

## Strategy for Institutionalizing Inclusive Family Quality Toward Women Civil Servants

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### Abstract

The background to this research is that the implementation of family quality and human resource management system support is not yet optimal, especially for female civil servants. The novelty of this research is that it is a strategy for family quality that includes female civil servants in government agencies. This research aims to determine the factors that influence and strategies for the quality of family inclusion in female civil servants. Qualitative research method with a case study of female civil servants at Ministry of Women's Empowerment and Child Protection RI (MoWECP) in October 2023 – February 2024, 7 key informants, with INVIVO Program and Gender Analysis Pathway. The results of this research are the importance of factors that influence family quality as a form of family support system. The strategy for inclusive HR management for female civil servants is the implementation of Flexible Working Arrangements (FWA), structured performance dialogue, strengthening the BerAKHLAK culture, optimal talent management, and the formation of gender working groups in agencies capable of creating a conducive work environment which is adapted to the work culture and local wisdom of each institution.

Keywords: gender, family, women civil servant

### Abstrak

Latar belakang penelitian adalah pelaksanaan kualitas keluarga dan dukungan sistem manajemen sumber daya manusia yang belum optimal khususnya bagi Pegawai Negeri Sipil perempuan. Novelty dari penelitian ini adalah strategi kualitas keluarga yang inklusi pada Pegawai Negeri Sipil perempuan pada instansi pemerintah. Tujuan penelitian ini adalah untuk mengetahui faktor-faktor yang mempengaruhi kualitas keluarga dan strategi pelebagaan kualitas keluarga yang inklusi pada PNS perempuan. Metode penelitian kualitatif dengan studi kasus pada PNS perempuan bulan Oktober 2023 – Februari 2024, 7 orang informan kunci, menggunakan Program INVIVO dan Gender Analysis Pathway. Hasil dari penelitian ini adalah pentingnya faktor yang mempengaruhi kualitas keluarga sebagai bentuk dukungan sistem keluarga. Strategi pelebagaan manajemen SDM yang inklusi pada PNS Perempuan yaitu pelaksanaan *Fleksibilitas Working Arrangement (FWA)*, dialog kinerja yang terstruktur, penguatan budaya BerAKHLAK, dan manajemen talenta yang optimal dan pembentukan kelompok kerja gender pada instansi mampu menciptakan lingkungan kerja yang kondusif yang disesuaikan dengan budaya kerja dan kearifan local masing-masing intitusi.

Kata kunci: gender, keluarga, PNS perempuan

## Introduction

Based on BPS data (2021), the composition of Indonesia's population is currently dominated by the millennial generation, generation Z, and Generation post-Z (64.69%). This means that Indonesia has recently entered the demographic bonus. It means 70.72% of the population is of productive age. According to Berkup (2014), the typical characteristics of Generation Z or millennials are multitasking, using technology, preferring to work individually rather than in groups, being creative, and having broader and borderless thinking patterns. The world is experiencing very rapid changes. The change from the industrial era to the digital era has also hit the public sector.

UN Women in 2020 developed research in 38 countries in the world, including Indonesia. Women's involvement in domestic work is higher than that of men; for example, in caring for children, it is 36% for women while it is 30% for men, for teaching children's activities are carried out by 32% of women while men by 28% (Ekarina, 2020). Similarly, research conducted by the Government of Georgia showed that women contribute 70% of responsibility for childcare. Women allocate 13.9 hours per week, while men allocate 6.5 hours per week (UN Women, 2022). This means that women are more likely to take care of unpaid domestic work (Offer, 2014). Women still have a larger percentage of domestic affairs abroad and in Indonesia.

The reduced allocation of time with family cause's role conflicts for working women, especially those who are married and have children (UN Woman, 2020). According to Greenhaus and Beuthel in Muslyati et al (2016), what is meant by family role conflict is that there are roles in work and family for women who are vulnerable to experiencing multiple role conflicts.

