



Social Construction of Party Elites: Mentoring Model of Candidate Party Leadership in Indonesia

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Abstract: *Golkar Party in using the mentoring model is expected to maintain standards, such as orientation to new cadres and capacity and career development. Mentoring is highly dependent on mentors from planning to goals determined by the mentor. Mentoring can be divided into 2 (two), namely formal and informal mentoring. In general, formal mentoring is more appreciated by the organization. Where recognition from political party organizations occurs more often than informal mentoring. However, if cadre formation is understood in the context of the mentor system as a cadre formation activity that involves seniors and juniors more specifically, the party does not specifically regulate it. Given that mentoring is an informal activity that is often formed due to similarities in background, political etiquette, and various other things. The mentor system is part of the organization's cadre formation system. The mentor system within a political party must be aimed at realizing an institutionalized political party, where one of the factors is determined by the creation of a well-established cadre system. With the hope that the mentor system in the Golkar Party will continue to produce superior cadres who can contribute maximally to the progress of the Golkar Party. Although the mentor system grows from different groups and factions within the party, the end of the process is how the Golkar Party can seize, manage, and maintain power, in order to realize one of the goals of the Golkar Party.*

Keywords: *Social Construction, Party Elites, Mentoring Model, Candidate, Party Leadership; Indonesia*

1. INTRODUCTION

Political parties are a political bridge between the owners of power, namely the people and the holders of the mandate of power, determining the quality of leadership and the sustainability of the journey of the quality of government born from political contestation formed in the democratic system, so that political parties are required to have a cadre mechanism for good prospective leaders. However, in reality, the majority of political parties have not implemented the proper recruitment and cadre formation mechanisms due to weak candidacy in the contest, weak elite circulation, the existence of oligarchy and political dynasties, even patronage within the party shows the weakness of the recruitment and cadre formation mechanisms in determining candidate leaders in order to guarantee the quality of the party system implemented in political parties.

In relation to cadre formation, political parties should implement norms that do not only prioritize pragmatic matters. According to Macridis, (2012) there is Conversion and aggregation are variations of representation and intermediary. With conversion we can understand the transformation of things that are called political raw materials, namely interests and demands, into policies and decisions. integration (participation, socialization, mobilization), socialization is the process by which a collection of political system norms is transmitted (exchanged) to younger people; mobilization is an extreme variant of socialization, namely the party tries to quickly include a large number of people who were previously outside the system; participation is between mobilization and socialization, this means that through parties in all systems, the medium of expression of interests and participation in the election of leaders and policies becomes open to all parties. The earliest degree of socialization is

a post-condition for participation. Furthermore, cadres who have been involved become the main priority of cadre formation that runs in political party organizations, so that it is hoped that cadres who truly understand the party platform can continue and continue the baton of party leadership.

If we look closely at the ideal political party cadre formation according to Ball & Dagger, (2004) in the process of political party cadre formation, ideas and understanding of the party are instilled in its cadres. The idea of a political party is considered very important, because the idea contains an agenda of things that need to be discussed, questions asked, hypotheses made so that a clear picture of the true essence of a party is clear, such as who they really are and not what they do. Cadre formation should produce cadres who understand the vision, mission and platform of the party well, including the ideology adopted, but much greater is how cadres obtain knowledge transfer towards the interests of the nation and state as a form of creating a just and prosperous national life. No less important in cadre formation, a mentoring system is needed to prepare cadres, build relationships and transfer mentor knowledge so that cadres can be better prepared to have good capacity and knowledge. Mentoring is also a continuous and dynamic feedback process to build relationships between two individuals who have knowledge, skills, information and with a focus on professional and personal development (Oliver, 2014). Through mentoring, it is hoped that cadres will have advantages for the progress of the party. In this regard, party elites have knowledge and experience that is externalized to cadres to increase the stock of knowledge for the progress of party institutions or internalized within cadres.

Party elites in terms of mentoring relationships can benefit the party and cadres but also have benefits for mentors. Mentoring can be a valuable experience for mentors, through continuous interaction that can improve personal skills. Mentoring programs can also improve positive working relationships needed for the productivity and growth of political parties.

