

STRATEGIES, CHALLENGES, AND IMPLEMENTATION OF GENDER EQUALITY IN THE POLICE

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Abstrak — This study aims to analyze the implementation of gender mainstreaming policies within the Indonesian National Police (Polri) and identify challenges and gaps in their implementation. This study uses a qualitative approach with descriptive analysis methods to evaluate how the Indonesian National Police (Polri) has integrated gender equality principles into its operations and human resource policies, including policy documents, internal reports, and interviews with Polri personnel. The results indicate that although the Polri has demonstrated its commitment to gender mainstreaming through the issuance of Police Chief Regulation Number 1 of 2022, its implementation remains suboptimal. Significant disparities exist between male and female police officers in recruitment, promotion, and job placement. Female police officers (Polwan) often face certain limitations not experienced by male police officers (Polki), such as specific recruitment criteria and a lack of opportunities for open promotions. Consequently, the majority of female police officers remain confined to administrative and health roles, with few reaching senior leadership positions.

Keywords: Gender Mainstreaming, Human Resources, Female Police Officers, Male Police Officers, Descriptive Analysis Method.

1. INTRODUCTION

The Indonesian government has long sought to address gender inequality. The purpose of this Presidential Instruction is to implement gender-responsive planning, formulation, implementation, monitoring, and evaluation of national development program policies to achieve gender equality and justice in family, community, national, and state life. (Amy Yayuk Sri Rahayu, 2022) and the benefits of development are in accordance with Presidential Regulation Number 2 of 2015 concerning the National Medium-Term Development Plan (RPJMN) for the 2020-2024 fiscal year, which stipulates that mainstreaming, as an innovative and adaptive form of development, is a catalyst for development towards a prosperous and just society. The National Police's efforts to support government policies, including the 2022 Regulation of the Chief of the Indonesian

National Police concerning Gender Mainstreaming within the Indonesian National Police, demonstrate that the National Police is an organization that consistently supports government policies. Therefore, the development of Polri personnel carried out by the Polri Human Resources Bureau not only encompasses efficient police administration but also ensures that each Polri member possesses the competencies relevant to their duties. The following is a list of Polri recruitment in the last five years:

No.	Laki-laki/Perempuan	Tahun Lulus	Dituk Akpol	Dituk SIPSS	Dituk Bintara	Dituk Tamtama	Jumlah
	Perempuan	2019	31	18	400	-	449
		2020	32	19	606	-	657
		2021	31	120	676	-	827
		2022	30	29	1.103	-	1.162
		2023	35	58	1.290	-	1.383
	Jumlah		159	244	4.075	-	4.478
	Laki-laki	2019	252	66	8.475	296	9.089
		2020	242	56	10.275	590	11.163
		2021	248	165	25.315	700	26.428
		2022	216	85	20.166	1.739	22.206
		2023	239	118	20.075	3.189	23.621
	Jumlah		1.197	490	84.306	6.154	92.507

Table 1 Number of Police Member Recruits in the Last 5 Years

Table 1 shows that the Indonesian National Police (Polri) recruits more male police officers than female police officers. Over the past five years, 92,507 male police officers were recruited, while 4,478 female police officers were recruited. The list of open promotions in Table 1.2 shows that from 2018 to 2023, only one female police officer qualified for open promotion: the Director of the Undergraduate Program at the Police Science College, Indonesian National Police Education and Training Institute (Dikprog Sarjana STIK Lemdiklat Polri). Furthermore, human resource planning issues include job promotions in several positions within the Indonesian National Police (Polri), with a greater need for male personnel, as illustrated in Table 2 below:

No.	Tahun	Promosi Jabatan	Animo Pendaftar		Jumlah Terpilih	
			L	P	L	P
	2018	Dirbintibmas Korsabhara Baharkam Polri	20	5	1	
	2019	Karokorwas PPNS Bareskrim Polri	8	2	1	
		Karokursum Lemdiklat Polri	5	2	1	
	2020	Karolekkom Div TIK Polri	6	2	1	
		Dirsamapta Korsabhara	6	2	1	
	2021	Kapuslitabng Polri	5	2	1	
		Karobindiklat Polri	8	3	1	
	2022	Karolekom Div TIK	4	2	1	
		Kapuslabfor Bareskrim Polri	2	2	1	
	2023	Dirprog Sarjana STIK Lemdiklat Polri	5	3		1

