E-ISSN: 3024-8191

Policewomen's Perceptions of Gender Mainstreaming in Police Institutions, Jepara, Central Java

¹Roisatul Aulia, ²Santi Andriyani

Universitas Islam Nahdlatul Ulama Jepara

Correspondence: roisatullia16082001agst@gmail.com, santi@unisnu.ac.id

Abstract

The purpose of this study was to determine the level of perception of policewomen in gender mainstreaming (PUG) in the Police Institution. The research methodology used is quantitative whose analysis uses quantitative descriptive. The data was obtained based on the results of a questionnaire distributed to 44 respondents from the female police of the Jepara Regency Police. The results revealed that the tendency of respondents' perceptions based on total scores was in the high category of 43%. The description related to the level of respondents' perception is that 73.8% of respondents answered strongly agree, 22.3% agree, 2% neutral, 1.6% disagree, and 0.3% strongly disagree. In other words, the the tendency respondent's of perception of respondents is strongly agree (73.8%) that gender mainstreaming (PUG) has been implemented in the Police Institution.

Keywords: policewomen, gender, PUG, police.

INTRODUCTION

In the past and to this day, the police force is predominantly male (Davies, 2018). It is therefore not surprising that the police have been organized, managed and shaped by a male culture. If a work environment has been organized, managed and shaped by a male culture for centuries, it can be expected that it will be a male culture. Policing is often referred to as a man's world, due to the public's view that police work is only about law enforcement. This view shapes people's perceptions that police work is only related to crime and criminals, so policing is often connoted as a violent and masculine male workplace (Harsono, 2009).

In Indonesia, this culture or norm has lasted throughout the history of the Indonesian National Police (*Poln*). While the new policewomen entered in 1948 as a different group from the Indonesian Police group, initially numbering six people and at this time based on police data in dataindonesia.id states that the number of police personnel is 436,432 people in 2022 and the percentage of the number of policewomen is only less than 6% (Davies, 2022). Based on the percentage of this number, the representation of women

in the police institution is still far from the minimum figure that has been set at 30%. Through this, there will be a gap between women and men regarding gender issues within the police.

The form of gaps or examples of gender issues in police institutions includes various forms of public assumptions that the Indonesian Police is a masculine organization, there is no understanding that gender issues are one of the considerations in the placement of tasks in the field of operations and coaching, the number of policewomen is still lacking in strategic positions and the distribution at the police level is not evenly distributed, male police are more in charge of operations, while the policewomen are more directed at the field of coaching, lactation rooms for policewomen and women who breastfeed in regional units are not evenly distributed or do not exist at all and so on (Rahayu & Samodra, 2022). Other than that, gender issues in the police that have become international concerns are related to virginity tests, reproductive organ tests (Davies, 2022), and "beautiful women" being one of the unwritten requirements for prospective policewomen (Davies & Hartono, 2015).

To address the issue of gender inequality, it is necessary to implement a strategy called "gender mainstreaming" in Indonesian police institutions (Rahayu & Samodra, 2022). Gender mainstreaming is a strategy that is carried out systematically to integrate gender into an integral dimension of planning, implementation, reporting, monitoring and evaluation into policies, programs and activities in police institutions that have a gender perspective in order to achieve gender equality (Regulation of the Chief of the National Police of the Republic of Indonesia Number 1 of 2022 concerning Gender Mainstreaming within the National Police of the Republic of Indonesia, 2022).

Based on this, this research wants to know the perceptions of policewomen in the implementation of gender mainstreaming in the Police Institution in the 21st century. PUG indicators in the Police Institution include equal opportunities for policewomen and policemen in recruitment, getting education, training, coaching, promotion, safe and secure movement space, no discrimination in the work environment and so on.

METHOD

This study used a quantitative descriptive approach with survey methods (Sugiyono, 2013). The form of this research instrument is a questionnaire containing 20 closed questions related to the perception of policewomen in gender mainstreaming in the Police Institution, the answers of which use a scale of 1-5. The questionnaire was distributed online using Google Form to the entire study population, namely female police officers of Jepara Regency Police. As for those who were willing to fill out the questionnaire as many as 44 respondents. Furthermore, the results and findings of the study were processed using the help of Microsoft Exel 2019 and IBM SPSS 25. The results of research analysis are presented in the form of tables and diagrams accompanied by their interpretation.

