

**ANALYSIS OF GENDER STREAMING IMPLEMENTATION IN  
PLACEMENT OF FEMALE POLICE OFFICERS AS COMPETENCE-  
BASED SECTOR POLICE CHIEF AT POLDA METRO JAYA**

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**ABSTRACT**

This study aims to analyze the gender mainstreaming of the Police at Polda Metro Jaya through the placement of female police officers as regional leaders (Kapolsek) with the socio-cultural Indonesian nation, which still holds the principle that a woman's job is to take care of the household so that it does not give women freedom to have a career, as well as the police profession. Women are seen by the public as only part of the image of the police, where the presence of female police officers is complementary to carrying out police duties and is only placed in staff, personal secretary and administration functions. This study used a descriptive qualitative method by conducting interviews and field observations. The results of the study have been that there is a policy in the context of gender mainstreaming with the placement of female police officers as leaders in the sector police (Kapolsek) and there is no difference in the placement of female police officers and male police officers as police chiefs but the successful implementation of gender mainstreaming has not been optimally implemented due to the lack of motivation from Female police due to the challenges of police duties at Polda Metro Jaya which are quite complex and the work of the police which is quite heavy, dominantly related to criminal cases and influenced by population density and area as well as religious/community leaders in the sector police (Polsek) so that the Kapolsek is required to be ready to carry out their duties 24 hours to maintain security and order in the community.

**Keywords:** *Gender Mainstreaming, Policewomen, Human resource*

**A. INTRODUCTION**

As living beings, both women and men have roles and social status in the organization and have quality and quantity in supporting the development of the organization. Changes in an organization are influenced by changes in each individual regardless of gender so that changes in an organization can be achieved to achieve goals. Good employee resource management is the development and coaching of employees regardless of gender so that there is no gender gap in the organization.

Discussion of gender issues has become a global issue in all countries so that in 1975 the United Nations (UN) held the World Conference on Women in Mexico, this was the beginning of the struggle and development of gender equality in every aspect. The UN to advance gender equality in all fields both in research, legislation, development policies and in field activities, and to ensure that every woman and man can involve themselves, participate and benefit from development so that there is no difference between women and inequality between female and male employees.

Indonesia as a member of the UN participates in the implementation of gender mainstreaming as part of national policy in accordance with the 1945 Constitution of the Republic of Indonesia in Article 27 that all citizens have equal standing in law and government and are required to uphold the law or government without exception. This states that the position between men and women is equal in the eyes of the law. The policy related to gender mainstreaming in Indonesia has been stipulated through Presidential Instruction of the Republic of Indonesia Number 9 of 2000 as a guideline for gender mainstreaming in national development. This policy involves all government institutions from the national, provincial and district levels to implement gender mainstreaming in order to implement the national development program that has been prepared by the government.

The police as a state institution has duties and responsibilities in the field of defense and security through its main task as a protector and servant of the Indonesian people, especially in the field of security and public order in Indonesia, as regulated in Law of the Republic of Indonesia Number 2 of 2002 as follows:

The Indonesian National Police is a State Institution that carries out the task of realizing domestic security, including maintaining public security and order, orderly and upholding the law, the implementation of protection, protection, and service to the community, and the maintenance of public order by upholding human rights.

The police civil servants themselves consist of members of the Indonesian National Police and Indonesian National Police Civil Servants, while the members of the Indonesian National Police include male police officers called Polki and female police officers called Polwan. The entry of female police into the Indonesian National Police is a new experience and provides a new color to the work and a gentle policing style (Rahardjo, 2007).

In this era of globalization, female police officers are a profession full of challenges and high risks, because female police officers also have the same duties and responsibilities as male police officers. The profession of female police is not an easy job because the work environment is full of violence in handling criminal cases and masculine culture results in conflict with the perception of female police as feminine influences the social and cultural burden as a woman. One of the social burdens of the family environment is the position of female police as a mother and wife who must still take care of the family after carrying out their duties. This does not happen to male police because family duties have been carried out by their wives.

