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Apparatus who assigned

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Perception of Female State Civil Apparatus (ASN) towards Primary High Leadership Positions (Echelon II)

(A study of social reality within the scope of the Female Civil Service Apparatus who assigned in the Administrator Position in the Malang District Local Government)

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ABSTRACT

The concept of gender equality which is echoed as one of the indicators of development success has encouraged the emergence of various issues regarding the meaning of gender equality for development progress. One of them is the issue of linking gender equality with good state administration, a concept which was later labeled good governance. This progress has been driven, among other things, by the success of development activities that put women "in the middle". This background has moved the World Bank to conduct specific research that will link the quality of good governance with development where gender is placed at the core. The results of the World Bank research in 2000 related to gender can conclude that countries that have a high degree of gender equality, relatives have a high level of progress in life or prosperity. Based on the phenomenon above, the research problem can be formulated as follows: What is the perception of female ASN in administrator positions (echelon III) towards JPTP structural positions (echelon II)? and What factors are behind the perception of female ASN administrator positions (echelon III) towards JPTP structural positions (echelon II)? The theory used in this research is the theory of perception, understanding of gender, and relevant social theories. And there are several concepts, namely the concept of assessment and competence, the phenomenological approach, the concept of local government, and the concept of structural positions. This research is descriptive qualitative, where qualitative research methods are research methods used to examine the condition of natural objects, researchers are the key instrument, the technique of collecting data is triangulation (combined), data analysis is inductive and the results of qualitative research emphasize meaning rather than generalization. This research can produce 15 findings and several minor propositions so that the major propositions can be formulated as follows: Fear and insecurity overshadows the perception of female ASN to be involved in the kingdom of government officials as a modern organization where there is a mix of professional and political authority in making decisions, especially services public, because the power of officials determines all matters related to their position.

Keywords: Gender, State Civil Apparatus (ASN), Assessment.

1. INTRODUCTION

Women's leadership is a public issue that is always discussed. Increasing the role of women is not a trend, let alone a new phenomenon as some say, women as heads of government have been bad since the 25th century, women's leadership has begun to rise from a long slumber since the issue of human rights and gender equality was voiced loudly by feminist activists. The role of these women is increasingly prominent in the 21st century in various countries, most women experience development in various aspects of life or vertical mobility. There are already many women who can receive education that is equal to men, so that they can occupy strategic positions in government.

Gender problems are seen in the differences in roles and functions that give rise to differences in social status in society where men are superior to women through social construction. Gender differences between men and women are shaped through socio-cultural means, perpetuated by religious and cultural interpretations, gender differences are often used by society to shape the division of labor roles between men and women. In the division of roles, namely the domestic role and the public role. Domestic roles tend to be devoid of money, power, and influence. This role is mostly left to women, while the public roles that generate money, power and influence are left to men.

The participation of female state civil servants in the Malang District area in participating in JPT Pratama is expected to be able to have an impact on development programs that will bring gender nuanced program aspirations. Equal representation of men and women in the public sector is very important to produce gender responsive policies in Malang District. As time goes by, the number of female ASN continues to increase, especially since the enactment of Law No. 5 of 2014.

For example, there is an opportunity for the State Civil Apparatus (ASN) who wants to become the head of an office in the Malang District government because there are 9 Echelon IIB positions which are currently still vacant, the 9 vacant positions are the Director of Kanjuruhan Hospital, Head of the Communication and Information Service, Head of Housing Office for Settlement and Human Settlements, Head of Transportation Service, Head of Tourism and Culture Office, and Head of Defense Department. The vacancies at the top of the leadership in some of these places were caused because the old officials retired or got transferred, the regent and other leaders were preparing a scheme for filling positions in a number of regional apparatus organizations that were still vacant. For example, in a problem like this, women in Echelon III have the opportunity to participate in filling the position, but it turns out that the courage and participation that is expected is very lacking.