Previous research that inspired this research, namely Anwar (2014), proved that female employees who have work autonomy and are in egalitarian family gender roles can carry out their roles as mothers and working women in balance. Putri and Gutama (2018), the results of this research were that strategies were found to maintain harmony between family and work, namely good communication, using free time with the family as best as possible, high commitment of husband and wife in sharing roles.

According to Ojo (2021) states that employee resilience will affect work engagement. Personnel management support does not influence employee resilience, but it can be a stimulus for employee resilience. The aim of providing stimulation is to achieve harmony between the goals of individual employees and the organization. Learning activities and creating a comfortable work environment are processes that stimulate the potential and performance of employees. Employee performance can grow optimally if given stimulation that suits employee needs (Sunarsi, 2018). The research results show that if employees have good resilience and are adaptive, personnel management can give them flexibility in their time with the people they love and provide a conducive work environment.

Based on the research results of Donohue and Heywood (2004), women who have a high level of job satisfaction are found in job characteristics that provide high flexibility and work autonomy. Work autonomy is the individual's discretion, freedom, and independence in completing their work, both in determining work time and the methods to be used. Work autonomy and egalitarian family gender role orientation are important factors in carrying out work and family roles in a balanced manner (Anwar, 2014).

This character certainly requires proper management of human resources. Improper resource management can result in organizational failure, characterized by, among other

things, the increasing number of employees applying for transfers for various reasons and having no engagement with the organization. Based on data from the Human Resources Bureau, MoWEC (2023), there has been a trend of increasing employees transferring or choosing to resign in the last three years. The reasons why employees resign include choosing a job that is close to their family, the compensation they receive is not commensurate with their workload, and the issue of moving to the country's capital. This very complex situation requires human resource practitioners to be more innovative and creative, especially in retaining high-quality talents. Building human resource character who has the work ethic, integrity, cooperation, and zero tolerance for plagiarism.

Role Theory, according to Robert K. Merton, states that everyone has a role, which then forms a collection of roles. In the family context, each father/husband, mother/wife, children, and other family members each have a role. The relationship between men and women, especially in the distribution of roles in the household, is called gender relations (Puspitawati, 2017). Roles are interchangeable, while natures are not. Women have natures that cannot be exchanged, namely menstruation, pregnancy, childbirth, and breastfeeding. Apart from these four things, roles can be exchanged.

Role theory focuses on interactions between partners in a family. In this theory, role exchange can support the possibility of resolving conflicts between work and family because the division of roles is carried out flexibly (Junça, 2024). The involvement of husband and wife in household matters, including caring for and educating children, cooking, cleaning the house, washing, and scrubbing, is important in family interactions. The role distribution in domestic affairs can maintain family harmony and quality. This is a real form of support, especially for working women who are married and have children (Pamungkas, 2021).

Parents nowadays have their own challenges. They have to continue to maintain a work-life balance. One of the ways to manage mental health and stress is through interaction and communication with beloved family (Aminah, 2023; Putri & Gutama, 2018; Theiss, 2018) shows that although 57.2% of employees do not have work-life balance. Employees have high motivation (54.7%) to carry out their roles and functions as ASNs because of their awareness of responsibility to the community, but indeed, lower job satisfaction. More than 60 percent of employees who serve have entered productive age and are already married.

Apart from struggling to overcome various forms of life pressure, both parents and children are vulnerable to experiencing stress (Masten & Motti-Stefandi, 2020). Human life is considered unbalanced when the time allocated for work and personal life is not balanced. This is what causes conflict in carrying out roles both in the family and at work (Safrizal et al., 2020). Women also have roles outside the domestic affairs of the family. Women also play a role in the household economy of the family, sometimes even as the backbone of the family (Samsidar, 2020; Herawati et al., 2021; Ardinal & Amanah, 2021; Lutviani, 2022). If these roles are not carried out properly, it can cause gender inequality. In the development context, gender inequality is the result of unequal access, participation, control, and benefits in the field of development.

This is where partnerships and relationships between women and men are needed to maintain balance and mutually safeguard family functions to create a harmonious and *sakinah* family (Pamungkas, 2021). Disproportionate pressure will have an impact on other family members (Edwina & Sembiring, 2021). Both men and women must work together so that harmony within the family can be achieved.