In line with that, party elites can mentor cadres by providing mentoring for the party's further goals in the future or maintaining the sustainability of subsequent relationships. So the construction of party elites towards the mentoring model is important to see how the mentoring model is formed and how mutually beneficial relationships contribute to the improvement and enhancement of a more qualified democratic system. In this study, it will be further examined how the construction of party elites towards the mentoring model of prospective leaders, the process and mentoring model formed between party elites and cadres in the party.

In the party there is a mentoring system for the continuity and strengthening of positions over various interests, therefore it is necessary to know the construction of party elites towards the mentoring model of prospective leaders. In order to gain deeper insight and clarify the scope of the research, this research focuses on the formulation of the problem. Some of the formulations of the research problems include:

(1) How is the construction of the party elite towards the mentoring model of prospective leaders? (2) How is the process of the mechanism for the cadre formation of prospective leaders through mentoring?

2. LITERATURE REVIEW

Research related to the topic in this dissertation has been conducted by previous researchers. Research by Danish et al., (2021) University of Punjab entitled Ethics and Politics: What Determines Ethical Leadership Under Political Mentoring? A study that investigates the impact of perceived ethics, political climate and behavioral integrity on ethical leadership with the moderation of the role of employee political mentoring in the workplace. The results of the study indicate that if there is leadership ethics in the organization, it will help employees in integrity behavior and help understand a good climate and ethical standards in the organization. In this context, political mentors help employees to gain further knowledge about organizational norms and the political climate.

Gannon's research, (2021) Oxford University entitled Applying the Lens of Social Movements to Coaching and Mentoring. The emergence of coaching and mentoring in recent decades has led to a great deal of debate around their theoretical and disciplinary roots. By exploring the conceptual and thematic aspects of social movement theory and the classification of social movements, it is possible to reflect on the maturity of coaching and mentoring and the potential for implementing social change. Insights such as these offer interesting and thought-provoking insights for coaching and mentoring

practitioners, commissioners, professional bodies, coaches and educators of mentees and social movements. Uslu's research, (2020) Canakkale University Turkey. With the title *Mentoring and Role Modeling Through the Perspective of Academic Intellectual Leadership: Voluntarily and Institutionally*. The results of the analysis reveal that the personal and economic reasons behind the exemplary behavior of volunteer senior mentors are mostly consistent with organizational goals. The exemplary practice of institutional mentoring role models further the symbiotic nature of mentor-mentee relationships yields enormous potential to enrich the scientific productivity of both senior and junior academics, but culture and political reasons largely shape the practice of international mentoring role modeling in higher education at both the individual and institutional levels.

Research related to the topic in this dissertation has been conducted by previous researchers. Research by Kertzer & Renshon, (2022) Harvard University entitled *Experiments and surveys on political elites*. Offering a number of recommendations first, scholars who study political elites must be clear about who the relevant political elites are for the questions they are studying, justifying why the elite sample they are using is suitable for testing their theories. Elite studies are ultimately most useful when the elite group being studied most closely resembles the target population implied in the theoretical framework. However, there is always a disconnect between the two. The types of elites that are most likely to be accessible to researchers and high-level decision-makers are enriched by many theories. Both elite experiments are valuable when designed to test these theories directly involve the specialized expertise and experience of elites. In this case the offer made Back presented to respondents is as important as the respondents themselves. Third, attention should be paid to the role of elites in broader research designs. Researchers can replicate their studies of elites with studies of mass samples, such as in paired experiments. Researchers can also do the same by combining elite experiments with non-experimental data or to validate their findings. Fourth, given the many conflicting anecdotes and intuitions about the best way to recruit elite respondents, researchers should consider studying elite recruitment questions experimentally. Fifth, like all experiments, researchers who conduct experiments face a trade-off between the two. Khan et al.'s (2020) study entitled *Who Champions or Mentors Other? The Role of Personal Resources in the Perceived Organization Politics and Job Attitudes Relationship*. Drawing on insights from affective event theory, this study presents a new dimension of perceptions of organizational politics and job attitudes. The motivation for this study is based on the fact that perceptions of organizational politics affect job attitudes and that personal resources (political skills and work ethic) moderate the direct relationship between perceptions of organizational politics and job attitudes in the context of the higher education sector. In this case, data were collected through purposive sampling from 310 lecturers from higher education institutions in Pakistan. To test the relationship between variables, we used structural equation modeling through AMOS software version 24.0. The results showed that perception of organizational politics is significantly negatively related to job satisfaction. In addition, perception of organizational politics is not significantly related to job engagement. Political skills and work ethic weaken the relationship between perception of organizational politics and job satisfaction. We anticipate that these personal resources can reduce the negative impact of perception of organizational politics and work attitudes. This study also suggests that organizations train their employees to develop important personal skills.