FINDINGS & DISCUSSION

Based on the results of the author's data processing, the data description in this study, namely the perception of policewomen in PUG in the Police Institution, has the lowest value of 71, the highest value of 100 with an average value of 93.50 and a standard deviation value of 8.385. The distribution of frequency distribution in this study is as follows:

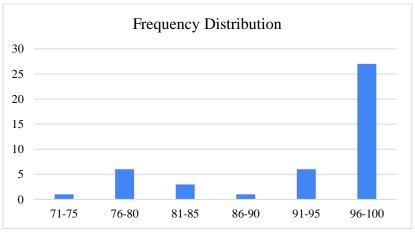


Figure 1. Frequency Distribution

Based on the figure above, it shows that the frequency distribution in this study is mostly in the 96-100 interval of 61% (27 people). As for the 71-75 interval by 2%, the 76-80 interval by 14%, the 81-85 interval by 7%, the 86-90 interval by 2%, and the 91-95

interval by 14%. Furthermore, data interpretation based on the categorization of respondents' total scores is outlined in the table below.

H 11 4 0 ' '	C TO 1	1 10 11	o
Table 1 Categorization	i ot Respondents	' Lotal Score Lisir	og Ouantitative Descriptive

		O \ 1	
Score	Frequency	%	Category
X≤ 81	9	20%	Very Low
$81 < X \le 89$	2	5%	Low
89 <x≤ 98<="" td=""><td>14</td><td>32%</td><td>Medium</td></x≤>	14	32%	Medium
98 <x≤ 106<="" td=""><td>19</td><td>43%</td><td>High</td></x≤>	19	43%	High
106 <x< td=""><td>0</td><td>0%</td><td>Very High</td></x<>	0	0%	Very High

Based on the table above, it shows that the perception of policewomen in PUG in the Police Institution is in the very high category at 0%, 43% high, 32% medium, 5% low, and 20% very low. In other words, the tendency of respondents' perceptions is in the high category at 43%.

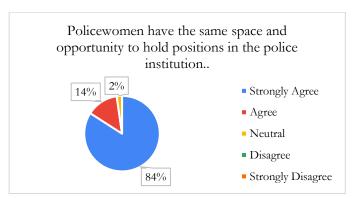


Figure 2. Safe Space and Opportunities for Policewomen in Occupying Positions

The data in the diagram above shows that 84% of respondents strongly agreed that policewomen have equal space and opportunities to hold positions in the Police Institution. Another 14% of respondents answered agree and 2% were neutral regarding this matter. The positive response given by the respondents was motivated by a statement from the Chief of Indonesian Police General Listyo Sigit Prabowo in his speech at the commemoration of the 75th Anniversary of the Polwan as reported by koran.tempo.co (4/10/2023), that the National Police is committed to providing equal space for policewomen who have achievements to be able to develop themselves and occupy strategic positions or the equivalent of high-ranking officers (Dedi, 2023). This statement is

corroborated by data, namely as of early 2020, there are three policewomen who have held the rank of Brigadier General, 65 policewomen with the rank of Grand Commissioner, 644 with the rank of Adjunct Police Commissioner (AKBP), 959 with the rank of Police Commissioner, and 5,672 policewomen with the rank of First Officer. 4 (four) policewomen are also holding the position of Kapolres, 14 policewomen are holding the position of Wakapolres and 32 policewomen are holding the position of Kapolsek (Meliala, 2021).

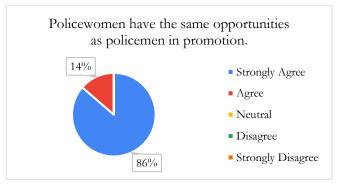
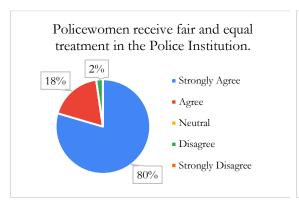


Figure 3. Promotion Opportunities for Policewomen

Based on the data above, 86% of respondents answered strongly agree and 14% agreed regarding the opening of equal opportunities for policewomen and policemen in promotion. The positive response from respondents provides evidence that the commitment and claims of the National Police spoken by the Head of the National Police Public Relations Division Inspector General Muhammad Iqbal (14/2/2020) about providing equal opportunities for policewomen to have a career to the top of the organization in this case opportunities in promotion, provided they have achievements and are competent in their fields (Halim & Meiliana, 2020). One proof of this is the promotion of Brigadier General Pol Rinny Wowor on 1 July 2023 from a three-jasmine officer or Kombes to Brigadier General (Brigadier General) or one star (Humas Polri, 2023).