Table 2 List of Open Job Promotions

Furthermore, police recruitment is more selective, with specific criteria often involving additional criteria, such as virginity, which do not apply to men. Meanwhile, education and development opportunities are more often given to men than women for certain reasons, such as prioritizing female police officers who are not breastfeeding. In terms of position and rank, most female police officers serve as staff, administrative staff, personal secretaries (Spri), health workers, and others. This aligns with research (Prasetyojowati et al., 2022), which revealed that understanding gender is crucial because masculinity and femininity are not discrete (black and white) differences but rather continuous or hierarchical. Within the police ranks, the average highest rank for female police officers is Senior Commissioner of Police, with only a small

proportion reaching 1- or 2-star ranks. To date, no female police officer has reached 3- or 4-star ranks. Furthermore, no female police officer has ever served as Regional Police Chief. Assignments outside the Polri structure or special assignments, both at home and abroad, male police still dominate. Based on information from the Special Assignment Section of the SSDM Polri Career Development Bureau (Bagassus Robinkar SSDM Polri), currently there are 3,320 Polki and 280 Polwan carrying out duties on special assignments. Based on the 2024 Polri Personnel Information System, the number of police members is 458,575 people, consisting of 431,812 Polki and 26,757 Polwan. This figure shows that the number of Polwan of the total Polri personnel is only 5.8%. However, Polwan has a very important role in maintaining public security and order. In addition, there are certain parts of Polwan's duties that Polki may not be able to handle. Believing that Polwan are able to serve, protect, and care for the community. <https://palangkaraya.go.id/aprezisi-peran-polwan-dalam-menjaga-kamtibmas-to-support-government-policies>, understanding of their implementation is also very meaningful and important regarding gender mainstreaming policies so that they can be used to change the perception of Polri masculinity in the workplace to be gender-friendly so that the implementation of gender mainstreaming in the Police can run optimally.

2. RESEARCH METHOD

The researcher used a qualitative research method with a descriptive approach. According to Moeleong (Nasaliya et al., 2022:6), qualitative research is a type of research with a scientific background and aims to interpret events using various techniques. A descriptive approach is the right choice for researchers to understand the problems faced by society in a social order because it provides a complete and in-depth

picture. Data collected in the research can be seen, heard, and read, as well as symptoms obtained from interviews, field notes, photographs or videos, personal documents, official documents, protocols, or other important documents. A qualitative approach is used to examine social conditions prevailing in society without researcher intervention, as in experimental research. (Sugiyono, 2015:1) states that qualitative research is a research method used to study the state of the natural world (the natural environment); it is called a qualitative method because the data and analysis collected are more qualitative in nature. Qualitative research explains the context of phenomena, is interpretive, and understands the author's perspective, rather than being predictive and experimental like quantitative research. According to Sugiyono (in Ufie, 2014:39), qualitative research does not attempt to test hypotheses. The authors employed several data collection techniques, including conducting direct research with respondents in the field (Muallimah, 2022:42). The methods used in this research are as follows:

- **Observation.** Observation is used to systematically and directly gather information by observing or recording the symptoms of the subject to identify the presence of the object or respondent.
- **Interviews.** Direct interviews are conducted to obtain actual and accurate information (Sudaryono, 2017:212). They are conducted comprehensively. The researcher does not speak, but listens, notes, and records every story told by the informants, and captures the basis of their responses.
- **Documentation.** Documents can be written, recorded, drawn, or the work of others (Muallimah, 2022:43). History, diaries, memos, regulations, or policies are some examples of written records, while recordings can be in the form of cassette tapes or videos. According to (Moleong, 2014:25), there are four criteria that can be used to evaluate the

validity and validity of collected data: reliability, transferability, trustworthiness, and verifiability.

