

# Enforcement of Woman Structural Officials Work Discipline in Banjar City Government: A Gender Perspective

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## Abstract

At this time work discipline of public servant or *Pegawai Negeri Sipil* (PNS) is very less and it can be seen from the various problems identified in the Regional Work Units or *Satuan Kerja Perangkat Daerah* (SKPD) Banjar City government, especially work discipline of woman structural officials which lack of discipline. These ultimately bad impact to achievement of organizational goals. Low levels of work discipline of personnel become one cause in the ineffectiveness of the system of rewards and punishments that make personnel lazing. Populist actions such as sudden inspections or *Inspeksi Mendadak* (SIDAK), does not guarantee orderliness personnel's who are often absent or leave of the office before time to become effective, because after SIDAK completed, there are many returnees absent from duty. Thus, the problem of enforcement of work discipline of PNS was serious attention which affects the woman structural apparatus officers in Banjar City government.

The method used in this research is descriptive analysis which describe an ongoing situation at the time of the research carried out. The research results indication that the work discipline of woman structural officials seen from the dimensions of the presence in Banjar City government, views good enough and this suggests that the managerial leadership in the organizational structure is always committed to the tradition of the task which it is responsible, because they feel that duty, responsibilities and functions may affect the implementation process of daily work in completing any work in the Banjar City government. Work discipline of woman structural officials seen from the dimensions of consciousness in the working at Banjar City government, keep putting in the work supervision in order to maintain conditions conducive working environment. In addition to their exemplary leadership to employees or subordinates. Labor discipline structural official women in view of the dimensions of regulatory compliance in the Banjar City government is not in doubt for the woman structural official in Banjar City government, and has proven its role in a wide range of government activities. Empirically the role they are the human resource which potential and be seen of good for continuous improved the position and its role

**Keywords:** work discipline, civil servant, woman structural official, gender.

## 1. Introduction

Implementation of regional autonomy needed human resources or civil servants or *Pegawai Negeri Sipil* (PNS) reliable as one of the key achievement of good regional autonomy in order to support the achievement of good governance. To realize the employees a reliable, professional and moral as government administrators who apply the principles of Good Governance, and as an element of the state apparatus in the demand loyal and obedient to the *Pancasila*, the Constitution of 1945, the Homeland, the government and be disciplined, honest, fair, transparent and accountable in carrying out the task.

Discipline is a condition to correct or punish an employee who violates the provisions or procedures established organization. Additionally, discipline is a form of control that execution of the work by an employee or officer is always in the corridor legislation (Sedarmayanti, 2007: 381).

Government Regulation No. 42 Year 2004 About Coaching Mental Corps and the Code of Conduct for Civil Servants, Government Regulation No. 53 of 2010 on Discipline of Civil Servants, had arranged Obligation and Prohibition of Civil Servants (Articles 3 and 4), namely there are 17 Obligations of Civil Servants, and there are 15 Restrictions that must be avoided by Civil Servants, and West Java Governor Decree No. 860.5 / Kep.1349-BKD / 2010 October 7, 2010 on the steering committee for the Civil Service Discipline.

At this time employee discipline is very less and it can be seen from the various problems identified in the Regional Work Units or *Satuan Kerja Perangkat Daerah* (SKPD) Banjar City government especially women working discipline of structural officials, personnel lack of discipline ultimately adversely affect the achievement of organizational goals. Low levels of employee discipline one cause is the ineffectiveness of the system of

rewards and punishments that make employees lazing. Populist actions such as unannounced inspections or *Inspeksi Mendadak* (SIDAK) does not guarantee enforcement officials who are often absent / home office ahead of time to become effective, because after the inspection is completed, there are many returnees absent from duty. Thus the problem of enforcement of labor discipline of employees was time for serious concern which affects the officials women structural apparatus in Banjar City government.

The embodiment of good governance through the enforcement of labor discipline employees within the government apparatus, in general have not touched employee discipline regulations that hamper government efforts to manage regional development. Therefore, in order to increase the success of the organization's goals, the structural apparatus officers woman work discipline of Banjar City government, is one of the bureaucratic apparatus that need to be optimized on an ongoing basis and consistently implemented.