Based on the phenomenon above, the research problem can be formulated as follows: What is the perception of female ASN in administrator positions (echelon III) towards JPTP structural positions (echelon II)? What factors are behind the perception of female ASN administrator positions (echelon III) towards JPTP structural positions (echelon II)?

The aims of this study are: To describe, interpret and analyze the perception of female ASN towards the structural positions of JPTP (echelon II). Describe, interpret and analyze the factors behind the perception of the female ASN.

2. STUDY OF THEORY

2.1. Perception Theory

Perception is more than passive reception of information, it is an active process. Touch, for example, requires movement, something we now call scanning". Touch includes information about you (eg your muscles and joints) as well as about what you are touching (Boree, 2013: 97-98). Etymologically, perception or in English perception comes from Latin perceptio: from percipere, which means to accept or take (Sobur, 2003: 445)

2.2. Gender Theory

The word gender comes from English, which in the dictionary is not clearly distinguished between gender and sex. But basically, gender and sex have significant differences. John M Echols and Hasan Shadily (1983: 265) mention that gender means gender. According to Women's Studies Encyclopedia (Helen Tierney, 1991: 172), gender is a cultural concept, which seeks to make a difference (distinction) in terms of roles, behavior, mentality, and emotional characteristics between men and women who develop in society

In order to carry out coaching for the organizers of the competency assessment of government agencies, BKN as the supervisory agency and organizer of the competency assessment has conducted an assessment and recognition of eligibility (accreditation) for 15 providers. The purpose of these activities is to ensure the quality of competency assessment results by competency assessment providers, human resources are the main asset and have a very important role for the survival of an organization. Therefore, in addition to the need to increase integrity, efforts should also be made to improve and develop both the potential and competence of each individual in facing challenges in the future.

2.3. Functional Structural Theory

Functional structural theory emerged against the background of the development of society which was influenced by the spirit of the renaissance. At that time a new awareness emerged about the role of humans who were originally considered not to have any authority to build life in the world. Society assumes that humans do not have the authority to explain the phenomena that manage them, because everything is determined by those "above". The view of fatalism, where humans live to carry out what has been determined by the "above", is then questioned. They think the rule "from above" is not forever. That is, there is a gap given by the "above" for humans to manage it themselves. Thomas Hobbes, John Locke, Montesquieu, Voltaire, Rousseau, and others are exponents of the Enlightenment who tried to bring out human authority more than the medieval order had demonstrated (Zainuddin Maliki, 2003: 42).

2.4. Concept of Structural Position in Local Government.

Etymologically, the word position comes from the basic word "office" which is added by an affix which, according to the Big Indonesian Dictionary, is defined as a JOB (task) in a government or organization related to rank or position. Limit and provided to be occupied by the incumbent appointed and provided to be represented by them as a person, in the nature of the establishment this must be clearly stated.

From the above understanding Logemann requires certainty and continuity in a position so that the organization functions properly. Positions are carried out by individuals as representatives in positions and act on behalf of positions, which are called office holders.

3. RESEARCH METHOD

3.1. Research Approach

This research is descriptive qualitative, where qualitative research methods are research methods used to examine the condition of natural objects. researchers are the key instrument, data collection techniques are carried out by triangulation (combined), data analysis is inductive and qualitative research results emphasize meaning. Rather than generalization (Sugiyono, 2013:11). The final results of qualitative research must be able to produce meaningful information, even ground theory or new knowledge that can be used to help solve problems.

3.2. Research Focus

The focus of qualitative research contains the subject matter that is still general in nature, the determination of focus is based on the level of novelty of information obtained from social situations in the field. To be able to understand broadly and deeply, it is necessary to choose a research focus (Sugiyono, 2013: 32). The focus in research can be formulated as follows:

- 1) Perceptions of female civil servants in administrator positions (echelon III) of JPTP (echelon II) in the district government.
Poor
 - a. Views on JPTP (echelon II)
 - b. Opinion on position in JPTP (echelon II)
 - c. Self-motivational support/self-motivation.
- 2) The reasons behind the perception of the ASN.
 - a. Internals :
 - (1) Family factor
 - (2) Experience and education factors
 - b. External :
 - (1) Legalization factor from the leadership
 - (2) Cultural factors

3.3. Research Informants

Determination of research informants based on purposive techniques originating from female ASN who are in administrator positions (echelon III) with the following criteria:

- 1) taken 4 who are more senior in terms of age
- 2) and 3 junior ones.
- 3) ASN users are Regents,
- 4) and: Chairman of Baperjakat,
- 5) and 2 ASN who are in the position of JPTP (echelon II).