- **Credibility.** This includes things like observation persistence, extended engagement techniques, and triangulation (a combination of time, source, and method triangulation) according to (Muallimah, 2022:44). This can be achieved in the following ways:
 - **Extended observation,** which means the researcher returns to the field, makes observations, or conducts interviews with new data sources.
 - **Increasing persistence,** which can increase credibility by increasing persistence, for example by checking for errors in questions or documents. By increasing persistence, the researcher can double-check whether the information found is correct.
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- **Increasing persistence,** which allows the researcher to double-check whether the information found is correct.
- **Triangulation** means checking information from various sources in different ways and at different times, including:
 - **Source triangulation.** This is done by collecting and checking data from various sources. Information received from the superior, the superior who assigned the task, and colleagues at the same level is used to test the validity of information about the superior's management style.
 - **Technical triangulation.** This is achieved by verifying data from the same source using different methods. If the three methods of testing data reliability produce different results, the researcher

should speak with the relevant data sources or other parties to determine which one is considered correct. Alternatively, they may all be correct due to different perspectives.

- Time triangulation. Information collected through recorded interviews in the morning, when the sources are fresh and there are no problems, is more valid and reliable. To test data reliability, this can be achieved by using methods such as observation or interviews in various situations and at different times.
- Negative case analysis occurs when research results are inconsistent or differ from the results of the current study. In this case, researchers look for information that differs from or contradicts the information already found. If there are no discrepancies or other inconsistencies, they need to change their results.
- Using Reference Materials: To make the situation more reliable, interview data should be supported by recordings or transcripts of the interviews. The description of the situation should also be supported.

3. RESEARCH RESULTS AND DISCUSSION

3.1. Analyzing planning strategies

Gender Equality Planning Strategy in the Indonesian National Police. Gender equality in the Indonesian National Police is a strategic issue that has only begun to receive serious attention in recent years. Efforts to integrate gender equality issues into the Indonesian National Police Strategic Plan (Renstra) will only be realized in 2025. One of the main focuses is increasing the number of female police officers and placing them in more strategic positions. This step includes evaluations at the operational level, such as the comfort of uniforms for women and men, as well as other policies that affect the welfare and performance of Indonesian National Police members.

3.2. Gender Equality-Based Recruitment

Recruitment in the Indonesian National Police does not discriminate between men and women in the academic test component, ensuring that opportunities for acceptance into the Indonesian National Police are open to both genders. Furthermore, test components such as sit-ups and pull-ups have also been adjusted to be more female-friendly. The Indonesian National Police (Polri) has also eliminated virginity tests, which were previously a form of discrimination in the selection process. This demonstrates that while progress has been made in achieving gender equality, there are still areas that require further improvement. The Indonesian National Police (Polri) is also working to increase the recruitment quota for female police officers, with support from the National Development Planning Agency (Bappenas). This increase in the number of female police officers is crucial not only to ensure better representation of women within the Polri institution, but also to improve the Polri's ability to handle cases involving women and children.

3.3. Gender-Based Selection.

While there are different criteria based on gender, such as height and physical tests, intelligence and personality tests are treated equally for men and women. The primary focus of this selection process is ensuring that prospective members possess integrity, intellectual ability, and good morals, which are essential criteria for effective and ethical Polri members. Another challenge in the selection process is the prohibition on breastfeeding during the selection process, which highlights the lack of adequate facilities within the Polri. One of the main challenges to achieving gender equality in the Polri is the persistent patriarchal culture. This culture often prevents women from achieving strategic positions and taking on greater roles within the institution. Progressive steps already taken, such as the elimination of virginity

tests and adjustments to physical exams, are a good start. The Indonesian National Police (Polri) has begun implementing development programs specifically for women, such as seminars and training on work-life balance, marital communication, and pre-marital preparation. Evaluation of the effectiveness of gender equality should be conducted periodically to ensure that implemented policies and practices are in line with their intended goals. The main goal of the Head of the PUG Division is to ensure that all members, both men and women, have equal capacity in various aspects of their work. Even in developed countries like the United States, these issues remain a challenge, so the Polri needs to learn from best practices.