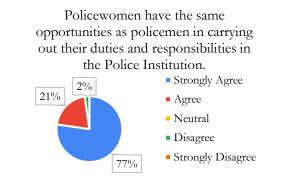
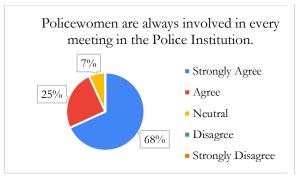


Figure 4. Justice and Equality Received by Policewomen

Figure 5.Opportunities in Carrying out Duties and Responsibilities for Policewomen

According to the data in Figure 5. a minority of respondents or equivalent to 2% disagreed about policewomen getting fair and equal treatment in the Police Institution. Meanwhile, 80% of other respondents agreed and 18% agreed regarding this statement. The data in figure 6. reveals that 77% of respondents strongly agreed, 21% agreed, 2% disagreed regarding policewomen getting the same opportunities as policemen in carrying out their duties and responsibilities in the Police Institution. The emergence of negative responses from respondents is motivated by the fact that most female police officers work in restricted areas, especially in units that assist women and children and in administrative roles (Davies, 2018). In short, a small percentage of policewomen tend to be assigned to service posts or desk-based tasks (Yanwarsanti, 2023), which minimizes the opportunity for them to be deployed in other areas. Through this, the negative responses from respondents regarding justice, equality, and opportunities in carrying out duties and responsibilities in the Police Institution are formally appropriate but in practice they are not, namely with the irregularities in the form of the facts described above.

E-ISSN: 3024-8191



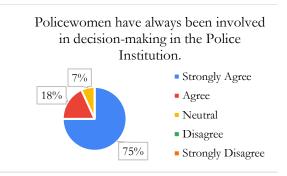


Figure 6. Involvement of Policewomen in Meetings

Figure 7. Involvement of policewomen in decision-making

Through the data in Figure 7. it is known that the majority of respondents strongly agreed, 25% agreed, and 7% were neutral about policewomen always being involved in every meeting in the Police Institution. As for the involvement of policewomen in decision making in the Police Institution, seen from the data in Figure 8. It shows that 75% of respondents strongly agree, 18% agree, and 7% are neutral regarding this matter.

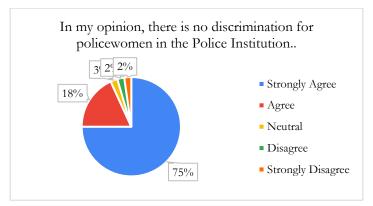


Figure 8. Whether or not there is discrimination for policewomen

According to the data in the diagram above, 2% of respondents strongly disagreed, 2% disagreed, and 3% were neutral regarding the absence of discrimination for policewomen in the Police Institution. Meanwhile, 18% of other respondents agreed and 75% strongly agreed with this opinion. Based on a review of previous research in Davies (2018), there are female police officers on duty who face various types of discrimination. In general, there are assumptions put forward by policewomen and police that women have fundamental differences in abilities with men. For example, policewomen are perceived to be more nurturing and caring and therefore better equipped to deal with women and children, while men are better able to conduct investigations and perform physically

demanding aspects of police work. This assumption means, among other things, that women are excluded from jobs that allow them to be promoted. Moreover, as they age, women commonly find themselves disqualified from leading police jobs in traffic coordination and demonstrations because they are no longer suited to them (Davies, 2018).

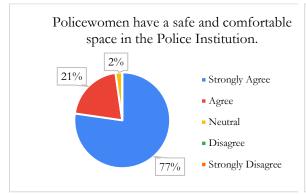


Figure 9. Policewomen Have a Safe and Comfortable Movement Space

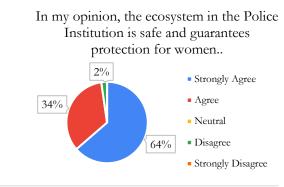


Figure 10. Security and Protection for Women in the Ecosystem of the Police Institution