Gender relations are a supporting dimension of family quality and are found in the dimensions of legality and family integrity. The gender partnership variable is measured based on four factors, including factors of family togetherness, husband and wife partnership, openness in financial management, and management decision making (Lutviani, 2022).

The novelty of this research is the strategy of inclusive family quality for female civil servants in government agencies. There has never been research using the role of family quality and inclusion in the strategies needed in human resource management. The aim of this research for employees is to help explain and resolve factors related to the lack of optimal implementation of inclusive family quality for female civil servants. For policy makers can be used to gender-responsive human resource management strategies; even though it is not possible, it can also be implemented elsewhere (transferability).

## **Methods**

### **Participants**

The methodology used is a qualitative method. The method used in this research is a case study within the Ministry of Women's Empowerment and Child Protection (MoWECP). The basis for determining the main informants in this research was purposive sampling. The key informants in this research were 7 people who worked actively at MoWECP, both at leadership and mid-managerial level. The research was conducted from October 2023 to February 2024.

### **Measurement**

The operational definition in this research is family quality, which incorporates elements of gender relations in creating a good family support system. Measurement through in-depth interviews specifically on four factors in gender partnership indicators. A total of 40 questions consisting of internal policies, gender partnerships in the family, work motivation, obstacles, expectations, and human resource strategies. A conducive work environment can be created through a gender-responsive human resource management system through a documentation process and field observations.

### **Analysis**

Data were analyzed using the NVIVO 12 Program and Gender Analysis Pathway. NVIVO 12 Program is an analysis program to store text, images, and audio directly in folders to view data chronology and consistency. Gender Analysis Pathway analysis is used to obtain program recommendations that are appropriate to the needs of development planners, especially in the planning stages to obtain gender-responsive programs.

## **Findings**

Presidential Instruction Number 9 of 2000 regarding Gender Mainstreaming in National Development. Women and men have a role in national development without exception. Gender mainstreaming is a strategy for integrating gender policies in development programs that begins with the planning, implementation, monitoring, and evaluation stages. The objective of Gender Mainstreaming (GM) is to ensure that all levels of society have access, participation, control, and benefits in national development. The beneficiaries of this development are all levels of society without exception. Besides

that, it also fills gaps, discrimination, marginalization, and double burdens (Puspitawati, 2017).

### **General Description of the Research Location**

Based on Presidential Regulation Number 65 of 2020 concerning the Ministry of Women's Empowerment and Child Protection, it is the ministry that handles government affairs in the context of sharpening, coordinating, and synchronizing government programs. In this presidential regulation, the MoWECP received a new mandate, namely providing final referral services for women victims of violence, which require national, cross-provincial, and international level coordination, and providing services for children, which require national and international level coordination (Presidential Regulation, 2020). The advantages of a location in the center of the city include making coordination between government agencies easier because the agencies are close to each other. Being space in the city center provides various conveniences in terms of facilities and infrastructure for work and other activities and has higher prestige because it is in the city center.

However, the weaknesses include the long distance from the office and employees; more than 90 percent of employees live in buffer areas of the capital, namely Bogor, Depok, Bekasi, Tangerang, and South Tangerang. So, employees experience fatigue when they travel from home to the office. Their energy and time are wasted on the trip. Therefore, employees are equipped with various skills in managing time, maintaining physical fitness, managing emotions or energy, and alternative means of transportation that are flexible in terms of time and location so that employees can work optimally.

The characteristics of the key informants in this research are female employees who are married, living with a spouse, living in Jakarta, Depok, and Bogor city, and have at least one child of school age. Furthermore, key informants are leaders who have good experience in managing human resources and understand gender.