4. RESEARCH RESULTS

Number of Female and Male Civil Servants in Malang District Government in 2020 is presented in the following table.

Table 1. Number of Female and Male Civil Servants in Malang District Government in 2020

Position / Echelon	Female Civil Servant	Male Civil Servant	Amount
Primary High Leadership Position (Echelon II)	8	33	41
Administrator (Echelon III)	59	188	247
Director (Echelon IV)	369	590	459
Amount	436	811	1247

BPSDM Malang District, 2019.

The total number of employees in Malang district who meet the requirements to be able to take the assessment in echelon II, very few for various reasons so that participants for the assessment cannot meet the minimum requirements as participants in the assessment test in echelon II and are forced to be moved by the leadership and power to encouraged to follow her so that it seems that her participation or participation is forced, there is no courage to participate with her own spirit or her own initiative, a lot depends on orders or encouragement from the leadership, other problems that feel that women do not have the ability to carry out performance that is influenced by political elements even though the leadership and the main power of the regent has also

provided the opportunity to be able to take the JPT pratama (Echelon II) assessment test. In Malang District, as shown in the table above, there are also relatively many female employees and also have the same opportunities as men.

4.1. Government Management in Malang District

The State Civil Apparatus (ASN) in Malang District in 2019 was 12,415 people, of which there were 6,797 male employees and 5,618 female employees. Based on the latest education level, more than 50% of employees in Malang District have a bachelor's degree. According to the rank of Group III, the highest number of employees is 5,936 employees. 60% of ASN work in the field of education. Malang District consists of 33 sub-districts which are further divided into 378 villages and 12 sub-districts.

In 2019, the Malang District Government carried out 59 collaborations, including 11 collaborations between regions, 18 collaborations with regional vertical agencies, 30 collaborations with third parties. Legal products issued by the Malang District Legal Department in 2019 consisted of 11 Regional Regulations, 208 Regent Regulations, and 2,197 Regent Decrees.

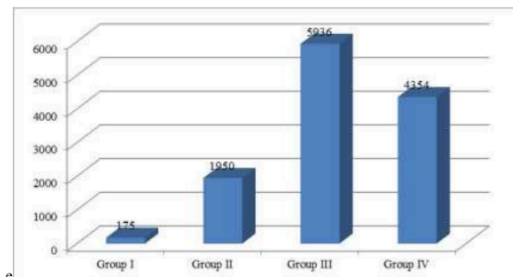


Figure1. Number (ASN) by Rank in Malang District in 2019

Source: Agency for Personnel and Human Resources Development.

If seen from the diagram above, the most ASN positions are in group III, which means that it can be categorized that starting service is only in the last education.

Meanwhile, ASN in Malang District if classified according to gender, a high percentage is located in male employees, not too much adrift with female employees. This can be seen in the pie chart below.