The gender mainstreaming program in the Polri environment is a priority program of the Chief of Police in realizing superior human resources for Polwan in the 4.0 era by placing policewomen as command leaders in the region. This gender mainstreaming has been proven by providing opportunities for policewomen to occupy high-ranking leadership positions at the regional level. The positions that can be held by policewomen include the positions of Kapolsek, Kapolres and even Kapolda. The first policewomen who were given the opportunity to serve as Kapolda were (1) Brigadier General Pol. (Ret.) Hj. Rumiah, S.Pd, who served as Banten Kapolda 2008-2010, (2) Brigadier General Pol. Dra. Sri Handayani.,M.H has served as Deputy Chief of Police of West Kalimantan since March 8, 2018 until now and (3) Brigadier General Ida Oetari Poernamasari has served as Deputy Chief of Police of Central Kalimantan since February 18, 2021. Although the number of female leaders in the National Police is still minimal, the police have tried to provide opportunities for female police officers to become leaders in the region, this proves that the National Police recognizes gender equality. In realizing female police officers as quality leaders, the commitment of the National Police Leadership is needed not to be discriminatory and to implement a pattern of career development for female police officers, including structural opportunities to take part in tiered education in the police, placement, operational assignments and development, domestically and abroad so that female police officers have a radiance of leadership, which is supported by an extraordinary way of thinking, mentality and enthusiasm.

Based on population data of 21,524,952 people with a population density percentage reaching 128.024%. Based on the location of the Polda Metro Jaya area, it is in the center of the capital city and in the buffer zone of the capital city and is the center of the economy and the center of government with this population density, the risk of violence both within the family and from the environment is getting higher due to the high mobility of its people. The risk of violence that often occurs against women and children as per the data from the 2020 National Commission on Violence Against Women annual report below.

Polda Metro Jaya as one of the police agencies that carries out the task of maintaining security in the areas of Jakarta, Depok, Tangerang and Bekasi. In carrying out its police duties, Polda Metro Jaya serves the community of 21,524,952 people from 5,381,239 households as below:

**Table 1 Number of Population in the Polda Metro Jaya Area in 2021**

NO	REGION	NUMBER OF HOUSEHOLDS	NUMBER OF POPULATION
1.	Jakarta Barat	608.628	2.434.511
2.	Jakarta Timur	759.285	3.037.139
NO	REGION	NUMBER OF HOUSEHOLDS	NUMBER OF POPULATION
3.	Jakarta Selatan	556.703	2.226.812
4.	Jakarta Utara	444.745	1.778.981
5.	Jakarta Pusat	264.224	1.056.896
6.	Kepulauan	6.937	27.749

	seribu		
7.	Kab. Bekasi	778.254	3.113.017
8.	Kota Depok	514.084	2.056.335
9.	Kota Bekasi	635.919	2.543.676
10.	Tangerang Selatan	338.588	1.354.350
11.	Kota Tangerang	473.872	1.895.486
<b>JUMLAH</b>		<b>5.381.239</b>	<b>21.524.952</b>

Source: 2021 Metro Jaya Police Operations Bureau data

From the image below, DKI Jakarta as one of the Polda Metro Jaya areas is the area with the highest number of violence against women compared to other provinces. Because women are the most vulnerable group to violence, both domestic and environmental violence, based on data from the PPA Symphony in 2020, there were 8,686 cases of violence against women with 8,763 women as victims. Physical and psychological violence most often occurs in adult women, most of which occurs in the household or domestic violence.

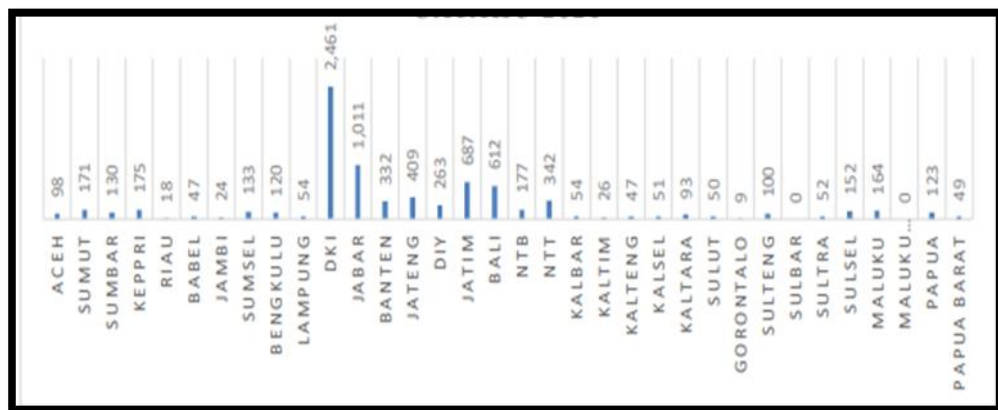


Figure 1.