3.4. Development through Polri Education and Development

Based on various data and interviews obtained, there are a number of challenges and strategies that need to be addressed to create a more inclusive and gender-equitable police environment, including:

- **Education.** Although the basic education material for Polki and Polwan is in principle regulated to be equivalent, there are fundamental differences in its implementation that have the potential to create inequities. Polwomen often face special policies, such as prohibitions on pregnancy or breastfeeding during the intensive education and training period (*dikbangspes*). This policy aims to protect the health of mothers and children, in line with social and religious values that emphasize the central role of mothers in the family. Therefore, more inclusive policies are needed, such as providing flexible and accessible continuing education programs for Polwomen after the restriction period ends.
- **Development.** Polwomen have great potential to contribute in areas that

require sensitivity and special skills, such as handling domestic violence (KDRT) cases, negotiating in crisis situations, and oversight in sensitive sectors. One of the main challenges to achieving gender equality in the Polri is limited access. Steps that can be taken include establishing special quotas for female police officers in training and education programs, and ensuring that they have equal access to career opportunities in strategic positions. Continuous evaluation and monitoring of the implementation of gender equality policies in the Indonesian National Police (Polri) is crucial to ensure that existing programs are truly having a positive impact. The importance of implementing clear and effective policies to support gender equality in the Indonesian National Police (Polri) cannot be overstated, ensuring that both female police officers and male police officers have equal access to educational, development, and career opportunities related to gender inequality, as well as measures to ensure that existing policies are truly implemented and complied with.

3.5. Data Analysis

- **Qualitative data analysis** is a systematic process for identifying themes, patterns, and relationships within narrative or descriptive data. The National Police's gender-equality planning, recruitment, and selection strategies are as follows:
 - **Planning Strategy.** Strategic planning is a positive development, although still in its early stages. Targeted implementation is a strong indicator of the institution's intention to create a more inclusive work environment.
 - **Increasing the Number of Police women.** This is to increase women's

- representation, but also to enrich perspectives and increase sensitivity in handling cases involving women and children.
- *Challenges of Patriarchal Culture.* A strong patriarchal culture remains within the institution. The dominance of men in strategic positions often results in policies not taking women's perspectives into account. This culture creates significant barriers to the implementation of gender equality policies. Efforts are needed to raise awareness among leaders about the importance of gender inclusion and ensure that policies take into account women's needs and aspirations.
 - *Gender Equality Evaluation.* Positive steps to ensure that every Polri activity and policy takes gender equality into account, encompassing various operational aspects, such as uniform comfort and welfare policies, which impact the performance of Polri members.
 - *Gender Equality-Based Recruitment.* Steps to ensure that the recruitment process is more inclusive and non-discriminatory based on gender. One important step is equalizing the academic test components for men and women, ensuring equal opportunities for acceptance into Polri membership. Physical tests are also conducted to reflect differences in natural physical abilities between men and women, such as shorter running distances for women and adjustments to tests such as sit-ups and pull-ups.
 - *Elimination of Virginity Tests.* To become a female police officer, the Indonesian National Police (Polri) has eliminated virginity tests, which were previously a form of discrimination in the selection process. This is a significant step forward in ensuring that the selection process is fairer and does not violate women's personal rights.
- *Challenges of Height Criteria.* Despite progress in gender-equality recruitment, different height criteria for men and women remain a barrier. These criteria can reduce the opportunities for women who wish to join the Indonesian National Police (Polri), indicating that there are still areas that require further improvement to achieve true gender equality.
 - *Support from Bappenas.* Bappenas' support in increasing the recruitment quota for female police officers is an important step towards ensuring better representation of women within the Indonesian National Police (Polri).
 - *Gender Equality-Based Selection.* A Fair Selection Process: The Indonesian National Police (Polri) has designed its selection process to ensure that all prospective members are treated fairly, without discrimination based on gender. While there are differences in gender-based criteria, such as height and physical tests, intelligence and personality tests are treated equally for men and women to ensure that prospective members possess integrity, intellectual ability, and good morals.
 - *Gender Equality Training and Socialization.* Gender equality is essential to increase understanding among the selection committee. Periodic evaluations of the selection process are also conducted to ensure that the selection criteria applied are non-discriminatory.
 - *Supporting Infrastructure.* Supporting infrastructure, such as lactation rooms, needs to be provided to support women who are breast feeding. Providing these facilities is crucial to ensuring that women in the Indonesian National Police can work comfortably and without having to sacrifice their personal needs.
 - *Awareness and Support from Leadership.* Awareness of the importance of gender equality in the Indonesian