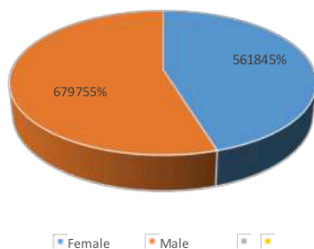


Figure 2. Number of ASN by Gender in Malang District Government in 2019

Source: Agency for Personnel and Human Resources Development

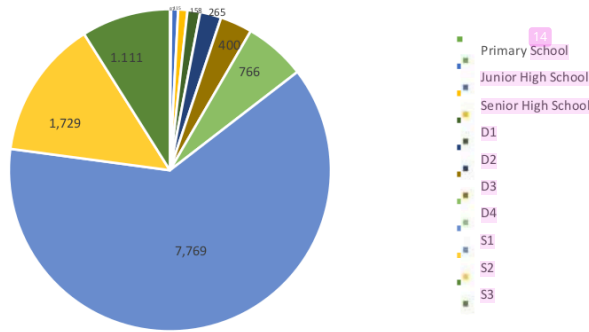


Figure 3. Number of ASN by Education Level in Malang District in 2019
Source: Agency for Personnel and Human Resources Development

Table 2. Number of ASN in Local Government Agencies by Echelon and Gender in Malang District

No	Echelon Level	2018			2019		
		Man	Woman	Amount	Man	Woman	Amount
1	Echelon I	0	0	0	0	0	0
	I-A	0	0	0	0	0	0
	I-B	0	0	0	0	0	0
2	Echelon II	32	8	40	33	8	41
	II-A	1	0	1	1	0	1
	II-B	31	8	39	32	8	40
3	Echelon III	181	66	247	185	75	260
	III-A	66	48	84	68	22	90
	III-B	115	48	163	117	53	170
4	Echelon IV	516	367	883	495	382	877
	IV-A	421	321	742	409	336	745
	IV-B	95	46	141	86	46	132
5	Echelon V	0	0	0	0	0	0
	Amount	729	441	1,170	713	465	1,178

Source: Agency for Personnel and Human Resources Development.

Currently, most of the existing ASN are scattered to occupy Echelon III and IV, for the number of Echelon II is more male than female, as well as in Echelon III and IV. Its development in the following year was still dominated by men. This is because it is not a small quantity of women, but because of the different interests and motivations and qualities of men.

Table 3. Number of ASN by Religion and Gender in Malang District

No	Religion	2018			2019		
		Man	Woman	Amount	Man	Woman	Amount
1	Islam	5,445	6,169	11,614	5,266	6,327	11,593
2	Christian Protestant	273	347	620	164	356	620
3	Catholic Christian	74	107	181	68	93	161
4	Hindu	16	22	38	16	21	37
5	Buddha	3	2	5	2	2	4
6	Confucius	0	0	0	0	0	0
	Amount	5,811	6,647	12,458	5,616	6,799	12,415

Source: Agency for Personnel and Human Resources Development.

4.2. Findings on the Perception of female civil servants in administrator positions (echelon III)

1. Views on JPTP (echelon II)

Finding 1 : There is a fear of taking the initiative in participating in the assessment unless ordered by the Regional Secretary-Regent.

Finding 2 : Professional performance in the bureaucracy is very difficult when combined with political interests.

Finding 3 : There is no courage to take part in the assessment because they still lack experience in echelon III.

Based on findings 1, 2 and 3, a proposition can be formulated as follows:

Proposition 1 : The characteristics of the bureaucracy to issue an initiative and courage in terms of career development are still very much dependent on the highest leadership in the local government.

2. Opinion on position in JPTP (echelon II)

Finding 4 : There is no guts to take part in the assessment in echelon II because the risks, workload, and responsibilities are very heavy and large even though the benefits are huge.

Finding 5 : Following the assessment, there must be orders from the regents and regional secretaries, even if only as companions, complements and not as kings and queens.

Finding 6 : Feeling that there is no ability to take part in the assessment in echelon II because seriousness and strong leadership as well as strong managerial skills for excellent service speed are always demanded.

Based on findings 4,5, and 6, it can be formulated Proposition 2 as follows:

Proposition 2 : Competence with good abilities will be able to support career development even though it requires apparatus performance and high commitment, accountability and transparency.

3. Self-motivational support/self-motivation

Finding 7 : Participation in the assessment is only to gain experience and enliven the career development market.

Finding 8 : Career development participation through assessment can be followed on the basis of orders and requests from the regional secretary or regent.