Data on Violence Against Women

Source: National Commission on Violence Against Women's Annual Report 2020

The increase in reports shows that the public is brave and aware of reporting all types of violence against women or other vulnerable groups. So the government must improve the quality and quantity of services for women victims of violence and increase the provision of education on violence prevention. Based on data from Polri Polda Metro Jaya employees in April 2022, there were 28,453 members, with a capacity of around 5.76% of Polwan Polda Metro Jaya members. The ratio of the number of Polri members to the population is 1: 757, as shown in the table below:

Table 2. Data on the Number of Polri Members of Polda Metro Jaya in April 2022

NO	RANK/GROUP	MALE	FEMALE
1.	IRJEN	1	-
2.	BRIGJEN	1	-
3.	KOMBES	33	-
4.	AKBP	155	21
5.	KOMPOL	494	100
6.	AKP	957	129
7.	IPTU	993	104
8.	IPDA	1.566	134
9.	BINTARA	22.292	1.153
10.	TAMTAMA	320	-
JUMLAH		26.812	1.641

Data source: Report on the Number of Polri Employees, Polda Metro Jaya, April 2022.

Regulation of the Chief of the Republic of Indonesia National Police Number 1 of 2022 concerning gender mainstreaming in the Republic of Indonesia National Police, gender mainstreaming in the Polri environment is implemented with the following principles:

- a. Equality, equal standing in legal rights, participation between men and women.
- b. Continuity, carried out through the implementation of gender equality values continuously through the stages of planning, implementation, reporting, monitoring and evaluation of policies for programs and activities related to gender equality.
- c. Justice, fair treatment between women and men in determining policies by considering experiences, needs, difficulties and obstacles as women and as men.

Human resource management (HRM) strategic approach is concerned with managing an organization's most valuable asset, the people who work within the organization who individually and collectively contribute to the achievement of business objectives. Managing people in an employer-employee relationship (Michael Armstrong, 2006, 10th edition). HRM is implemented through a human resource system that brings together in a related manner starting from the HRM philosophy explaining the values and guiding principles adopted in managing people, HRM strategy determining the direction of HRM goals, HRM policies which are guidelines that define how values, principles, and strategies are applied and implemented in specific areas of HRM, HRM processes are formal procedures and methods used in the placement of HRM, strategic plans and policies that apply to HRM with an informal approach in managing employees and HRM programs that enable HRM strategies, policies and practices to be implemented according to plan.

The definition of the theory above is very relevant to the management of female police human resources in order to maximize the role of female police officers who are part of the human resources in the Police institution that have a

role and responsibility in achieving the goals of the Police, therefore the management of female police resources as one of the main resource assets includes planning, procurement, control, development, competence, integration, maintenance, and discipline as well as dismissal and in the context of human resource management is an important thing in every organization (Schuler & Jackson, in Lijan Poltak Sinambela.2016). Human resource management through the implementation of gender mainstreaming in Polda Metro Jaya, one of which is through the placement of female police officers as heads of sector police (Polsek) or regional leaders according to job competencies as a form of gender equality. the term gender comes from English, namely sex or gender, often gender is equated with sex (male or female). The term gender was first introduced by Robert Stroller to Mansour Fakhri.1999, the word gender is used to separate the characteristics between men and women based on social and cultural definitions as well as biological physical characteristics.

The competency measurement is carried out through an assessment center as one of the tools used to assess employee competency through various tools and assessed by several assessors in accordance with the Regulation of the Chief of the Republic of Indonesia National Police Number 5 of 2016 concerning the Implementation of the Assessment Center. In the implementation of employee competency measurement to become a leader in the region (Kapolsek) through a job assessment with seven competencies measured as follows (1) Analytical Thinking is a competency, (2) Integrity, (3) Orientation Towards Service, (4) Motivation to Achieve, (5) Leadership is a competency, (6) Supervision/Control, (7) Building Relationships. With the implementation of the policy related to the implementation of the assessment center, the Police have prepared a policy related to career patterns for officer positions and above, namely through the Regulation of the Chief of Police Number 9 of 2016 which aims to realize career development for Polri employees with officer ranks and above by placing employees in positions based on the competencies they have in accordance with job competencies. Competence is the ability of employees through mobility of knowledge, skills and certain work attitudes needed (attitude) in order to achieve the expected results. Competence is a combination of skills, knowledge, and attitude which have the following work dimensions:

1. Ability to carry out each task efficiently (task skills).
2. Ability to manage a number of different tasks in a position (task management skills).
3. Ability to respond effectively to events or circumstances that deviate (irregularities) from routine activities.
4. Ability related to responsibility, expectations in the work environment including cooperation with others and teamwork (job/role environment skills).
5. Ability to adapt to changes in the work environment, including developments in technology, work methods and the work environment (transferring skills).