Based on the data in Figure 10. explains that 77% of respondents strongly agreed, 21% agreed, and 2% were neutral about policewomen having a safe and comfortable space to move in the Police Institution. The data in Figure 11. reveals that there are 2% of respondents who disagree about the ecosystem in the Police Institution is safe and guarantees protection for women. In contrast to 64% of other respondents who answered strongly agree and 34% agreed regarding this matter. In the world of work, it is natural for policewomen to get a safe and comfortable work environment so that they can maximize their duties and responsibilities. However, in organizational life, there can be office politics that can be so sharp that it can lead to sexual harassment. Polwan often experience this. Reporting from detik.com (29/08/2020), policewomen in South Sulawesi have experienced verbal harassment by Iptu AM (Tim detik.com, 2020): reported by cnnindonesia.com policewomen in North Sulawesi Bripda DS experienced sexual harassment by ABP AA, North Bolaangmongondow Police Chief (Mira & Arhan, 2023); and so on. The existence of the facts mentioned is one of the reasons why respondents gave negative responses regarding their comfort and safety in the Police Institution.

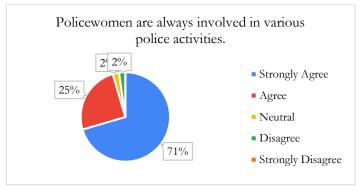


Figure 11. Involvement of policewomen in various police activities

Based on the data in the diagram above, 71% of respondents strongly agreed, 25% agreed, and 2% were neutral regarding policewomen always being involved in various police activities. However, another 2% of respondents disagreed with the statement. In recent years, policewomen have increasingly been deployed in social areas such as providing security at demonstrations, but are only given the task of distributing sweets or calming protesters, in addition to traffic coordination such as directing traffic on the road and reading traffic reports for the news media (Davies, 2018). This is a factor in the negative responses from respondents, namely that it is true that they are included in various activities, but the portion of tasks obtained is only on the surface, calming, etc.

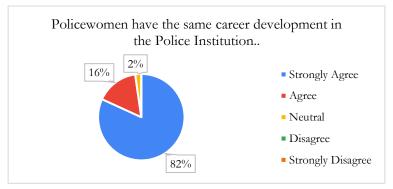


Figure 12. Career Development for Policewomen in Police Institutions

As stated in (Regulation of the Chief of the Indonesian National Police Number 9 of 2016 concerning the Career Development System for Members of the Indonesian National Police, 2016) that every member of the police, both policewomen and policemen, has the same opportunities and opportunities in the career development system based on rank, education, competence, and integrity. As for in practice, according to the data in Figure 13.

shows that 82% of respondents answered strongly agree, 16% agreed, and 2% were neutral regarding policewomen having the same career development in the Police Institution.

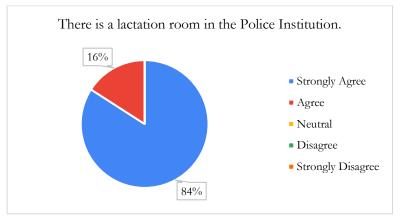


Figure 13. Lactation Room Facilities in Police Institutions

According to the data above, 84% of respondents strongly agreed and 16% agreed about the lactation room in the Police Institution. As stipulated in (Peraturan Menteri Kesehatan Republik Indonesia Nomor 15 Tahun 2013 Tata Cara Penyediaan Fasilitas Khusus Menyusui dan/atau Memerah Air Susu Ibu, 2013) that every workplace and public place organizer must provide a lactation room according to standards. However, there are reports that show a gap, namely lactation rooms for policewomen and women who breastfeed have not been evenly distributed or do not exist at all (Rahayu & Samodra, 2022). As for the Jepara District Police regarding lactation room facilities, it has been in place since 2021 to be used by policewomen and breastfeeding women (Purnomo, 2021).

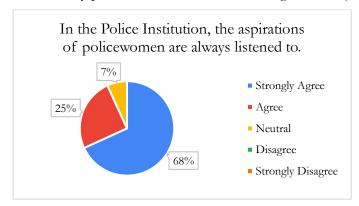


Figure 14. Aspirations of Policewomen in the Police Institution

The figure above shows that 68% of respondents strongly agreed, 25% agreed, and 7% were neutral about the aspirations of policewomen always being listened to in the

E-ISSN: 3024-8191

Police Institution. *Polri* is committed to accommodating and considering the aspirations put forward by its members, both male and female police officers. One proof is that the birth of policewomen is a form of women's aspirations to answer and challenge the times (Saptohutomo, 2023).