Finding 9 : There is a fear that if female ASN passes the assessment, they will occupy echelon II positions. The program is only camouflage and lip service.

Based on findings 7, 8, and 9, proposition 3 can be formulated as follows:

Proposition 3 : The career development of female ASN depends on orders and requests from superiors as the holder of the highest power in the regional area, the hierarchy of local government organizations in the bureaucracy becomes a benchmark for the spirit and experience of female ASN.

4.3. Findings The reasons behind the perception of the ASN

Internal

1) Family Factor

Finding 10 : The reason for the difficulty of dividing time between work and family.

Finding 11 : The career development of female ASN can be done if they are no longer taking care of the family or the family can all be independent.

2) Experience and Education Factor

Finding 12 : Education and work experience are needed in a competitive career development.

Based on findings 10, 11, and 12, proposition 4 can be formulated as follows:

Proposition 4 : The existence of a dilemma between domestic tasks and non-domestic tasks becomes an attachment in the community development one's career to be affected by career development competition.

External

1) Legalization of leadership

Finding 13 : There is a lack of confidence in the career development of female ASN due to the absence of an order or request from the regent.

Finding 14 : All requirements are met, if without the support of the bupati, female ASN women do not have the courage to take the initiative in participating in the assessment.

2) Cultural factors

Finding 15 : The public spotlight still strongly influences the image of career women (female civil servants) and dominates logic with emotion because positions are usually obtained not from achievement but because of the subjectivity of power.

From findings 13, 14, and 15, proposition 5 can be formulated as follows:

Proposition 5 : The career development of female ASN in high leadership in the bureaucracy is strongly influenced and dominated by family factors, experience and education, the legalization of power, and the culture that still overshadows the lives and roles of female ASN can be a pressure and inequality will continue to occur.

Based on the propositions 1,2,3,4 and 5, the major propositions can be formulated as follows:

Major Proposition : Fear and insecurity overshadow the perception of female ASN to be involved in the kingdom of government officials as a modern organization that contains a mixture of professional and political authority in making decisions, especially public services, because the power of officials determines all matters related to their positions.

From some of the descriptions above, an existing model can be made as follows:

4.4. EXISTING MODEL : Perception of Female State Civil Apparatus (ASN) towards Primary High Leadership Positions (echelon II)

Formulation of the problem	Research focus	Findings	Minor Proposition	Major Proposition
a. What is the perception of female ASN in administrator positions (echelon III) towards JPTP structural positions (echelon II)?	a. View of JPTP (echelon II)	Finding 1: There is a fear of taking the initiative in participating in the assessment unless ordered by the Secretary of the District. Finding 2: Professional performance in the bureaucracy is very difficult when combined with political interests. Finding 3: There is no courage to take part in the assessment because they still lack experience in echelon III.	Proposition 1: The characteristics of the bureaucracy to issue an initiative and courage in terms of career development are still very much dependent on the highest leadership in the local government.	Fear and insecurity overshadow the perception of female ASN to be involved in the kingdom of government officials as a modern organization that contains a mixture of professional and political authority in making decisions, especially public services, because the power of officials determines all matters related to their positions.
	b. Opinion on position in JPTP (echelon II)	Finding 4: There is no guts to take part in the assessment in echelon II because the risks, workload, and responsibilities are very heavy and large even though the income allowance is very large. Finding 5: Following the assessment, there must be orders from the regents and regional secretaries, even if only as companions, complements and not as kings and	Proposition 2: Competence with good abilities will be able to support career development even though it requires apparatus performance and commitment, accountability and transparency	