The factors that influence family quality system support are the togetherness factor in the family, the husband and wife partnership factor, the openness factor in family management, and the management factor for family decision-making. These four factors were explored by conducting interviews with key informants, and the results were as follows:

### **Togetherness Factors in the Family**

Togetherness in the family is a proxy indicator of fathers who provide free time with the family and mothers who provide free time with their children. According to the key informants, togetherness in the family is the most important thing because this togetherness creates an attachment between family members. If there is togetherness and viscosity within the family, then more broadly at the level of the Neighbourhood Unit (NU), Community Unit (CU), village community, sub-district, sub-district, province, and ultimately, it will strengthen the civilization of a nation. The key informant said that.

"Togetherness is the most important thing because it can affect all family members. Togetherness fosters attachment between individuals and their families, thereby forming the building of a family's civilization. "In the end, a collection of families will form a community, down to the village level, to the province, to a country."

The strength of NU, CU, makes Indonesia have strong social capital that may not exist in other countries in the world. Likewise, key informant, viscosity is a very

important thing and needs to be built in the family. The existence of attachment and trust towards family members means that communication can also run well. If family members feel something that makes them happy or sad or are experiencing difficulties, the family is the first person to know about it. In a peaceful and harmonious family, self-confidence can also grow. This self-confidence can provide the strength to grow into a person who is able to answer the challenges of today's times.

Some of the informants above said that attachment and communication are important factors in building a safe and prosperous family. Children will develop and grow optimally in a harmonious work environment. Likewise, working women can also work productively if they are in a safe family environment. As an employee who lives far from the office, I find the biggest problem to be the waste of time and energy when traveling. Problems with traffic jams, unpredictable technical problems on trains, and so on. As a result, the family is the right place to gather and bring back positive energy.

Based on these key informants, family togetherness is an absolute and important thing to do. Family togetherness does not lie in the quantity or length of time but in the quality of time utilized by family members. Although the distance that must be covered every day for female employees who live in Bogor and Depok is between 3-4 hours/day round trip, this can be replaced by Saturday and Sunday holidays. It is the best as possible with their family. Quality time with family is an important thing in communication to create a harmonious and peaceful family. In a positive family environment, all family members can grow into individuals who are independent, confident, and able to face the changing times, which are happening very quickly and are very complex.

### **Partnership Factors between Husband and Wife**

Gender inequality in the household environment is that mothers wake up when the sun is not yet up and can only rest after midnight to take care of the house and work, while fathers go to work and then go straight to rest at home. Father has enough time to rest at home and prepare himself for work the next day. Meanwhile, household work, such as preparing for the children's needs and accompanying the children to study, is the wife's responsibility. It is important for husband and wife to carry out domestic activities together. Women have the same opportunities to earn a living for their families as men. This creates a double burden on women, so the partnership between husband and wife in the family becomes important. The key informant said that

"Understand each other, understand each other, and so on, respect each other, help each other. That's a commitment. If a strong commitment has been built to respect each other, respect each other, and be able to restrain each other, when there is something that is a problem, we talk about it together."

This is in line with research conducted by Lutviani (2022), which found that gender equality in the family can create a harmonious situation through mutual complementarity, understanding, and mutual support for each other. However, the implementation of gender partnerships in the family is still not yet understood and implemented optimally. The family is the smallest unit in society; with a strong and high-quality family, it will create quality human resources. Besides that, it is resilient in facing various changes that exist today.

Based on the key informant, the initial commitment when building a household is very important. Commitment built because of love fosters an attitude of mutual respect, respect for each other, mutual restraint, and strengthening each other when navigating the household ship when facing very difficult situations. These attitudes need to be fostered

and maintained in married life to encourage women to work. The function of education and childcare has become a shared obligation between husband and wife.

### **Financial Management Transparency Factor**

Openness in the management of family finances between husband and wife, although the wife plays a dominant role in control, good communication between partners can improve the quality of the family. This is in line with research proposed by Herlina (2018). According to key information said

"The couple entrusts joint financial management. Initially, all income is posted to the wife, then the wife manages the family's routine expenses. However, because the wife is increasingly busy, routine and large expenses, such as electricity and monthly expenses, are handled directly by the husband."

