a nation with this extraordinary diversity in managing its power and contestation safely, peacefully, and far from violence (Nyong Etis).

Public trust in political parties in the 2024 election remains relatively stable, as evidenced by high voter participation at polling stations. Despite criticism of political party performance and political dynamics, the public still believes that simultaneous elections are the most viable and reliable democratic mechanism, especially in the context of Indonesia's diversity, to manage political competition in a safe and inclusive manner. These findings are consistent with studies [29], which show that trust in political institutions increases when elections take place without conflict even if trust in political parties remains significantly increased. But political parties face a fairly complex challenge, the tendency of temporary relations with the public, which intensify only before the election but dim afterwards. There is a gap between political promises and their realization. In addition, corruption cases involving political elites at both the national and local levels, including the political history of Sidoarjo, which is colored by the legal problems of several regents, have become a significant obstacle to the formation of a positive image of the party in the eyes of the public. Another challenge is the limited logistics capital to run programs that have a direct impact on society, while voters are increasingly rational and demand real evidence.

The main challenge for political parties in building voter trust and loyalty in Sidoarjo Regency, as in other regions, is to overcome the disparity between political promises during the campaign and realization when elected, increase transparency in financial reporting and accountability in the use of office, and strengthen the ideology of party

members and the recruitment of sympathizer cadres. In addition, the issue of political culture characterized by distrust of the political elite and corruption cases is also a barrier. (Bambang Pujiyanto).

Political parties need to grow in a direction that is in line with public aspirations. This is because electoral support from the public in the future seems to be increasingly demanding the presence of political figures with integrity who show real concern in fighting for the interests of the people. Political parties also cannot simply seduce people to become their cadres without considering this aspect and without providing adequate political education. Given that the public's negative perception of politicians will also have a negative impact on the political party that is their home, and vice versa. (Nyong Etis).

Analysis of these findings suggests that at the grassroots level, voter loyalty is determined not only by political identity or ideological proximity, but also by the party's ability to provide tangible and lasting benefits. Political parties' strategies in maintaining public trust must combine a *top-down* approach that prioritizes responsive public policy, with a *bottom-up* approach that emphasizes direct involvement through real programs that touch the needs of the community [30].

4.3 Winning Strategies in the Digital Era

The development of information technology has brought significant changes to political campaign strategies. Winning strategies in today's digital era require political parties and candidates to integrate social media, big data, and AI technology in campaign communication in an adaptive and responsive manner. Digital media is not only a communication channel, but also an arena for narrative battles and the formation of political images that affect voter preferences, especially the younger generation. The importance of geolocation- and demographic-based microtargeting, although its effectiveness is sometimes considered to be more superficial than initial expectations [31]. The success of campaigns in the digital age now depends on the synergy between creative content, data-driven *approaches*, and the ability to respond in *real-time* to the dynamics of the public and digital platforms. Political campaigns no longer rely on one path, but rather combine face-to-face strategies with digital media optimization.

A jurkam no longer has to be interpreted as an individual who moves individually, but can be a group or institution, including the media, that organically works to win a particular political party. Influencers who have a significant niche of influence in society, especially through virtual or digital spaces, with their respective image and personality distinctions, can be jurkams that are still needed in political contestation in the country. Like it or not, the public today has made cyberspace, through their gadgets or information technology devices, as a source of information that will influence their perspective and preferences about politics. (Nyong Etis).

Political party campaigners in the digital era are still very much needed, apart from the obligation of requests by KPU election organizers when a general meeting that requires campaigners will be held. The condition of our society is that not all of us can use gadgets or digital technology, perhaps more so among the younger segment and the educated group. So the role of campaigners is still very effective in becoming a voter magician, especially for voters who stutter with technology and beginners who have never participated in elections. (Achmad Muzayin Syafrial).

Digital campaigns are increasingly dominant in reaching young, educated, and tech-savvy voters, but face-to-face campaigns involving campaigners (Jurkam) continue to

play an important role in winning support, especially among *baby boomers*, rural communities, and those who are technologically challenged. Jurkam functions not only as a conveyor of information, but also as a figure who is able to build emotional closeness, mobilize the masses, and increase trust in political parties and candidates.

Social media has become a vital instrument in modern winning strategies, especially to reach young voters, Generation Z and Millennials through platforms such as *Facebook*, *Instagram*, *TikTok*, and *YouTube* with creative, concise, and relevant content. In addition to being cheaper, this approach has also proven to be effective in reaching mass audiences in a short period of time. Research in Indonesia shows that influencers play a key role in building trust and credibility; as much as 39% of their impact in digital campaigns comes from emotional closeness and personal connection with their *Net Influencer audience*. Globally, more and more politicians are relying on social media to create dynamic "digital dialogue spaces," enabling interactive engagement and mobilization of young voters [32].