Research by Chukwuemeka udaya and chinedu Udaya & Okoye, (2024) entitled *Politics, Good Governance and The Imperative Of Leadership Mentoring*. The success or failure of governance is determined primarily by the quality of leadership that oversees the affairs of the relevant antity. Conclusion by recommending the institutionalization of a structured leadership mentoring scheme and its liberalization nationally as an important path to raise and foster young and future actors, political parties, civil society, educational institutions and society in general with the leadership ethics, ethos, skills and capacities needed to have a positive impact on governance for the good and development of the nation.

Research by Usman et al., (2022) University Malakhan entitled *Political Skill and Career Success Exploring the Mediating Role Of Mentoring and Moderating Role of Career Adaptability*. The results of the study indicate that political skills have a positive effect on subjective career success. The mediation model of the relationship between political skills and career success with the moderated one between mentoring and career success is stronger in individuals with higher adaptability. The study adds to our understanding of the underlying mechanisms involved in political skill careers. The

findings suggest that in order for academics to do so, they must be politically skilled, proactive in seeking mentoring relationships, and better equipped to navigate uncertainty. Research by Tan & Krishnamoorthy, (2024) Pennsylvania State University. Titled *Intergenerational Asian Diaspora Mentoring in the Academy: Mapping the Terrain of Allied Political Struggles Through Critical Relational Ethnography*. This study explores the interrelated dynamics of power and cultural conflict that shape how junior and senior (South and East) Asian-identified scholars negotiate to rewrite their rights for legitimate presence within and across systems of activism. Through two vignettes, the findings illustrate the complexity of intergenerational political struggles and mentoring in higher education. This study contributes to a deeper understanding of how Asian diaspora faculty navigation can foster bidirectional, critical, and justice-oriented socio-political recruitment in academia, advancing discussions about mentoring and equity in Education. Research by Martinez et al., (2022) Utah University. Titled *La Raza Mentorship Initiative: Creating a Fortifying Pathway for Mentorship Within Our Caucus*. Developing and sustaining a mentoring initiative is not without its challenges. However, this work has had continued success delivering results at all levels of the platform for building community. The conversations and connections created during the research made it clear the struggles that many members of the discipline may feel or experience. The initiative is based on two important things. First, ensuring that offering graduate students has a future. Second, ensuring that the mentoring initiative continues to be an enriching experience for mentors who are often further along in their careers by sharing their experiences and knowledge. We argue that the mentoring framework can serve as a replicable model across disciplinary spaces with the potential for innovative growth and exciting possibilities to best serve diverse groups.

Research by Gülnur, (2018) from Sabanci University, Turkey. Titled *Elite Recruitment And Political Career Partners: A Comparative Analysis Of Political Parties In Turkey*. This dissertation aims to explain the determinants of political elite recruitment and political career patterns in Turkey, with particular reference to deputies (MPs) in the Grand National Assembly of Turkey (TBMM), candidates running in general elections and local party elites. The results show that the composition of the MPs in the TBMM has changed over time; the ideological stances of political parties influence the composition of their MPs; political parties strategically revise their party lists and specifically change the first-ranked candidates in districts where they are electorally vulnerable; and ambitious politicians accept unwinnable candidacy ranks in the hope of boosting their ranks to electable positions in future elections.