In essence, the informants said that trust in each other is needed when it comes to managing family finances. Building communication between partners is also needed in managing family finances. As a couple who both have their own jobs and income, a clear division of roles in family expenses is also important.

Saving is a positive behavior. Learning to save from an early age not only teaches children to learn to save but also the process of learning to be disciplined, learn to restrain themselves, learn to be patient, and learn to be responsible. This means that this learning process educates children on how to control themselves and manage their own finances. Financial management doesn't have to be done when children are adults; it can be done when children are still at an early age. This is, of course, the role of parents in accompanying this process is very important.

### **Decision-Making Management Factors in the Family**

Even though the husband is the head of the household, if decisions are made based on deliberation to reach a consensus, all family members will feel that their opinions are heard. This is quite an important process in management decision-making. According to key informants, the application of the gender concept is that all family members have the same rights and opportunities in determining or making the best decisions. The importance of deliberation in reaching a consensus within the family is something that must be done. Each family member can also freely express their opinions and thoughts. As a father or head of the family, you should be wise in making decisions. The father is able to accommodate the wishes of family members.

The dialogue process is very good in dealing with this situation. Establishing assertive communication is also an absolute must so that a culture of mutual understanding, mutual respect, and mutual restraint can be built between leaders and subordinates if the leader understands the conditions experienced by his subordinates and vice versa. To create a comfortable work environment. As conveyed by a key informant, that

"I have a good leader, so I have the desire to work better and motivate myself so that I will provide optimal performance. Motivation, comfortable situations, and conditions will be very influential."

Employees who have good leaders are able to encourage and give trust to their employees, will motivate employees, and even provide optimal performance. A comfortable working environment will greatly affect employee motivation and performance. Employees who grow up in a comfortable environment and positive work situation will motivate employees to make more contributions to the organization.

## **Inclusive Human Resources Management Strategy for Women Civil Servants**

A rigid and hierarchical bureaucratic system means that female civil servants are less able to work optimally when they enter a productive age. So, human resource management must create a comfortable system. The following are some of the efforts made by MoWECP, namely:

### **Flexibilities Working Arrangements (FWA)**

The government has issued a policy basis for Flexible Working Arrangements (FWA), which is regulated in Presidential Regulation Number 21 of 2023 concerning Working Days and Working Hours for Government Agencies and State Civil Service Employees (Presidential Regulation, 2023). Implementation can be adjusted to suit the needs of each agency. This is because each agency has a different work culture from each other. As a result, technical settings can be adjusted without departing from national policy rules. The key informant said that.

"The work-form-anywhere policy is actually not just a work-from-home policy. This policy must continue to be improved in order to achieve competency and output-based work. It would be good for WFH to adjust the conditions of the work unit and ensure the output delivered is the correct work output and approved by the leadership."

The dual roles that women have to assume cause women to have a double burden. With work flexibility, female employees can arrange the time and place where the employee will work. The implementation of FWA is expected to encourage a culture of data utilization, digital culture, and accountability, as well as a culture of work efficiency and effectiveness in the MoWECP.

This FWA approach is very individual to employees, the same intervention is not necessarily suitable for employees with the same conditions. So the role of leaders is important in selecting and providing interventions that suit employee needs. It requires high trust and commitment from both parties.

### **Structured Performance Dialogue**

A structured performance dialogue approach for employees in generation Z and millennials is one approach that is considered effective, in line with research by Alif and Nastiti (2022). Coaching and mentoring are forms of competency development in conducting structured performance dialogue. Here, the role of direct superiors becomes very important in developing the competence of their subordinates.

MoWECP has guidelines for implementing individual performance dialogue in the employee performance management system. Based on this internal policy, performance dialogue is expected to result in collaboration and harmony between individual performance and organizational performance, enabling the identification and resolution of work behaviour problems faced by employees. Next, leaders can provide performance assessments. Intense performance dialogue carried out by both parties must be aware of each other, respect each other, trust each other, listen to each other, and exercise mutual restraint.