National Police (Polri) has begun to increase, especially among leadership. Programs such as He For She and international seminars addressing gender issues are positive steps to raise awareness and support. More inclusive policy implementation.

- *Development. Through gender-equality-based Polri education and development by implementing education in Polri shows an effort to equalize basic material between Polki and Polwan, however, in its implementation there are several significant challenges:*
 - *Differences in Policy Implementation. While the policy aims to equalize basic education for police officers and policewomen, its implementation is often inconsistent. This policy, while intended to protect maternal and child health and align with social and religious values, also has the potential to hinder policewomen's access to further education, which is crucial for their career development.*
 - *The Need for Inclusive Policies. To address this, more inclusive policies are needed. Examples include providing flexible educational programs that policewomen can access after the restriction period ends.*
 - *Education and Training. Training that includes an understanding of gender rights, how to identify and address gender bias, and strategies for creating an inclusive and equitable work environment is crucial for women to develop their careers within the Indonesian National Police (Polri).*
 - *Development: The career development of policewomen within the Indonesian National Police (Polri) also faces several challenges that need to be addressed to achieve greater gender equality:*
 - *Placement Patterns: Policewomen are often placed in administrative positions or in areas considered safe. This contributes to a lack of field experience necessary for their career advancement in sensitive or operational police duties.*
 - *The need for an inclusive placement policy: The Indonesian National Police (Polri) needs to implement a more flexible and inclusive placement policy based on their competencies and interests in areas that require special sensitivity and technical skills, such as handling domestic violence (KDRT) cases, negotiating in crisis situations, or monitoring sensitive sectors.*
 - *Affirmative action policies should be considered to support the active participation of female police officers in training and development programs. This approach will not only strengthen gender equality within the Indonesian National Police but will also foster diversity in the skills and experiences necessary to carry out police duties effectively.*

3.6. Data Interpretation

Analyzing the National Police's gender-equality-based planning, recruitment, and selection strategies. Gender Equality Planning Strategy

- *The gender equality planning strategy in the National Police requires a comprehensive approach from the outset. Determining the number of police officers and policewomen needed is based on an in-depth evaluation of their roles and needs in handling cases in the field. This evaluation serves as the basis for determining the number of policewomen needed and the positions they can occupy within the National*

Police structure. necessary to carry out police duties effectively.

- *Gender Equality-Based Recruitment and Selection. There is no gender discrimination in criteria such as height and physical tests tailored to the physical characteristics of each gender. Intelligence and personality tests must be applied fairly and equally. The elimination of virginity tests as part of the selection process is a progressive step demonstrating a commitment to eliminating gender discrimination.*
- *Challenges and Obstacles. There is a lack of comprehensive understanding among members of the concept of gender equality. Many members still need to be educated on the fact that gender equality does not mean the number of female police officers must be the same as male police officers, but rather the provision of fair opportunities based on abilities and qualifications. Therefore, socialization and education on gender equality must continue to be improved to ensure broad support from all members of the Indonesian National Police (Polri).*
- *Guidance through gender equality-based education and development of Polri personnel. Availability and Access to Special Education and Training, Policewomen face challenges in gaining equal access to the special education and training needed to improve their competencies in the Police according to their specific roles, such as handling domestic violence or negotiating in areas that require strong communication skills.*
- *Gender Discrimination Practices in Assessment and Placement. Non-objective assessments are often influenced by personal preferences or stereotypical views of the roles and abilities of female police officers within the police force.*
- *Policies on Appointment and Placement in Strategic Positions. The lack of clear and structured policies to address*

gender inequality in the appointment and placement of strategic positions within the Indonesian National Police (Polri) is a major obstacle. Female police officers often lack equal opportunities to compete for strategic positions within their work units.