Research conducted by Montalvo & Byrne, (2016) from the USA, entitled *Mentoring Nurses in Political Skill to Navigate Organizational Politics*. Examining the mentoring experience of doctoral nurses and students to (a) explain the mentoring functions provided and experienced by students; (b) characterize the association between mentoring elements and the development of political skills for students; and (c) compare and contrast mentored to nonmentored doctoral nurses with mentoring functions that influence the development of political skills. Of the 115 respondents, 74 (64%) reported having a mentor from 41 (35.6%) reported not having a mentor. The highest mentoring subscale score was role modeling ($M = 5.53$), while the lowest score was friendship ($M = 3.60$) (Table 3). There was no significant difference in mentoring functions based on the type of degree (Ph.D. or DNP) as indicated by the Mann-Whitney test ($U = 0.35$) $p < 0.73$). Self-perceived political skill levels were as follows: 64% rated themselves in the “average” range of political skill and another 35.7% considered themselves to have “high” political skill. Mentoring and Political Skills. Mentoring functions were personal and emotional guidance, coaching, advocacy, career development, strategic and system advice, and friendship relationships with the networking skills subscale. There were no significant correlations with the sincerity or interpersonal influence subscales.

According to (Bencaz, 2008) a researcher at the University of Central Florida Orlando, entitled *The Impact of Organizational Politics on Mentoring Relationships*. Data were collected from 93 mentor-mentee pairs employed throughout the United States by a marketing communications business. Results indicated that mentors who perceived the climate as more political reported greater motivation to mentor for their own self-development and less motivation to mentor for their own intrinsic satisfaction. Mentors who perceived their climate as more political reported greater incidences of dysfunctional mentoring. Protégé reports of the functional mentoring they received accounted for unique variance in predicting their performance ratings, whereas dysfunctional mentors accounted for unique variance in predicting turnover intentions, stress, and job satisfaction. However, an unexpected

benefit of this study was found (in the midst of a political climate) indicating that protégés with current supervising mentors received more functional mentoring, less dysfunctional mentoring, and greater job performance and satisfaction.

O'Rourke et al., (2017) from the University of Massachusetts Medical School in Political Efficacy and Participation of Nurse Practitioners examined the phenomenon of providing citizens with a random sample of nurse practitioners (NPs) and examined current levels of political participation and political efficacy. Determining which variables influence political efficacy and participation would provide valuable data for both NP organizations seeking to change the legislative landscape for NPs and for educators designing and updating health policy education programs. The study findings showed that NPs vote at a consistently higher rate (94%) than the general population and nearly 50% report contacting legislators via mail/email/phone. However, as a group, NPs show limited participation in other political activities, especially grassroots efforts. Professional organisations and policy makers need to re-examine outreach and strategies to inspire greater NP engagement at the grassroots level.

Jones, (2016) University of Wolverhampton research entitled Learning within Formal Mentoring Relationships: What Mentees and Mentors Learn at Different Phases of The Mentoring Life-cycle And Factors That Moderate the Learning Process. This research was conducted in three collaborating public sector organisations drawn from the healthcare sector (Case 1) and the Police sector (Cases 2 & 3) from the UK. Interviews and focus groups were conducted: 38 mentee and mentor interviews and two focus groups in the health, 68 interviews and four focus groups in the first Police study and 12 focus groups in the second Police study, spread across the four phases of the mentoring life-cycle; initiation, cultivation, separation and redefinition. Key findings have been revealed in relation to the specific types of learning outcomes resulting from formal mentoring dyadic relationships and the moderating factors that positively and negatively impact the mentoring learning process. However, a common factor for all three case study organisations was that formal mentoring relationships persisted despite some significant inhibiting factors within the workplace. Mentors learn in the same four learning domains as mentees during formal mentoring and that there are some significant moderating factors for both parties' changes in emphasis over time. These insights have led to the modification of established models of formal mentoring and the creation of two new theoretical models in relation to learning outcomes and moderating factors.

In Furman's study, (2018), the author analyzed the normative ideas of Russian parliamentarians about the political elite, identified as a result of interviewing 50 deputies of the State Duma of the V convocation. In the majority of cases, the surveyed representatives of the political elite shared similar views on the role, functions and qualities of the "ideal" political elite. The results showed that the normative representation of parliamentarians largely coincides with the descriptive: the current political elite is perceived by them as acceptable and even close to ideal. The study revealed a strong need for the majority of parliamentarians in self-assessment of the elite, which in itself is paradoxical, given the general tendency to emphasize their own interests in the political decision-making process in political life in general.