### **Cultural Strengthening BERAKHLAK**

The values internalized by the Indonesian State Civil Apparatus (SCA) are BerAKHLAK. These values are an effort to build national character. These values must be firmly held and implemented to carry out their duties and functions. Internalizing this core value requires consistency and high commitment.

BerAKHLAK Work Culture Indeks is an index used to measure SCA's core values. In MoWECP, the Work Culture Index is included in the Individual Performance Indicators section of the personnel management section, so it is hoped that this indicator will be more focused. The indicators used and the stages implemented can also be measured clearly (tangible).

### **Discussion**

In accordance with the mandate of Regional Government Law Number 23 of 2014, the Ministry of Women's Empowerment and Child Protection regulates government affairs in the field of women's empowerment, women's and children's protection at the central level. One of the congruent obligations is the matter of improving the quality of families in realizing gender equality and children's rights. A family quality policy is a solution to improve the family's human resources quality (Puspitawati et al., 2023). However, the implementation of the strategy, especially in the field of human resource management, has not been optimal. Efforts are still needed to adapt the realization of gender equality to suit current developments.

Gender mainstreaming in the field of human resources is not yet optimal because working women need good system support so that employees can work optimally. This system is supported in the form of a good quality family system and a good work environment. The novelty of this research is female civil servant employees who work in government with a bureaucratic and hierarchical work system. They must have high work flexibility and a comfortable work environment. So that even though they are in less favorable conditions, they can perform optimally.

This research is limited to the factors that are closest to family quality to achieve gender equality. These dimensions are the dimensions of family foundation and integrity, and they are related to gender partnership. The key informant said that in the family, the role of the father and the role of the mother can be exchanged, but the nature of the father cannot be exchanged with the mother. Fathers have the nature of fertilization, while wives have the nature of menstruation, pregnancy, giving birth, and breastfeeding (Efendi & Wahyuningsih, 2024). Not all the four natural things that a wife has; it could be that a wife only carries out the natural nature of menstruation. In family life, the role of educating and caring for children is the role of both parties, both the father and the mother. Understanding gender equality in family life certainly cannot be separated from understanding the concept of gender, that these roles can be exchanged, and the nature of women and men cannot be exchanged (Mandel et al., 2020). So in family life, good cooperation is needed both in the family and at work. This is in accordance with research by Twamley and Faircloth (2024). This is also consistent with Role Theory, according to Robert K. Merton, states that everyone has a role, which then forms a collection of roles. In the family context, each father/husband, mother/wife, child, and other family member has a role.

Previous research related to measuring indicates in family development is the family resilience index conducted by Puspitawati et al. (2015) in collaboration with

MoWECP formulating the family resilience index into six dimensions, namely 1) legality of structure (ownership of marriage certificate, certificate birth, living together), 2) physical security (needs for food, health, nutrition and separate rooms), 3) economic security (house ownership, income, insurance, costs of necessities, education, children dropping out of school, family members with at least junior high school education), 4) social psychological resilience (husband-wife violence, parent-child violence, law violations, opportunities for opinion, and respect), 5) socio cultural resilience (participating in society, caring for family members, communicating with family, carrying out activities culture/religion, 6) gender partnership (allocation of playing time with children, sharing roles, joint financial management, planning the number of children) (Puspitawati et al., 2023).

The family is the smallest unit that forms a society; if the family experiences changes in habits, it will have an impact on changes in the culture of daily life (Lutviani, 2022). Key informants are female civil servant apparatus who lived in Jakarta, Depok, and Bogor. They have children who are still school-age. Changes in social behaviors will also affect the duties, responsibilities, and relationships between CSA family members. This change in routine can affect physical and mental health and relationships between family members (Ameis et al., 2020).

Likewise, workers are the smallest part of the organization. The challenges faced are increasingly complex. Maintaining work life balance is the main thing, although female civil servants do not have work life balance, they have high motivation to carry out their duties. This is due to awareness of their responsibility towards society as a manifestation of service to the country.