## **B. METHOD**

Research using descriptive qualitative methods is based on scientific evidence that aims to interpret events and incidents that have occurred and are

carried out by informants and researchers using various existing methods. According to Sugiyono (2016) qualitative research methods are research methods based on post-positivism philosophy, used to research natural object conditions, (as opposed to experiments) where researchers are key instruments, data collection techniques are carried out by triangulation (combination), data analysis is inductive/qualitative, and qualitative research results emphasize the meaning of generalization, while according to Nazir (2014:43) descriptive methods are a method of researching the status of a group of people, an object, a condition, a system of thought, or an event in the present. The purpose of this descriptive research is to create a description, a picture that describes the problem systematically, factually and accurately regarding the facts, characteristics and relationships between the phenomena being investigated. (Nazir, 2014). Researchers use this method with the assumption that using qualitative about the description that will provide a better understanding of the problems and questions in the study by examining data based on reports or when more detailed additional data is needed, qualitative data, obtained from interviews and observations. The research method is used to obtain comprehensive, effective, reliable, and concrete data. In this study, researchers describe and analyze phenomena, social activity events, attitudes, beliefs, and perceptions and thoughts of people individually or in groups. The method is a very important aspect and has a great influence on the success or failure of a study, especially in collecting data. By conducting interviews with eight respondents.

### **C. ANALYSIS AND DISCUSSION**

#### **Implementation of Gender Mainstreaming Policy in the Placement of Policewomen as Police Chiefs**

Chief of Police Regulation Number 9 of 2016 concerning the Career Development System for Members of the Indonesian National Police, especially the placement of officers and above through competency assessment using job assessments including in the placement of Policewomen as Police Chiefs with the principles:

##### **Equality**

Equality of position for men and women to advance their careers, one of which is obtaining a position according to competence, is very influential in improving employee performance in order to support the achievement of organizational performance. From the results of interviews with HR officials of Polda Metro Jaya, the implementation of gender mainstreaming in the placement of employees in the position of Police Chief is carried out through competency assessments and based on the employee's track record and there is no difference between male and female employees. This can be seen from the presence of female police officers who serve as Police Chiefs in the jurisdiction of the Metro Jaya Police, out of 13 Polres consisting of 103 Polsek, there are 12 female police officers with the rank of Kompol 9 people, AKP 2 people and Iptu 1 person who hold the position of Police Chief with a percentage of 11.65% of the total number of Polsek, this can be seen from the data from the Subbagmutjab Bagbinkar of the Metro Jaya Police Human Resources Bureau on December 8, 2022, with the

ranks:

- a. Kumpul : 9 people out of 100 female police officers or around 9%.
- b. AKP : 2 people out of 124 female police officers or around 1.61%.
- c. IPTU : 1 person from a total of 104 female police officers or around 0.09%.

The Polsek where the female police chief is stationed are:

- a. Polres Metro Depok :
  - 1) Polsek Tajur Halang
  - 2) Polsek Cimanggis
  - 3) Polsek Cinere
- b. Polres Metro Jakarta Pusat: Polsek Menteng
- c. Polres Metro Jakarta Selatan : Polsek Tebet
- d. Polres Metro Jakarta Timur :
  - 1) Polsek Jatinegara
  - 2) Polsek Kramatjati
  - 3) Polsek Cakung
- e. Polres Metro Bekasi Kota : Polsek Tambun
- f. Polres Metro Tangerang Kota : Polsek Batuaceper
- g. Polres Metro Pelabuhan Tj. Priok :Polsek Kawasan Sunda Kelapa
- h. Polres Metro Tangerang Selatan
  - 1) Polsek Cisauk
  - 2) Polsek Pagedangan

### **Continuity**

In order to supervise and develop HR, it needs to be done continuously so that the organization can run well so that performance targets can be achieved. Based on the results of interviews with two HR officials, it can be seen that the implementation of employee placement in positions is based on organizational needs and the results of the assessment center are used as material for placing employees in positions, while the assessment of the Kapolsek position specifically for Polwan is not carried out every year, it is carried out according to the needs or policies of the organization and budget availability.

### **Fairness**

Every employee has the same opportunity to obtain the desired position according to the competencies assigned to the position. This can be seen based on the results of interviews with HR officials at Polda Metro Jaya.

### **Challenges of the Task as a Police Chief**

A Police Chief must have competencies that are relevant to his/her duties in maintaining public order and security considering that the Police are the closest Polri organizational line to the community.

The competencies that a Police Chief must have are:

- a. Analytical Thinking is a competency related to the ability to think systematically.
- b. Integrity is a competency related to honesty and ethics in daily life.
- c. Service Orientation is a competency related to behavior in encouraging to help and serve others.