Doyon's research, (2016), Columbia University entitled Rejuvenating Communism The Communist Youth League as a Political Promotion Channel in Post-Mao China. The researcher frames these questions through a unique account of the role played by the Chinese, The main findings of the study are as follows: First, because of the politics of the post-Cultural Revolution and the need for leaders at that time to recruit loyal young cadres, a system of "sponsored mobility" was developed to renew the Party State elite. College students were directed and trained through the Party's youth organizations. They were then placed on a unique promotion track, which included opportunities and training, and which led them to leadership positions in the Party-State. Second, through the various steps of the sponsored mobility process, young recruits developed specific social roles as future officials and changed their social circles. Third, the decentralized nature of the Party-State and its youth organizations made it difficult for young recruits to form cohesive groups that could organize against the Party-State itself.

Diah's research, (2017) from Victoria University Melbourne, Australia, entitled The Politics of Patronage in Intergovernmental Financial Transfer: The Role of Local Elites in East Kalimantan Province, Indonesia. The results are that the mechanism of intergovernmental financial transfers has

not delivered what is intended as the main result of the decentralization agenda - local development in priority areas that serve the needs of all. Political elites have influence through roles such as party leaders and other functions with the power to influence the political system and determine the success and failure of their regions as if they represent. Bureaucratic elites occupy the level of regional bureaucratic government: governors, regents, and mayors, as well as department heads. Social elites include NGOs and leaders of mass organizations. Together with leaders of religious organizations and traditional elites, they can use ethnic identity to influence the decision-making process and contribute to the social, political, economic, religious and cultural life of East Kalimantan according to patronage politics.

Lee's research, (2017) from Stanford University, entitled Party Adaptation, Elite training And Political Reform- Era China. How and why has the political organization of the Chinese Communist Party (CCP) not been outdated and has survived the past three decades as the Chinese economy has liberalized during the social transition? The findings of this study are. First, the party school system in China continues to be an important site of political control over individual bureaucracies. My analysis of survey and career history data reveals that the Party school system increases the likelihood of achieving higher administrative ranks and faster promotion up the career ladder. The researcher found that party school training is a channel to higher levels, second, the school has fulfilled a selection function when responding to the demands of various markets. Including local and national markets for goods and services opened up under the reforms of the last thirty years and training markets created by the central party authorities.

3. RESEARCH METHODOLOGY

In the book of sociology of science perparadigma dua by Ritzer, (2014) provides an understanding of the paradigm that has been put forward by Khun, Masterman and Friedrichs, trying to formulate the understanding of the paradigm more clearly and in detail. that is why the term paradigm if following Ritzer then the paradigm is a view or window of a branch of science to know the main problems that should be studied.

The social definition paradigm is one of the very special aspects of Weber's work, namely in his analysis of social action. The core of his thesis is "Meaningful action" from individuals. The meaning of social action is individual action as long as his actions have subjective meaning and significance for him which is directed at others. In this sense, there are 2 (two) basic concepts. First, the concept of social action and second, the concept of interpretation and understanding (Ritzer & Goodman, 2007).

In order for this social action to be studied, Weber recommends a method through interpretation and understanding (interpretative understanding) which Weber calls Verstehen. Verstehen in German is understanding. The use of this term specifically by Weber in historical research is his most widely known and most controversial contribution to contemporary sociological methodology (Ritzer & Goodman, 2007). In understanding the social construction of party elites regarding the mentoring model of prospective leaders, especially to help with research problems, the Social Construction Theory Foundation will be used.

This study uses a qualitative approach. This study aims to examine and describe the social construction of party elites regarding the mentoring model of prospective leaders. This unit of analysis is aimed at the Golkar party elite in the construction of the mentoring model.

This type of research uses a case study. Where according to (Yin, 2019) an empirical study that investigates phenomena in the context of real life, when the boundaries between phenomena and real life contexts are not clearly visible and multiple sources are used. A case study is a study that explores a bound system or a case or several cases that occur over a certain period of time and through in-depth and detailed data collection from various sources of information that can be trusted to be true (Creswell, 1998). According to Creswell, information collection in case studies can be done by interviewing subjects, direct field observations and various documents and reports that already exist and audiovisual materials.