The results of interviews with key informants show that the quality of time with family is more important than the quantity of time. As a female civil servant apparatus who usually gets assignments out of town, of course, she has to leave her family for a while. The involvement of husband and wife in household affairs, including caring for and educating children, cooking, cleaning the house, washing, and scrubbing, are important things in family interactions. Therefore, the family makes the most of the time they have with their family, for example, by cooking together, chatting casually with the family, watching television, and pursuing hobbies. Activities together with family can strengthen relationships. Children who grow up in an ideal and harmonious environment will have good personalities. Children need role models in their growth and development, both role models as father or husband and mother or wife (Munawarh et al., 2021; Pamungkas, 2021).

The unpredictable influence of technology and the environment in this fast-paced era. The pattern of parenting in the family will influence the formation of the child's personality. Children's personalities are not only shaped by the family but also by the surrounding environment. Communication maintained with family members can also strengthen bonds between family members. Good communication, good use of free time with family, and high commitment in sharing roles in the household can strengthen ties between families. This is in line with research conducted (Aminah, 2023; Putri & Gutama, 2018).

The pressures generated both in the work and family environments must be addressed wisely. If this is ignored, it will cause conflict in the family and at work. A high-quality family is a family that is able to balance personal life and work life (Han et al., 2024). It is important that women work; apart from helping support the family economy, they also contribute to the institutions where they work (Kipchirchir et al.,

2024). Based on information from key informants, when a female civil servant feels overwhelmed in managing domestic work when communicating with her partner to share roles, this can ease the burden experienced by women. This is in line with research by Anwar (2014) that shows that female employees who have work autonomy and are in an egalitarian family can carry out their roles as mothers and working women in a balanced manner.

As civil servants, women who work certainly get income that can help the family economy. Family financial management is also communicated with the partner and family. The process of communication and consensus deliberation in making joint decisions becomes a positive habit in the family. If this is done continuously, it becomes a habit and becomes a culture within the employees. These good habits are brought into the work environment so that processes of assertive communication, deliberation to reach consensus, the ability to listen to other people's opinions, and respecting agreements create a positive work culture. This is in line with research conducted by Gayatri and Irawaty (2021), namely that to face uncertain situations, communication is needed, and adaptive individuals strengthen each other in facing difficult times together.

Based on key informants, good family quality can increase motivation and performance in female employees. Support for working women is not limited to financial support alone but also social, psychological, moral, and spiritual support. Strengthen each other and remind each other that humans are obliged to be grateful for what God has given. This is in line with research (Kim & Song, 2024; Sapta et al., 2021; Astakoni et al., 2024). According to Puspitawati et al. (2019), family qualitative from a gender perspective does not come suddenly but through various efforts made by all family members. These efforts include maintaining mutual communication between families and efforts to ensure that financial needs are met. Carrying out responsibilities both as a mother and employee well. Apart from carrying out duties and responsibilities at home, the office also carries out its duties well.

Based on the research results of Hartono et al. (2019), coaching can increase employee motivation and performance. Coaching is a structured performance dialogue process. However, the implementation has not been well documented. Well-documented records can minimize the occurrence of subjectivity for minimizing things that are not objective; for example, when a leader gives an assignment outside of routine work, because there is negative feedback from the employee's colleagues, the superior's assessment becomes negative. Leaders who are wise and able to motivate their subordinates can increase employee work motivation. Leaders who are able to provide constructive feedback make employees more enthusiastic and motivated to work better. Employees will be encouraged to provide the best of their ability.

The needs of one subordinate to another are, of course, different; the needs of female employees who have school-aged children will certainly be different from the needs of female employees who do not have school-age children. This, of course, requires a more specific strategy, especially in organizing and managing staff. On the one hand, output or organizational targets can also be achieved. As a leader, you must have a high sense of empathy towards your subordinates. This sense of empathy is, of course, also based on data, information, leadership wisdom, and objectives. This form of empathy from leaders will certainly create feelings of appreciation, thus increasing employee loyalty toward the leadership and the organization. This means that it is in line with the results of research conducted by (Lalitaratri, 2023; Tabak, 2024).