Social media, which is an instrument for the distribution, dissemination, and amplification of information as well as a space for public discussion on various issues, including politics, has a vital and inevitable role for political parties in developing their campaign strategies. This is especially true for young voters who were born and grew up in a connected world and worked with such advances in information and communication technology from a very early age. (Nyong Etis).

Social media plays a central role in political party campaigns today, especially in reaching young voters. Effective strategies to attract the sympathy of young voters include creative and relevant content, direct interaction through live events and polls, and utilizing influencers who have a fan base among young people. (Bambang Pujiyanto).

In fact, campaign strategies through social media are very economical and in line with the current digital era. Considering that the number of novice voters who do not have a choice can be easily reached as the target of political parties, the visualization of the program and proof of the work of political parties can be conveyed in more detail. (Kayan).

The Gerindra Party The Gerindra Party has designed a structured and sustainable winning strategy including a door-to-door approach, the use of social media, social-community programs, and political education formalized through Bapilu and the Research and Development Agency based on the agreement of the working meeting. These findings reflect the party's adaptive and multifaceted approach to connecting with the public. The effectiveness of contemporary political campaigns depends largely on the synergy between digital strategies and offline mobilization in order to strengthen political legitimacy and gain mass support [33]. The Gerindra Party, through the Sidoarjo DPC, has implemented a diverse and adaptive political strategy in facing the contestation of the Regional Elections and the 2024 General Elections. The strategy includes strengthening the role of cadres through internal consolidation, political education for the community, the use of social media, and the implementation of social and community activities.

The DPC of the Gerindra Party Sidoarjo implemented various strategies and initiatives in dealing with political competition in the 2024 Regional Elections and Elections. Some of them are party consolidation to optimize the role of cadres, political education for the community, the use of social media, and social community activities. (Bambang Pujiyanto).

The strategy carried out by the Gerindra Sidoarjo DPC in the 2024 Regional

Elections and Elections is to prepare the best cadres who are ready to fight in the contest. Alhamdulillah, the Sidoarjo Regional Election Gerindra Cadres Won and in the Legislature became the top 2 seats for the Sidoarjo DPRD. (Achmad Muzayin Syafrial)

The success of this strategy can be seen from the achievements of the Gerindra Party in Sidoarjo in the 2024 election, where this party became the second largest winner of seats in the Regency DPRD and won the Regional Elections with internal cadres. These findings confirm that successful winning in the digital age requires synergy between traditional and digital communication strategies, as well as the support of a solid organizational infrastructure.

4.4 Integration of the 16th SDGs in Political Strategy

The integration of the principles of the Sustainable Development Goals (SDGs), especially goal 16 (*Peace, Justice, and Strong Institutions*), in political strategy is important because it encourages the realization of sustainable development that includes inclusive, accountable, and transparent governance, thereby increasing political legitimacy and public trust. This effort is reflected in participatory policies, strengthening political institutions, and supervisory mechanisms that suppress policy fragmentation between sectors. Research shows that the implementation of SDG 16 is able to strengthen political competitiveness by building institutional resilience and policy innovation, although its implementation is often constrained by inter-agency coordination [25]. The results show that although not all party structures formally list the SDGs as a framework, many party programs and policies are aligned with the principles of the 16th SDGs. The Gerindra Party, for example, prioritizes the principle of one command to avoid internal factionalism, implements a leadership selection process without destructive competition between cadres, and runs various social programs oriented towards justice and inclusion.

The Gerindra Party is obliged to understand and consider the Sustainable Development Goals (SDGs), especially the 16th goal on peace, justice, and strong institutions, in designing institutional strategies and campaigns. This goal is the basis for sustainable development and ensures that the policies and programs carried out by the party are in line with the principles of justice, inclusion, and good governance. (Bambang Pujiyanto).

The Gerindra Party strongly supports every government program that aims at nation building, even though the SDGs are not directly part of the political party's program. However, the Gerindra Party's work steps in the field are in line with the goals of sustainable development in achieving a golden Indonesia in 2045. (Laughter)

The SDGs have only been known in government programs, especially in villages. Political parties specifically do not have SDGs programs, but indirectly 18 SDGs programs already exist in Gerindra party activities. Especially in strong institutional development and justice, for example in the process of electing party chairmen at every level starting from the Central, Regional to the lowest in the village, the Gerindra Party does not use its own system of competition between cadres. Rather, it is based on the recommendations of the structure above, so that the potential for the emergence of factions and divisions can be minimized (Achmad Muzayin Syafrial).

These findings are consistent with a study [25] that confirms that the SDGs, especially institutional-related goals, can be transformative instruments in strengthening political legitimacy and party governance innovation. The internalization

of SDG 16 values in the Gerindra Party in Sidoarjo is not only reflected in political rhetoric, but also in institutional practices that prioritize stability, justice, and the prevention of internal fragmentation. This approach demonstrates that political parties can adapt the global development agenda to local dynamics through inclusive and tiered decision-making mechanisms, thereby strengthening public trust while expanding the electoral support base. Thus, the SDGs serve as a *soft governance framework* that encourages parties to not only pursue electoral victories but also build sustainable and public-interest-oriented political governance.