4. RESULTS AND DISCUSSION

Golkar party elite understanding of the mentoring model Personal experiences and case examples must be told because they provide valuable and often unforgettable wisdom. Mentors who can talk about themselves and their experiences will form a report card that makes them achieve an

achievement. This can be a continuous learning process. Which will be an experience, observation, lesson and analysis that continues. Successful mentoring means sharing the responsibility for learning, without counting facilities, materials, time and all the variables that exist. Successful mentoring begins with determining the relationship where the Mentor and cadre can be involved.

Mentoring in the Golkar Party is considered important and beneficial for the organization, cadres and also has benefits for the mentor. Mentoring can be a valuable experience for the mentor, through continuous interaction that can improve the skills of the cadre. The mentoring system can also improve positive working relationships that are needed for the productivity and growth of the organization. The Golkar Party prepares cadres in the cadre program. Selected cadres are the main foundation for mentoring for the success of preparing cadres who are able to seize power. Regarding the understanding of the Golkar Party elite in understanding the mentor system, the results of an interview with one of the informants (W1) as a Golkar Party elite explained that "In the context of a political party organization, I understand the mentor or mentoring system as part of the cadre process. Cadre formation is one of the central functions in a political party, because political parties are democratic actors who are tasked with producing and producing political leaders who will later occupy various public positions through general elections. Therefore, political parties are tasked with recruiting, selecting, and developing the best cadres who will participate in various political competitions, so that political leaders can be created who meet the criteria of qualified public officials."

Based on information provided by the Golkar party elite to researchers, an understanding of mentoring was found as part of the cadre formation process that occurs within the Golkar party. Where the Golkar party is a democratic actor tasked with producing and producing the best cadres to occupy public positions both in the legislative and executive branches. According to informants, mentoring can certainly be found in many organizations and has often been termed in many terms, especially in matters related to cadre formation, both in cadre organizations in general and within the Golkar party itself. In the context of political party organizations, informants understand the mentor or mentoring system as part of the cadre formation process. Cadre formation is one of the central functions in a political party. because political parties are democratic actors tasked with producing and political parties to produce political leaders who will later occupy various public positions. So that political parties are tasked with recruiting, selecting, and fostering the best cadres who will participate in various political competitions, so that political leaders can be created who meet the criteria for qualified public officials. Mentoring is generally defined as an interaction between a mentor and an inexperienced junior, where the mentor provides support, direction, and feedback related to the junior's career plans and personal development (Russell & Adam, 1997), while S.I.Donaldson defines mentoring as a long-term dyadic, face-to-face relationship between an older person and a younger person that supports professional, academic, and personal development (Donaldson, Ensher & Grand-Vallone, 2000). A broader definition from L.T. Lilian T.Eby (2010) who views mentoring as an interpersonal relationship oriented towards self-development that usually occurs between experienced individuals and inexperienced individuals. In this last definition, mentoring occurs not only in the world of work but also in community life or in broader relationships. In the literature, mentoring also provides an understanding of the mentoring process carried out formally and informally. The concept of Mentoring in the understanding of party elites can be divided into 2 (two), namely formal mentoring and informal mentoring. Actually, mentoring is a natural process that will occur in a person's life, especially when the person enters the process of maturing towards adulthood. A teenager and young man will learn from older / senior people in certain matters, whether in work, finding a life partner, building a family, or becoming a good head of the family. This process can be called informal mentoring, without a structured process and a specified deadline. In the Golkar party organization, of course what is expected is a formal mentoring process, where the learning is really designed so that organizational cadres can learn from seniors who have achieved in the party. The hope is that these cadres will be qualified, perform and become better people than their predecessors. This is what is called workplace mentoring

The Golkar party elite mentoring mechanism to empower cadres so that they can actualize their potential to carry out monitoring and evaluation processes that can encourage the development of cadres in politics by bridging communication between cadres and mentors. The mentoring system runs in the corridor of cadre formation, so mentoring is needed for the existence of the Golkar party organization.

The selection of cadres and the transfer of knowledge and experience are important things to analyze. Cadre formation runs in the formal realm as administrative completeness, while mentoring is in the non-formal realm. Cadres who are selected to be mentored are motivated by certain similarities.