A structured performance dialogue strategy can be used to increase the ability of leaders to train the millennial generation and Generation Z by respecting the uniqueness of each generation to foster commitment to organizational goals. A structured performance dialogue process is needed to understand both parties. Mutual understanding and respect between leaders and subordinates are important. Female civil servants need high work flexibility, as women and working mothers, of course, have a double burden. Work flexibility for female civil servants is provided selectively and based on needs. Building mutual trust in both leaders and subordinates is one of the factors in creating a conducive work environment.

Apart from needing a supportive environment from the family environment, working women also need the support of a good work environment. Management is a form of stimulus for creating a comfortable work environment. The Human Resources Management Strategy for Civil Servants is a personnel management system that starts from the organization's vision and strategy, which is derived from the human resources strategy. Human resource management begins with the stages of employee recruitment, planning employee needs, employee development, career patterns, employee performance development, giving employee rewards and punishments, and performance appraisal systems. The most important foundation during the employee recruitment process is to obtain high-quality talents. Efforts to retain talent and retain and motivate public servants are something that cannot be taken lightly. In a bureaucratic system, this formulation falls into the merit system.

The human resource management system is good, but there are still several things that are not yet gender-responsive. The MoWECF has substance in the areas of women's empowerment and the protection of women and children. This is, of course, a serious concern for human resource managers. However, if these generations are managed well and wisely, they will produce extraordinary strength to accelerate the achievement of organizational goals. Employees are required to make innovations. A gender-responsive perspective for personnel managers is something that must be understood by personnel managers.

Employees are given awards when they achieve good achievements or create innovations that are useful for the organization. The communication process will greatly influence the success of innovations carried out by employees (Rusmiarti, 2015). The importance of disseminating information to equalize perceptions between the personnel management department and employees is needed when there is new information or innovation that will be internalized by all employees.

Talent management is the heart of the merit system. Talent management is a strategy for measuring an organization's ability to fill key positions for future leaders and positions that support the organization's core competencies to realize the organization's vision and mission (State Administration Institute, 2023).

The merit system is a system that is based on qualifications, competencies and performance in a fair and reasonable manner without distinguishing between political background, race, skin colour, religion, origin, gender, marital status, age or disability (State Administration Institute, 2023). This is in line with the understanding of inclusive human resource management systems.

The roadmap for strengthening the AKHLAK culture of the Ministry of PPPA, namely the leadership's commitment through signing the AKHLAK integrity pact, measuring the Culture Health Organization Index, debriefing leaders and agents, changes to Monitoring and evaluating the implementation of work programs, measuring DNA

Talent for all employees, measuring the Culture Health Organization Index after debriefing and implementation of work programs for leaders and agents of change within the MoWCEP.

Monitoring and evaluation are important in implementing policies/programs/activities. Therefore, the strategies outlined in sustainable programs or activities should be based on monitoring and evaluation results. This research is limited to the factors that are closest to family quality to achieve gender equality. These dimensions are the dimensions of family foundation and integrity with factors related to gender partnership.

## Conclusion and Recommendation

### Conclusion

The government already has policies that encourage the realization of gender-responsive quality family development, but their implementation is still not optimal. Women have the same opportunities to earn a living for their families as men. This creates a double burden on women, so the partnership between husband and wife in the family becomes important. Domestic work can be done collaboratively. The family is the smallest unit in society. Likewise, working women are the smallest part of an organization. Therefore, female civil servants really need family support and a conducive work environment, even though they work in a very hierarchical bureaucratic system.

Management is a form of stimulus to create a comfortable work environment. Therefore, increasing the quality of family development to be gender-responsive and inclusive human resource management is urgently needed. Preparing gender-responsive human resources policies such as optimization Flexibility of Working Arrangements (FWA), structured performance dialogue, strengthening a culture of morals, and talent management based on local wisdom and special characteristics of their institutions.

### Recommendation

The research implications show that potential family problems related to family quality in female civil servants can be used as input in preparing action plans to improve family quality and human resource management in the public sector.

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