- *The following are several key points that connect the situation in the Indonesian National Police (Polri) to this theory:*
 - *Equal opportunities in education and development. The document states that the educational materials for prospective police officers (Polki) and policewomen are essentially the same.*
 - *Participation in various fields. In the context of the Indonesian National Police (Polri), efforts to increase the participation of policewomen in various programs and strategic positions demonstrate a step towards equality. However, significant gaps remain, with policewomen representing only 5.9% of the total police force and very few holding strategic positions.*
 - *Opportunities for leadership roles. The document shows that women are still very rarely held in strategic positions within the Polri, indicating a gap between the theory and practice of gender equality in leadership.*
 - *Structural and cultural challenges. This demonstrates that although gender equality theory emphasizes equal rights, its implementation still faces significant obstacles in practice.*
 - *Affirmative action policies. Proposals for affirmative action, such as establishing special quotas for certain positions for policewomen, reflect efforts to put the principle of gender equality into practice. This demonstrates an awareness that specific policies are sometimes necessary to achieve substantive equality.*

- *Balance of professional and domestic roles. This reflects the complexity of applying gender equality theory, where equal opportunities in careers must be balanced with consideration of domestic roles which are often still placed more heavily on women.*
 - *Policy evaluation and improvement, the situation within the Indonesian National Police (Polri) reflects efforts to implement gender equality principles, but significant gaps remain between theory and practice. Regarding gender mainstreaming within the Polri, which is linked to aspects of gender mainstreaming theory:*
 - *Access. The Indonesian National Police (Polri) has strived to provide more equal access to education and development for female police officers (Polki), and specialized education and training to enhance their competencies still needs improvement.*
 - *Participation. Female police officers' participation in various Polri programs and activities has increased, including international seminars and specialized training. Further efforts are needed to increase female police participation at all levels of the organization.*
 - *Control. The control aspect remains male-dominated within the Polri. This is due to various factors, including competency gaps, challenges in balancing career and family life, and the lack of affirmative action policies supporting female police officers in these positions.*
 - *Benefits. The benefits of existing policies and programs have not been fully felt equally. Female police officers still face challenges in career development and place*
- ment that align with their competencies. Female police officers have advantages in several areas, such as communicating with the community and handling certain cases, such as domestic violence.*
- *Understanding. There is a need for socialization and education regarding gender equality for all members of the Indonesian National Police (Polri), especially leaders. Understanding the importance of the role of female police officers and equality in the work place needs to be improved. Regular evaluation and analysis of the implementation of gender equality policies are necessary to ensure their effectiveness.*

3.6. Discussion

According to Kotler (Suci, 2015: 126), strategy is the positioning of an organization's mission and objectives by utilizing its internal and external strengths, as well as the formulation of specific policies and methods so that their implementation can achieve the organization's primary objectives. The following is the link between strategy theory and gender equality planning in the Indonesian National Police (Polri), as explained by Kotler (Suci, 2015: 126).

- *Positioning the Organization's Mission and Objectives through the integration of equality policies into their strategic plan. The Indonesian National Police (Polri) utilizes internal strengths, such as new policies and leadership commitment, as well as external strengths through collaboration with Bappenas and receiving input from international organizations such as UN Women.*
- *Policy formulation to direct gender equality efforts. This policy considers not only internal aspects of the Indonesian National Police but also*

external perspectives and the needs of the wider community.