Formulation of the problem	Research focus	Findings	Minor Proposition	Major Proposition
		queens. Finding 6: Feeling that there is no ability to take part in the assessment in echelon II because seriousness and strong leadership as well as strong managerial skills for excellent service speed are always demanded.		
	c. Self-motivational support/self-motivation.	Finding 7 : Participation in the assessment is only for	Proposition 3: The career development of female ASN depends on orders and requests from superiors as the holder of the highest power in the regional area, the hierarchy of local government organizations in the bureaucracy becomes a benchmark for the spirit and experience of female ASN.	
b. What factors are behind the perception of female ASN administrator positions (echelon III) towards JPTP structural positions (echelon II)?	a. Internals : 1) family factor	Finding 10 : Reason difficulty dividing time between work and family. Finding 11 : Career development for female ASN can be done if they are no longer taking care of their family or family can all be independent.	Proposition 4: The existence of a dilemma between domestic tasks and non-domestic tasks becomes an attachment in one's career development so that it is affected by career development competition.	
	2) Experience and education factors	Finding 12 : Education and work experience are needed in a competitive career development.		
	b) external 1) Legalization factor from leadership	Finding 13 : There is a lack of confidence in the career development of female ASN due to the absence of an order or request from the regent.	Proposition 5: The career development of female ASN in high leadership in the bureaucracy is strongly influenced and dominated by family factors,	
		Finding 14 : All requirements are met, if without the support of the bupati, female ASN women do not have the courage to take the initiative in participating in the assessment.	experience and education, the legalization of power, and the culture that still overshadows the lives and roles of female ASN can be a pressure and inequality will continue to occur.	
	2) Cultural factors	Finding 15 : The public spotlight still strongly influences the image of career women (female civil servants) and dominates logic with emotion because positions are usually obtained not from achievement but because of the subjectivity of power.		

5. CLOSING

5.1. Conclusion

- 1) Perceptions of female civil servants in administrator positions (echelon III) of JPTP (echelon II) in the district government. Malang has three indicators, namely: views on JPTP (echelon II), opinion on position in JPTP (echelon II), and self-motivation / self-motivation.

From the perspective of JPTP (echelon II) it can be found that there is a fear of taking the initiative in participating in the assessment unless ordered by the regional secretary-regent. Professional performance in the bureaucracy is very difficult when combined with political interests. There is no courage to participate in the assessment because there is still lack of experience in the echelon III.

Meanwhile, the opinion on the position in JPTP (echelon II) can be found the following findings There is no guts to take part in the assessment in echelon II because the risks, workload, and responsibilities are very heavy and large even though the benefits are huge. Following the assessment there must be an order from the regent-secretary even though they are only companions, complements and not kings and queens, feel that there is no ability to take part in the assessment in echelon II because seriousness and strong leadership as well as strong managerial skills for excellent service speed are always demanded.

Then regarding self-moral support/self-motivation, several things can be found as the basis for forming the following concept: participation in the assessment is only to gain experience and enliven the curry development market. Fear of female ASN if they pass the assessment they will occupy echelon II positions. The program is only camouflage and lip service.

- 2) The reasons behind the perception of the ASN

Supported by internal and external indicators, each with internal sub-indicators are family factors and experience and education factors. While the external factor is the legalization of the leadership and cultural factors. The finding in the family factor is the reason for the difficulty of dividing time between work and family. The career development of female ASN can be done if they are no longer taking care of the family or the family can all be independent. Meanwhile, the findings in the experience and education factors are that education and work experience are very much needed in the competition for career development.

Then the findings in the legalization factor from the leadership are the lack of confidence in the career development of female ASN due to the absence of orders or requests from the regent. All requirements are met, if without the support of the bupati, female ASN women do not have the courage to take the initiative in participating in the assessment.

While the findings in cultural factors are that the public spotlight still strongly influences the image of career women (female civil servants) and dominates logic with emotion because positions are usually obtained not from achievement but because of the subjectivity of power.

There are six (6) obstacles in women's career development that cannot be separated from competition in Echelon II, namely the patriarchal culture in the work environment, domestic roles in the household, gender stereotypes, lack of support for the work environment, motivation to lead, and policies that are still neutral. In overcoming this so that barriers to female ASN in the workplace can be reduced are the addition of facilities for women such as desks and lactation rooms for structural policies, pro-gender justice especially related to promotions, cultural changes that make women equal partners with men and extension and flexibility of the age limit of scholarship recipients for civil servants. Inequality in the positions of women and men in the bureaucracy also occurs in several regions,

The career advancement of female civil servants in some regions is slower than the center, female civil servants take an average of 15-20 years to reach Echelon III positions while in central ministries or institutions it only takes 4-6 years (Lestari, 2018).