- d. Achievement Motivation is a competency in improving self-achievement to improve performance.
- e. Leadership is a competency related to the ability to lead and develop and direct subordinates.
- f. Supervision/Control is a competency in supervising and controlling employee performance to achieve organizational goals.
- g. Building Relationships is a competency in creating and building relationships with related parties to build a wide network (networking).

From the results of interviews and data obtained, a Polwan Police Chief can demonstrate achievements in her performance in carrying out her duties as a leader in the following areas:

- a. The Tebet Metro Police Chief managed to uncover a child kidnapping case within two hours.
- b. The Metro Menteng Police Chief when he was the Metro Tanjung Duren Police Chief during the Covid-19 pandemic carried out an innovation by serving residents from door to door to Covid treatment and was able to resolve motorcycle theft cases within 1 x 24 hours and went viral on social media.

#### **Motivation of Female Police Officers to Become Police Chiefs**

The success of an organization in achieving its goals, one of which is the success of Polda Metro Jaya in mainstreaming the gender of the Police, is influenced by the motivation of the female police officer to become a leader in the region (Chief of Police). Several elements influence the motivation of a person or employee to carry out their work. The readiness of a female police officer to become a Police Chief is very necessary because the task of a Police Chief must be ready to serve the community 24 hours a day, so support is needed from the family of the female police officer and the surrounding community. With the recognition from the community and the organization of the performance of female police officers as Police Chiefs, it can affect the increase in female police officer motivation to become Police Chiefs. Based on the data from the results of the Police Chief Job assessment for female police officers who took part in the job assessment, as follows:

Table 2. Number of Policewomen who participated in the Police Chief Position Assessment

NO	YEAR	NUMBER OF PARTICIPANTS
1.	2019	1
2.	2020	-
3.	2021	16
4.	2022	3

Gender mainstreaming in the placement of female police officers in leadership positions in the region is one way to eliminate discrimination against women. In its implementation, a female police officer in carrying out her role as a police chief is faced with several challenges that affect the success of a female police officer as a police chief:

a. Organizational mindset

The influence of the organization in viewing women as leaders and the commitment of the leadership in taking policies to support the careers of female employees as leaders in strategic positions so that there is no discrimination in employee career development. The social culture of the Indonesian nation regarding gender equality in the world of work still has companies/organizations that treat women as decoration rather than as human resource assets that can be developed to support the achievement of organizational goals, causing female employees to be unconfident in developing their careers. Support from leaders and male employees is very important in motivating female employees to develop their competencies.

b. Family environment

Many female police officers still lack the courage to serve as regional leaders due to lack of family support (prioritizing family). Family trust in the ability of a policewoman as a leader in the region, especially support from her husband who gives policewomen the freedom to lead not only as a housewife, greatly influences policewomen in playing their role as a wife/mother and as a police chief so that they can divide their time between family and career.

c. community environment

Indonesian social culture that views women as weak creatures who need to be protected. This kind of thinking underlies the assumption that men are different from women. Men are considered as leaders who play a greater role in various activities in life, and have greater interests than women. This difference is not only visible externally but also in the socio-cultural structure in society so that Indonesian society is not yet open to being led by a woman.

#### **D. CONCLUSION**

- 1) Based on the discussion that has been described, the author draws several conclusions as follows:
- 2) The Indonesian National Police has carried out several programs to support the implementation of gender mainstreaming of the Police. This policy is also implemented by the Metro Jaya Police in the development of Human Resources for Female Police.
- 3) Job assessment is a strategy for developing female police human resources in the form of awards in the form of promotions to high-ranking positions in the region, one of which is the position of Kapolsek, so that career development that is fair and discriminatory can be realized in the Metro Jaya Police area in the context of gender equality so that female police human resources can develop and maximize the competence of female police even though the number is small;
- 4) The implementation of the Kapolsek job assessment is carried out through a merit system so that female police who have competencies according to the Kapolsek job competency standards can serve as Kapolsek;
- 5) The number of female police who take part in the job assessment is still small because the lack of motivation of female police to take part in the Kapolsek job assessment is influenced by family factors (prioritizing family more).

### **Suggestions**

- 1) The implementation of job assessments is still not effective enough to motivate female police officers to become police chiefs, so it is necessary to carry out other strategies to motivate female police officers to serve as police chiefs, one of which is to carry out cadreship or mentoring from female police chiefs to female police officers below them so that they are motivated to become police chiefs,
- 2) Provide awards in the form of educational development promotions for female police officers who are able to carry out their duties and demonstrate achievements while serving as police chiefs;
- 3) It is necessary to map the competencies possessed by female police officers through talent management to prepare prospective female police officers for the next female police chiefs

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