Based on information provided by the Golkar party elite to researchers, it was found that the selection of cadres was also motivated by the similarity of the basic organization, this is because communication has been established since being in the organization, the similarity of the organizational platform and the togetherness that has been built so that cadres can be recruited to occupy strategic positions in the Golkar party. Some have good potential, capacity and loyalty and some of them are recruited to fill the structure within the Golkar party or Golkar wing organizations, to facilitate the work of mentors in the organization, especially those related to consolidation in the Golkar party. In further understanding, the party elite understands the mentoring model in a broad or narrow sense.

4.1. Family and Regional Relationships

The selection of cadres, in addition to the similarity of organizational background, is also based on family and regional relationships. Regional values are closely related to the culture that is the basis for giving birth to values and norms that exist in a particular region. The regional background in this case becomes the forerunner as a reference in taking values that are generally referred to as regional values. Every society has its own value system whose characteristics are different from other societies. In the value system, there is always a certain relationship that becomes an identity so that it tends to be used to establish a close relationship based on these values and becomes the background for the selection of a cadre by a mentor. The formation of political factions within the Golkar party as a consequence of a large party and is motivated by many groups, both organizational and regional, is one of the factors in the emergence of cadres who are mentored by elites as part of the existence of the party elite in maintaining their position in the Golkar party. Based on the results of interviews with informants (W3), it was stated that: "in the Golkar party there are political groups and factions as part of the internal dynamics of the party, built by many things. Background factors, in general, are the key that can open the door for a cadre to enter a group or faction. These background factors are what will form the closeness between mentors and prospective cadres, not only the same organization when they were students, but also closeness to family, similarity of regional background including in it." Based on information provided by the Golkar party elite to researchers, it was found that within the Golkar party there are factions and groups as a consequence of democracy and the many elements that are involved and growing the Golkar party so that in the selection of cadres by mentors, it is motivated by family and regional relationships.

4.2. Emotional and Historical Relationships

Personal and historical closeness are emotional relationships where the dynamics of interaction between individuals involve aspects of feelings, connections and emotional responses. One of the Golkar party elite informants (W3) stated that "the mentoring system is closely related to emotional and historical ties that are often linked to the similarity of the background. Because, to enter a mentoring circle, the ongoing recruitment process must take into account the similarity of values, visions, including methods, and organizational practices of prospective cadres." Based on the results of interviews with informants, it shows that in addition to organizational similarities, family and regional relationships also include emotional relationships that have been established for a certain time where there are harmonious relationship dynamics and have a history that has been established previously.

4.3. Transfer of Knowledge and Experience

The mentoring system is generally understood as a strong relationship between senior members (mentors) and junior members (cadres) in an organization egh. The mentoring process occurs when senior members (mentors) transfer their knowledge and experience to junior members. The mentor's job is to improve the intentional learning process, including building capacity through methods such as instruction, coaching, providing experience, modeling and giving advice. Mentors, as leaders of a learning process, certainly need to share stories about how they did it so that they succeeded. They also need to share their experiences of failure. Both of these experiences are powerful lessons that provide valuable opportunities to analyze the reality of individuals and organizations. The transfer of knowledge and experience, in addition to revolving around practical matters related to the organization, senior members (mentors) are also required to be able to instill fundamental things such as the value system that is the foundation of the organization.

4.4. Training and Education

Training and Education are part of an effort to improve the performance of cadres in the organization and are the responsibility or are related to the duties and obligations of cadres in addition to increasing capacity and also to enlarge the party. Normatively as written in the Golkar Party's Basic Law, especially in Article 9 of the Basic Law, it is stated that the Golkar Party has the function of educating and educating the people, preparing cadres by paying attention to gender equality and justice in all aspects of community life, conducting recruitment through democratic and open mechanisms.

Referring to the point above, in the context of political cadre formation, the Golkar Party carries out the cadre formation process through the preparation of the best cadres and political recruitment, where they can be promoted and assigned to occupy public positions, both in the executive and legislative branches.

Based on the results of interviews with informants, it was stated that: "The mentoring system is not the only determinant of success in the political cadre formation and regeneration system. Political cadre formation and regeneration are actually very much determined by internal factors inherent in the cadre (leadership quality, fighting spirit, work ethic, etc.). In addition, considering that the mentoring system is a process that runs non-formally, this process cannot be a measure in determining the success of the cadre formation and regeneration of an organization formally. To be said to have succeeded through the cadre formation and regeneration stages, a cadre must also go through the cadre formation stages and processes that apply in the party, such as cadre education and training."