- *Implementation to achieve primary objectives. The Indonesian National Police (Polri) has formulated concrete strategies, such as capacity-building programs and improvements to supporting infrastructure, such as lactation rooms. This is done to ensure that gender equality policies are not merely formulated but are effectively implemented to achieve the organization's primary goals.*
- *According to Mintzberg (in Perawi Ronegoro, 2019:9), the functions of strategy can be categorized as follows:*
 - *Strategy as a plan. Formulated or planned before taking action, with the allocation of resources to build profitable potential. This detailed action plan, along with a management perspective, defines strategy as a comprehensive planning unit that establishes goals to be achieved.*
 - *Strategy as a tactic is defined as a chain of activities designed to outwit and confront competitors, focusing on the dynamics and competitiveness of the organization.*
 - *Strategy as a pattern. Implemented as a function that produces behavioral patterns to overcome obstacles and seize opportunities within the organization.*
 - *Strategy as a position. Established as a means to build competitive advantage by focusing on the organization's internal units, structures, and competencies.*
 - *Strategy as a perspective. Concerning perspectives shared between individuals through work intensity and actions. Individual mindsets about truth, time, place, relationships, and human activities within the organization will become the driving force behind individual*
- *collaboration and the achievement of organizational goals.*
- *The strategies defined by Mintzberg in the context of implementing gender equality in the Indonesian National Police can be explained as follows:*
 - *Strategy as a plan. The Indonesian National Police (Polri) requires a well-structured and well-planned plan. For example, by conducting special training to change the organizational culture to support gender equality.*
 - *Strategy as a pattern where women are given equal opportunities with men in recruitment, promotion, and placement in strategic positions.*
 - *Strategy as a position. Concerning positioning the organization in a favorable position, namely creating a competitive advantage by strengthening units, structures, and competencies that support the active role of women within the institution.*
 - *Strategy as a perspective. Concerning affirmative action to accelerate the placement of female police officers, while still considering the capabilities and those who meet the requirements or occupy existing policy-making positions within the Polri to achieve organizational goals.*
- *Coaching through education and development of the Indonesian National Police based on gender equality Coaching is an action, process, result or statement for the better. There are two elements of the definition of coaching, namely in the form of an action, process or statement of purpose and secondly coaching can refer to the improvement of something. (Thoha, 2015:207) There are several important points that can be linked to the coaching theory which states that coaching is an action or process towards improvement or improvement (Thoha, 2015:207). The following is an*

analysis and its relationship to the theory:

- *The Importance of Equal Representation between Men and Women refers to efforts to achieve equal representation between men and women in the police force. Efforts to increase women's representation in the police force are part of a development process aimed at improving and enhancing the current situation towards a more inclusive and equitable one. This is a clear statement of purpose for achieving improvements in gender representation.*
- *Equality in Education and Training is part of the development process aimed at improving access and opportunities for policewomen. The development process involves actions to remove barriers and create conditions that enable women to fully participate in education and training, including systemic improvements to support women in balancing domestic and career responsibilities.*
- *The Appointment and Placement of Police Officers is a step towards improving career equality. This is a development process aimed at improving the appointment and placement system to make it fairer and more meritocratic.*
- *Field Duties and Gender Stereotypes are part of the development process aimed at increasing women's involvement and contribution in various aspects of police duties. This is an evolutionary process towards improving the acceptance of policewomen's roles in various roles.*
- *Inequality in the Cycle to identify and address inequalities in placement and career development. This demonstrates a commitment to continuously improving and enhancing*

the existing system. According to (Sholihah & Asnawan, 2018:40), this explanation can be linked to the theory of gender equality explained by (Sholihah & Asnawan, 2018:40), which states that gender equality is the equal position of men and women in obtaining access, participation, control, and benefits in various life activities. The following is a more in-depth analysis of the relationship between the text's content and the theory of gender equality:

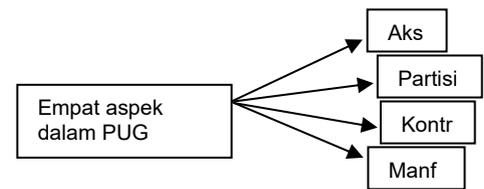


Figure 4. 2Four Aspects in PUG
Source: Supiandi (2016)

- *Access to strategic positions in various aspects of life, including within the context of the nation and state, is often more difficult for women for various reasons, including gender-biased perceptions and unsupportive policies. This indicates that access for women in the police force is still not equal, in accordance with the need for equal access as explained in theory.*
- *Equal participation means that men and women should have equal opportunities to participate in various activities and decisions that affect their lives. Policies that provide equal opportunities for men and women.*
- *Equal control allows men and women to have equal authority in making decisions that affect their lives and society as a whole. Policewomen often do not have equal control in decisions regarding their careers and placements. There remains inequality in the control given to policewomen compared to their male counterparts, which contradicts the principle of equal*

control in theory.

