

## Pengembangan karier pegawai negeri sipil perempuan di Kementerian Keuangan = The career development of female civil servants at the Ministry of Finance

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### Abstrak

Pada tingkat global terjadi peningkatan jumlah perempuan yang bekerja di sektor publik termasuk Indonesia. Namun, peningkatan jumlah pegawai negeri sipil (PNS) perempuan tidak berpengaruh terhadap peningkatan jumlah keterwakilan PNS perempuan pada posisi jabatan tinggi manajerial atau jabatan struktural, yang merupakan bagian dari pengembangan karier dalam Manajemen PNS. Kondisi tersebut juga dihadapi oleh Kementerian Keuangan sebagai kementerian yang memiliki komitmen tinggi dalam penerapan kebijakan pembinaan pegawai yang pro gender. Tujuan penelitian ini untuk mengetahui faktor-faktor dimensi organisasi dan individu yang mempengaruhi pengembangan karier PNS perempuan di Kementerian Keuangan melalui pendekatan post positivisme menggunakan metode kualitatif dengan studi kepustakaan dan wawancara mendalam terhadap informan. Teori dari Viki Holton dan Fiona Dent (2016) melalui aspek individu dan organisasi digunakan dalam melakukan analisis. Hasil penelitian menunjukkan bahwa faktor-faktor dimensi organisasi dan individu belum mempengaruhi secara optimal pengembangan karier PNS perempuan di Kemenkeu. Pada dimensi organisasi, Faktor <em>CEO and Senior Management Commitment sangat mempengaruhi pengembangan karier PNS Perempuan di Kemenkeu. Sedangkan dari dimensi individu, <em>take and create oppurtunities mempengaruhi secara optimal pengembangan karier PNS perempuan di Kemenkeu meskipun masih sulitnya PNS perempuan Kemenkeu untuk dipromosikan ke luar wilayah domisili pada unit vertikal karena ketidakjelasan pola mutasi khususnya kepastian jangka waktu mutasi.

.....At the global level, there is an increase in the number of women working in the public sector including Indonesia. However, the increased number of female civil servants (PNS) does not affect the increase in their representation in high managerial or structural positions as part of career development in PNS Management. This condition is also faced by the Ministry of Finance which has a high commitment to the implementation of pro-gender staff development policies. The purpose of this study was to determine factors of organizational and individual dimensions that influenced the career development of female civil servants in the Ministry of Finance through a post-positivism approach using qualitative methods with literature studies and in-depth interviews with informants. Theories from Viki Holton and Fiona Dent (2016) regarding the factors of womens career development through individual and organizational aspects are used in conducting analyzes. The results showed that the organizational and individual dimension factors did not optimally affect the career development of female civil servants in the Ministry of Finance. On the organizational dimension, the factor of the CEO and Senior Management Commitment greatly influences the career development of female civil servants in the Ministry of Finance in issuing policies and regulations for pro-gender employee development. Furthermore, the individual dimension, take and create opportunities optimally influence the career development of female civil servants in the Ministry of Finance despite the difficulty of female civil servants in the Ministry of Finance to be promoted outside the domicile area in the vertical unit due to unclear mutation patterns especially the certainty of mutation periods.