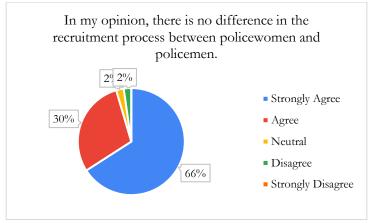
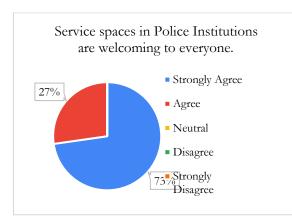


Figure 15. Similarities in the Recruitment Process of Policewomen and Policemen

When viewed formally, the conclusion that there is no difference in the recruitment process between policemen and policewomen is correct (Harsono, 2009). Based on the data in the figure above, it turns out that there are 2% of respondents who disagree regarding the recruitment process for positions between policewomen and policewomen. The reason for this negative response is related to the issue of "Beauty is one of the main prerequisites for becoming a policewoman" (Davies & Hartono, 2015). This unwritten requirement is based on *Poln*'s belief that policewomen, especially beautiful policewomen, will facilitate a positive relationship between the police and the community. The widespread belief in the value of beauty has led to the recruitment of policewomen focusing heavily on candidates' appearance (Davies, 2018). In addition, there are other barriers in the recruitment of policewomen such as weight and appearance restrictions, virginity tests or now reproductive health tests that make policewomen lack privacy (Davies, 2022). Another 66% of respondents strongly agreed, 30% agreed, and 2% were neutral.



Policewomen get the same quality of service in the Police Institution.

Strongly Agree

Agree

Neutral

Disagree

700 8 trongly
Disagree

Figure 16. Service Spaces in Police Institutions are Friendly to Everyone

Figure 17. Quality of Service Received by Policewomen

Based on the data in Figure 16. above, it shows that respondents gave a positive response regarding the service room at the Police Institution being friendly to everyone with a description of 73% strongly agreeing and 27% agreeing. The positive response from respondents regarding the friendliness of the Police Institution in terms of service space is also directly proportional to the quality of service provided to policewomen, which is at a good level. This is evidenced in the data in Figure 17. which shows that, 70% of respondents strongly agree and 30% agree about policewomen getting the same quality of service at the Police Institution.

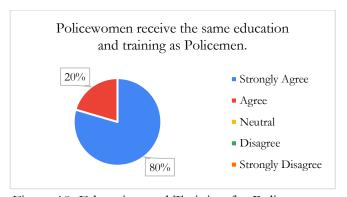


Figure 18. Education and Training for Policewomen

In the education and training process, formally there are no rules that differentiate between policewomen and policemen (Harsono, 2009). In practice, based on the data above, 80% of respondents strongly agreed and 20% agreed that policewomen receive the same education and training as policemen. However, there are data that suggest the small participation of women in participating in development education and further education as

E-ISSN: 3024-8191

well as gender-based discrimination in the formation, development and vocational education of *Polri* (Rahayu & Samodra, 2022).

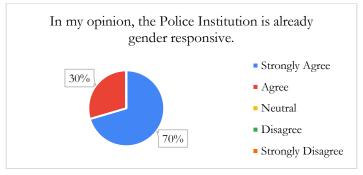


Figure 19. Gender-responsive in Police Institutions

Polri only implemented the Gender Mainstreaming programmed in 2002 and stated that the institution was already gender responsive long before the term Gender Mainstreaming was introduced (Harsono, 2009). Based on the data above, all respondents gave positive answers regarding the Police Institution being gender responsive, with 70% strongly agreeing and 30% agreeing. However, the respondents' perception contradicts the statement of the Head of the Public Relations Division of the National Police (2019) in Rahayu and Samodra (2022) that when viewed from a contextual understanding, globally within the National Police, there is still a weak understanding of gender at the decision-making level and limited policies/programs/activities that are gender responsive. In addition, the absence of gender-neutral policies has perpetuated the gender gap or disparity within the Polri. The most basic gender-neutral policy is to increase the representation of women at the level of decision-making officials (Rahayu & Samodra, 2022).