Based on information provided by the Golkar party elite to researchers, it was found that mentoring is a process that runs non-formally so that the cadre education and training stages carried out by the Golkar party are both at the district, provincial and central levels. Following education and training is an absolute requirement for a cadre to occupy a position in the party or be involved in political contestation through elections. According to informants, the mentoring process must be supported by the success of the cadre formation and regeneration of an organization formally. So a cadre must go through the cadre formation stages and processes that apply in the party, such as cadre education and training.

4.5. Implementation of Golkar Party Programs

In addition to being executive members, Golkar Party elites are also mostly legislative members who have aspiration programs that are implemented as a responsibility of their position as people's representatives, so that many programs that are implemented require cadres to be involved in the programs that are implemented in the field. Based on the results of interviews with informants (W5) who are Golkar Party cadres, they stated that: "When mentors run party programs or aspiration programs, we usually help and work together to run the program. We prepare everything needed by the program being run. Mentors facilitate all the necessary needs."

Based on information provided by informants to researchers, it was found that when party elites carry out work programs both in terms of consolidating Golkar Party organizational programs and government programs that are Golkar Party legislative aspirations, cadres are involved in the program and prepare everything while still being fully facilitated by mentors.

4.6. Special Meetings

In the understanding function, mentors help individuals provide a deep and complete understanding of a topic or material that will be discussed. In the prevention function, mentors help individuals prevent problems that will hinder the development of cadre personalities. In the development function, mentors help individuals develop the entire personality of cadres optimally, with skills and understanding that hone their self-concept by being equipped with achievement values towards something so that mentors need to involve cadres in special meetings. The results of interviews with informants (W6) stated that: "In terms of me being a mentor and how I transmit the political knowledge that I have, it depends on how my juniors absorb and learn from the inputs that I provide; how much they absorb and understand the political knowledge that I try to present in the programs that are run depends on the cadres themselves. I often include and involve cadres in special meetings, both meetings with the community and at the bureaucratic level."

Based on information provided by the Golkar party elite to researchers, it was found that mentors often involve cadres in special meetings outside of official protocol meetings to provide learning and input and provide experience for cadres, but how much cadres absorb lessons, information and experience depends on how cadres absorb each knowledge and experience provided.

5. CONCLUSION

The social construction of the Golkar Party elite regarding the mentoring model, Pieter L. Berger and Luckman explain social reality by separating understanding, knowledge and reality. Where reality as a quality that exists in realities that are recognized as having an existence that does not depend on their own will. Knowledge is defined as a certainty that these realities are real and have specific characters. Furthermore, Pieter L. Berger and Luckman explain that there is a dialectic between individuals who create society and society creates individuals. Where the dialectic process occurs through the process of externalization, objectification and internalization.

The knowledge (externalization) of cadres by mentors is influenced by their social world in the form of knowledge obtained from mentors, absorption and maximizing understanding of the transfer of knowledge and experience provided by mentors in participating in both Golkar party programs and special meetings involving cadres in them. This is what causes the formation of a mentoring model that runs naturally even though the mentoring pattern is not directly structured but through the process that occurs over the bonds formed in reality in the Golkar party. The Golkar Party organization in using the mentoring model is expected to maintain standards, such as orientation to new cadres and capacity and career development. Mentoring is highly dependent on mentors from planning to goals determined by the mentor. Mentoring can be divided into 2 (two), namely formal and informal mentoring. In general, formal mentoring is more appreciated by the organization. Where recognition from political party organizations occurs more often than informal mentoring.

The mentor system is part of the organizational cadre formation system. The mentor system within a political party must be aimed at realizing an institutionalized political party, where one of the factors is determined by the creation of an established cadre formation system. With the hope that the mentor system in the Golkar Party will continue to produce superior cadres who can contribute maximally to the progress of the Golkar Party. Although the mentor system grew from different groups and factions within the party, the end of the process is how the Golkar Party can seize, manage, and maintain power, in order to realize one of the goals of the Golkar Party.

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