5.2. Theoretical Implications

Perception is the study of how we integrate sensation into *percepts* object, and how we next use *percepts* it is to know the world. In vision, determining what object is called the process of pattern recognition, or recognition for short. *recognition*) just. This is important for survival because often we have to know what an object is before we can know some of its essential properties. So that we know an object is an apple, we know its taste is delicious, if we know an object is a wolf, we know that we should not disturb it. Determining where a visual object is located is known as spatial localization, or localization. Localization is the way we use to navigate within our environment. Without such abilities, we will constantly bump into objects, unable to pick up the objects we reach, and enter the path of dangerous objects or predators (Atkinson, 1996:276).

Based on Atkinson's opinion and theory, basically there are three indicators that can be drawn from the statement, namely the integration of sensation, pattern recognition, and environmental vision. If it is associated with the results of this study, there is a

kind of addition, namely culture and emotion. The integration of sensation which is also associated with the culture of the Indonesian people will contain many elements of dis-integration about the opinion of gender involvement in political power, while pattern recognition has been described with the emotions of the Indonesian people, especially in the government bureaucracy (female ASN) has been patterned in their perception that a mixture of professionalism and politics will trap into a dilemma for real public service. In fact, what is being carried out is a government program that has a lot of smears and looks on thick make-up. Meanwhile, environmental vision will show a lot of damage and loss of the bones of supervision of bureaucratic performance and show a lot of errors and irregularities that will add to the formation of a pattern of dis-integration in the work environment so that it becomes a sensation in society and ridicule by people outside the bureaucracy. In this case, the results of this study expand and develop Atkinson's concepts and theories about perception. environmental vision will show a lot of damage and loss of the bones of supervision of bureaucratic performance and show a lot of errors and irregularities that will add to the formation of a pattern of dis-integration in the work environment so that it becomes a sensation in society and ridicule by people outside the bureaucracy. In this case, the results of this study expand and develop Atkinson's concepts and theories about perception. environmental vision will show a lot of damage and loss of the bones of supervision of bureaucratic performance and show a lot of errors and irregularities that will add to the formation of a pattern of dis-integration in the work environment so that it becomes a sensation in society and ridicule by people outside the bureaucracy. In this case, the results of this study expand and develop Atkinson's concepts and theories about perception.

Negative perceptions are more than positive because countless views have been formulated, systematized, debated, applied, criticized, and evaluated before finally disappearing into dusty architects. If this is allowed to continue, it will not get regeneration capable of managing performance and achievements in the field of public services in government. The female ASN as much as possible form a network and shared norms as a form of capital that has developed an idea to break down the models from which you are happy and open the door to policy debates that are always closed to the sphere of the bureaucratic empire. Female ASN are also social capital as a policy tool that can bring consequences regardless of structural and formal factors.

Several cases of policy intervention to open up opportunities for female ASN officials as social capital formation, the most direct interference is that people's ability to access resources through their social capital can make a lot of difference and in their life opportunities as long as the government intervenes in the distribution of resources in general. , both in the health sector, social capital education becomes a policy tool. A small number of female ASN are at the top of the leadership should be considered as social capital of human resources for the benefit of the government, mobilizing participation and optimizing female ASN and also making a policy that encourages their motivation to take part in the policy formation process.

5.3. Practical Implications

The results of this study:

- 1) Can be used and utilized as well as donated to local governments as a policy making that encourages women's participation in career development in Echelon II.
- 2) The results of this research can also be used by users of the gender struggle, which must always be fought for continuously.
- 3) From an academic point of view, it can be used as a basis for further studies and research in terms of career development of female ASN in the government sector.

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