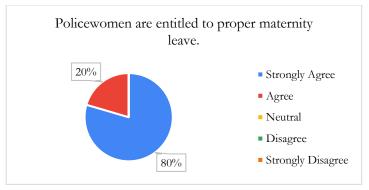


Figure 20. Maternity Leave Rights for Policewomen

Based on the data in the diagram, it reveals that 80% of respondents strongly agree and 20% agree regarding the statement that policewomen have received maternity leave as in (Government Regulation of the Republic of Indonesia Number 42 of 2010 concerning the Rights of Members of the National Police of the Republic of Indonesia, 2010) and Regulation of the Chief of the Indonesian National Police No. 13 of 2012 regarding the granting of maternity leave rights to policewomen. The regulation has been implemented by granting that right, if the policewoman applies for it by using the procedures that have been regulated (Regulation of the Chief of the National Police of the Republic of Indonesia Number 13 of 2012 concerning Procedures for Granting Leave and Permits within the National Police of the Republic of Indonesia, 2012).

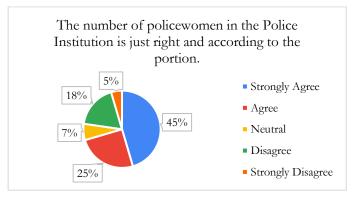


Figure 21. Conformity of the Number of Policewomen

According to the data in the diagram above, 45% of respondents answered strongly agree, 25% agree, and 7% neutral regarding the number of policewomen in the Police Institution is right and in accordance with their portions. However, there were 23% of other respondents who disagreed with the statement with 18% disagreeing and 5% strongly disagreeing. Reporting from dataindonesia.id, the number of police officers was 436,432 in 2022 (Mustajab, 2023) and the percentage of policewomen in Indonesia was less than 6% (Davies, 2022). This number is still far from the minimum figure of 30% policewomen as an effort to accelerate gender equality in the Indonesian police (Komnas Perempuan, 2021). Other than that, the distribution of policewomen at the police station level is also uneven (Rahayu & Samodra, 2022). Of course, this is one of the reasons for the negative responses from some respondents regarding the number of policewomen in the Police Institution which is not yet appropriate to reach the minimum ratio.

CONCLUSION

In relation to the application of gender mainstreaming in the Police Institution, it requires a good understanding of the concept of gender mainstreaming as a guideline that is also used in practice. The conclusion of the research data shows that 73.8% of respondents answered strongly agree, 22.3% agree, 2% neutral, 1.6% disagree, and 0.3% strongly disagree regarding the perception of policewomen in PUG in the Police Institution. In short, the level of implementation of gender mainstreaming in the police institution is in the high category with a tendency for the perception of policewomen who strongly agree on this matter (73.8%). Therefore, the success of PUG must be done hand in hand by both policewomen and policemen to achieve gender equality in the Police Institution.

REFERENCE

- Davies, S. G. (2018). Skins of Morality: Bio-borders, Ephemeral Citizenship and Policing Women in Indonesia. *Asian Studies Review*, 42(1), 69–88. https://doi.org/10.1080/10357823.2017.1407292
- Davies, S. G. (2022). Gender, Police, Indonesia: What Practices Build Trust and Legitimacy?
- Davies, S. G., & Hartono, H. S. (2015). The Pretty Imperative: Handcuffing Policewomen in Indonesia. *Intersections: gender and sexuality in Asia and the Pacific*, 37.
- Dedi. (2023). Ruang Kesetaraan Gender di Kepolisian RI. Koran Tempo. Taken 3 January 2024 https://koran.tempo.co/read/info-tempo/484267/ruang-kesetaraan-gender-di-kepolisian-ri
- Halim, D., & Meiliana, D. (2020). *Ketika Kapolri Singgung Kesempatan Sama bagi Polwan Meniti Karier*. Kompas.com. Taken 3 January 2024 https://nasional.kompas.com/read/2020/02/14/09221171/ketika-kapolri-singgung-kesempatan-sama-bagi-polwan-meniti-karier
- Harsono, I. (2009). Pengarusutamaan Gender di Dalam Tugas-Tugas Kepolisian. Jakarta: IDSPS Press.
- Humas Polri. (2023). Komitmen Kapolri dalam Kesetaraan Gender, Brigjen Rinny Wowor Naik Pangkat dan Duduki Jabatan Strategis. humas.polri.go.id. Taken 3 January 2024 https://humas.polri.go.id/2023/07/03/komitmen-kapolri-dalam-kesetaraan-gender-