In an effort to support the achievement of the 16th Sustainable Development Goals (SDGs) which emphasize peace, justice, and strong and inclusive institutions, the Gerindra Party in Sidoarjo Regency carries out various real strategies and programs that are directly felt by the community. This is reflected in the views of the research informants who provide an overview of the strategic direction of the party, program implementation, and the form of social contributions made.

The Gerindra Party can support the 16th SDGs by carrying out various programs that focus on inclusive policies, essential infrastructure development, and a sustainable economy, such as improving access to health, education, and local economic empowerment. (Bambang Pujianto).

The Gerindra Sidoarjo Party programs that can be felt by the public include free standby cars, cheap market operations, mobile smart cars, free legal assistance, education scholarships, MSME coaching, and the empowerment of women and youth. (Laughter)

The programs that have been carried out by the Gerindra Party include screening of aspirations for infrastructure development, free ambulances, distribution of basic necessities, scholarships, legal assistance, MSME development, and socio-religious activities. (Achmad Muzayin Syafril)

From these various views, it can be concluded that the Gerindra Party's strategy in supporting the 16th SDGs in Sidoarjo is not only normative, but is manifested in the form of concrete programs that touch various levels of society. This effort reflects the integration of inclusivity values, institutional strengthening, and social justice through public services, economic empowerment, education, and legal advocacy. This is in line with findings [25] which state that the SDGs, especially Goal 16, can function as a transformative framework that strengthens political legitimacy and encourages innovation in institutional governance. The Gerindra Party's practice of emphasizing the principle of one command to avoid factionalism, leadership selection without destructive competition, as well as social programs oriented towards justice and inclusion, is a manifestation of Common-Good HRM, because it integrates ethical values, social responsibility, and alignment with the collective interests in the management of party cadres and institutions. On the other hand, the party's alignment with community empowerment programs, legal advocacy, and public service-based initiatives can be read in the framework of Green HRM, which links resource management practices with the principles of social and environmental sustainability. Thus, Gerindra's strategy in supporting the 16th SDGs in Sidoarjo not only serves to strengthen inclusive and accountable political governance, but also reflects the integration of sustainable HRM that combines the dimensions of common good and environmental sustainability as the foundation for institutional transformation [2].

4.5 Managerial Implications

This research provides a number of managerial implications that can be a reference for the management of the Gerindra Party of Sidoarjo Regency. First, the party needs to strengthen public trust in a sustainable manner through a consistent two-way communication system, not only during the campaign period but also in the period between elections. This strategy is important to minimize negative public perceptions while building long-term political legitimacy. Second, optimizing *hybrid campaign* strategies is an urgent need, namely integrating digital and face-to-face campaigns proportionally according to voter segments. Social media can be used to reach young voters who have high digital literacy, while face-to-face campaigns are more effective for voters with limited access to technology. Third, the development of the party's human resources (HR) must be carried out in a sustainable manner through cadre regeneration programs, political schools, and competency-based training that are relevant to the demands of the digital era. Fourth, the principles of the 16th SDGs related to peace, justice, and strong institutions need to be integrated into the party's internal policies and translated into socio-political programs at the regional level, so as to have a real positive impact on society.

5 Conclusion

Based on the findings of qualitative research, it can be concluded that human resource development is an important pillar for organizational sustainability, where cadre regeneration programs, political schools, and political communication skills are a means to produce militant and competent cadres. Building public trust in political parties is a key factor that determines the success of winning elections. The DPC of the Gerindra Sidoarjo Party has taken various steps to maintain this trust through consistent communication, closeness to the community, and integrity of cadres. The winning strategy applied tends to be a *hybrid* campaign, combining social media and face-to-face interaction tailored to voter segments and local conditions. The Gerindra Party's contribution in supporting the 16th SDGs in Sidoarjo is not only normative, but is manifested in the form of concrete programs that touch various levels of society. This effort reflects the integration of inclusivity values, institutional strengthening, and social justice through public services, economic empowerment, education, and legal advocacy.

Recommendations. Based on the results of this study, there are several strategic recommendations that can be considered by the DPC of the Gerindra Party of Sidoarjo Regency. First, the party needs to improve political literacy programs, especially those targeting the younger generation, to encourage wider political participation and form critical awareness of public issues. Second, strengthening digital political branding is a priority, by building a consistent digital narrative across all social media platforms through educational content, documentation of social activities, and clarification of strategic issues. Third, cadre training based on local wisdom needs to be encouraged so that cadres can be more relevant and easily accepted by the people of Sidoarjo who have certain social and cultural characteristics. Fourth, periodic evaluations of programs that are aligned with the 16th SDGs should be conducted to measure their effectiveness and develop sustainable improvement strategies.

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