- *Benefits. Women are often placed in positions that are considered less demanding or in administrative tasks, which can limit their opportunities to gain equal benefits from their contributions. From the access to gender mainstreaming expressed by (Sholihah & Asnawan, 2018:40) which consists of access, participation, control and benefits, it is necessary to add another understanding, namely the understanding of the concept of gender from leaders as policy makers because the most important aspect is the socialization of the concept of gender to policy holders. Periodic evaluation and analysis of the implementation of gender equality policies are needed to ensure their effectiveness.*

4. CONCLUSIONS AND RECOMMENDATIONS

4.1. Conclusion

- *The gender equality-based planning, recruitment, and selection strategy is currently under development. A plan to integrate gender equality into the National Police's strategic plan (renstra) is being developed.*
- *In terms of recruitment and selection, the National Police strives to implement the principle of gender equality by providing equal opportunities for men and women. However, challenges remain, such as differences in physical criteria and different quotas for police officers (Polki) and policewomen. The National Police has eliminated virginity tests and adjusted physical test standards to accommodate gender differences. Despite this, the number of policewomen accepted remains lower than that of police officers, which is explained as an organizational need.*
- *The National Police's recruitment and selection strategy still needs*

improvement to better support gender equality. The National Police also needs to increase transparency in explaining the reasons behind the differences in criteria and quotas between police officers and police women to the public. Despite progress in implementing gender equality within the Indonesian National Police (Polri), further efforts are needed in gender-responsive human resource planning, increasing the number of policewomen in strategic positions, and providing infrastructure that supports the specific needs of policewomen.

- *Gender equality-based education and development still face several challenges, but also show positive progress. In general, the educational materials for police officers and policewomen are the same, with slight adjustments in terms of ethics for policewomen. To address this, the Indonesian National Police (Polri) needs to develop specific strategies or affirmative action, such as providing vocational education specifically for policewomen and increasing their capacity through more intensive training.*
- *A paradigm shift is needed in the placement and career development of policewomen. The Indonesian National Police (Polri) needs to ensure that policewomen have equal opportunities to develop their competencies and compete for strategic positions. Regular evaluation and analysis of the implementation of gender equality policies are also necessary to ensure their effectiveness.*

4.2. Recommendations

- *Strategies to improve gender equality in the Indonesian National Police (Polri) include integrating gender issues into strategic plans in collaboration with Bappenas and UN Women, increasing*

the recruitment quota for female police officers with broader public awareness of careers in the POLRI, adjusting recruitment criteria to eliminate discriminatory tests such as virginity tests, and implementing fair standards in the selection process with training selection committees on gender equality. It is also necessary to shift the organizational culture towards an inclusive work environment that values the contributions of all genders.

- *Gender-equality-based POLRI education and development, including:*
 - *First, the POLRI needs to increase equal access and educational opportunities for female police officers, including the development of a gender-sensitive curriculum, such as special ethics for pregnant or breastfeeding female police officers.*
 - *Second, a specific strategy is needed to develop the competencies of female police officers, including training in negotiation and handling domestic violence cases that are appropriate to their specific roles in society.*
- *Third, it is important to review the placement and transfer policies for female police officers to take family factors into account.*
- *Fourth, implementing clearer policies and disseminating gender equality to all Polri leaders is expected to reduce gender discrimination and ensure fair and competency-based placement.*
- *Regular evaluation of this policy is also necessary to ensure that female police officers receive equal opportunities to develop and contribute optimally to the Polri.*

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