- brigjen-rinny-wowor-naik-pangkat-dan-duduki-jabatan-strategis-2/
- Regulation of the Chief of the National Police of the Republic of Indonesia Number 9 of 2016 concerning the Career Development System for Members of the National Police of the Republic of Indonesia, (2016).
- Regulation of the Chief of the National Police of the Republic of Indonesia Number 1 of 2022 concerning Gender Mainstreaming within the National Police of the Republic of Indonesia, (2022).
- Regulation of the Minister of Health of the Republic of Indonesia Number 15 of 2013 Procedures for Providing Special Facilities for Breastfeeding and/or Milking Mother's Milk, Regulation of the Minister of Health (2013). http://www.gizikia.depkes.go.id/wp-content/uploads/downloads/2013/08/Permenkes-No.-15-th-2013-ttg-Fasilitas-Khusus-Menyusui-dan-Memerah-ASI.pdf
- Regulation of the Chief of the National Police of the Republic of Indonesia Number 13 of 2012 concerning Procedures for Granting Leave and Permits within the National Police of the Republic of Indonesia, (2012). http://www.nber.org/papers/w16019
- Komnas Perempuan. (2021). Siaran Pers Komisi Nasional Anti Kekerasan terhadap Perempuan Memperingati Hari Polisi Wanita (Polwan) "Dukung Polwan Menjadi Garda Terdepan Penanganan Kasus Kekerasan terhadap Perempuan." https://komnasperempuan.go.id/siaran-pers-detail/siaran-pers-komnas-perempuan-memperingati-hari-polisi-wanita-polwan-jakarta-1-september-2021
- Meliala, A. (2021). Peran Polisi Wanita dalam Polmas Berbasis Gender. *Jurnal Ilmu Kepolisian*, 14(3), 12. https://doi.org/10.35879/jik.v14i3.269
- Mira, & Arhan. (2023). Polwan di Sulut Bongkar Modus Pelecehan Seksual oleh Kapolres. CNN Indonesia. Taken 6 January 2024 https://www.cnnindonesia.com/nasional/20230916140156-12-999843/polwan-disulut-bongkar-modus-pelecehan-seksual-oleh-kapolres
- Mustajab, R. (2023). *Jumlah Polisi di Indonesia sebanyak 436.432 Orang pada 2022*. Data Indonesia.id. Taken 7 January 2024 https://dataindonesia.id/varia/detail/jumlah-polisi-di-indonesia-sebanyak-436432-orang-pada-2022
- Purnomo. (2021). Tingkatkan Fasilitas Pelayanan Publik, Polres Jepara Menujudkan Program Kapolri Yang Presisi. NKRI Post. Taken 5 January 2024 https://nkripost.com/tingkatkan-fasilitas-pelayanan-publik-polres-jepara-mewujudkan-program-kapolri-yang-presisi/
- Rahayu, A. Y. S., & Samodra, G. P. (2022). Implementasi Kebijakan Pengarusutamaan Gender di Kepolisian Negara Republik Indonesia. *Jurnal Ilmu Kepolisian*, 15(3), 11. https://doi.org/10.35879/jik.v15i3.342
- Government Regulation of the Republic of Indonesia Number 42 of 2010 concerning the Rights of Members of the National Police of the Republic of Indonesia, (2010).

E-ISSN: 3024-8191

- http://dx.doi.org/10.1016/j.tplants.2011.03.004%0Ahttp://dx.doi.org/10.1016/j.pb i.2010.01.004%0Ahttp://www.biomedcentral.com/1471-2156/12/42%0Ahttp://dx.doi.org/10.1016/j.biotechadv.2009.11.005%0Ahttp://www.sciencemag.org/content/323/5911/240.short%0Apape
- Saptohutomo, A. P. (2023). Kilas Perjalanan Aspirasi Polwan Menjadi Korps di Polri. Kompas.com. Taken 7 January 2024 https://nasional.kompas.com/read/2023/08/23/12280941/kilas-perjalanan-aspirasi-polwan-menjadi-korps-di-polri
- Sugiyono. (2013). Metode Penelitian Kuantitatif Kualitatif dan R&D. Bandung: Alfabeta.
- Tim detik.com. (2020). *Kapolres Lelah Tutupi Pelecehan Polwan oleh Anak Buah*. Taken 6 January 2024 https://news.detik.com/berita/d-5146749/kapolres-lelah-tutupi-pelecehan-polwan-oleh-anak-buah/2
- Yanwarsanti, N. L. (2023). *Polwan Jadi Bhabinkamtibmas, Mengapa Tidak?* Taken 6 January 2024 https://polrestrenggalek.com/polwan-jadi-bhabinkamtibmas-mengapa-tidak/