## 2. Literature Review

### 2.1 The Concept of Work Discipline

Discipline is very important for the growth of the organization, used primarily to motivate employees to be able to discipline himself in carrying out the work either individually or in groups. Besides, the helpful discipline and educate employees to adhere to please the rules, procedures, and policies that exist, so as to produce a good performance. Lack of knowledge of the rules, procedures and policies that no disciplinary action is the cause. One effort to overcome this part of the principal should provide orientation programs to employees on their first day of work, because employees can not work properly and dutifully, if the regulations or policies that is unknown, unclear, or not executed as it should be. In addition to providing orientation, the leader should explain in detail the rules are often violated, following a rational and consequences. Similarly, rules or policies are changed or updated, should be communicated to staff through active discussion. Disciplinary action is done, if given education efforts have failed, because no one is perfect. Therefore, individuals are allowed to make mistakes and to learn from those mistakes. Disciplinary action should be carried out in a prudent way in accordance with the principles and procedures according to the level of violations and classification. Siswanto (2002: 291) argues discipline is an attitude of respect, appreciate comply with and obey the regulations in force, whether written or not, and able to run it, and do not swerve to accept sanctions if it violates the duties and authority given to him. Discipline is a mental attitude that is reflected in the actions and behavior of individuals, groups or communities in the form of obedience to the regulations set by the government or ethics, norms, and rules which apply in the community for a particular purpose. Understanding discipline according to Sutrisno (2009:85) discipline indicates a condition or comity that is in the employee against the company rules and regulations. According to Robert and John (2002: 314) that labor discipline is a form of training that is to enforce the rules of the company; Dessler (1998: 275) states that discipline is a procedure to correct or punish a subordinate for violating the rules or procedures; Manihuruk (2003: 32) states that labor discipline is the ability of a civil servant to obey all laws and official regulations applicable to obey official orders given by superior authorities, as well as the ability to not violate the prohibition specified; According to Sinungan (1995: 46) indicators of labor discipline are: 1) **Attendance**. It is the employee attendance data collection which is also a tool to see the extent to which the employees comply with the regulations within the company; 2) **Attitude and Behavior**. Is the level of adjustment to an employee in performing all the duties of his superiors; 3) **Responsibility**. It is the result or consequence of an employee on the tasks assigned to him; According to Sedarmayanti (2007: 381) that discipline is a condition to correct or punish to employee violation of the provisions or procedures established organization. Additionally, discipline is a form of control that execution of work employees /officials are always in the corridors of legislation in force; Meanwhile, according to Fathoni (2006: 172) to measure the level of employee discipline can be done using the approach: 1) Presence; 2) Awareness in the works;3) Obedience with regulations.

Based on the opinions of the above can be explained that discipline is a form of activity undertaken by the management of both companies, government agencies or private so that employees can work in accordance with applicable regulations and their performance as expected and could reach the goals of the company. Based on the above, it can be described the sense of labor discipline labor discipline is a state order in which the state of a person or group of persons who are members of the organization wishes obey and execute rules of the organization/company both written and unwritten to strengthen guidelines for organization based on the awareness and conviction will be the achievement of a condition between desire and reality, and it is expected that the employees have high discipline in the work so that productivity is increased.

### 2.2 Purpose, Function and Work Discipline Development

Generally the primary purpose of work discipline is in the continuity of the organization or company in

accordance with the organization concerned motif either today or tomorrow. According to Siswanto (2002: 65) the purpose of employee discipline, among others: 1) In order for employees observe all regulations and employment policies as well as regulations and policies in force, both written and unwritten, and perform command with good management; 2) Employees can carry out the work as well as possible and able to provide maximum services to certain parties with an interest in the organization according to the area of work given to him; 3) Employees may use and maintain the facilities and infrastructure, goods and services of the organization as well as possible; 4) The employee can act and participate in accordance with the norms prevailing in the organization; 5) Employees are able to produce high productivity in accordance with the expectations of the organization, both in the short and long term.

The specific function of labor discipline can be described as an important role in life. Because bring tremendous positive impact that can be felt in the work environment. Especially for someone whose leadership wanted to give an example for their employees. First, the discipline can improve the quality of character. The quality of the characters will be seen in one's commitment to God, organization, self, others and work. The highlight of commitment will be visible on high integrity and strong. Such an attitude can support the process of improving the quality of character, attitude, and work. This is where the quality of attitudes (commitment and integrity) are supported, supported, developed and realized in reality. Commitment and integrity will be visible in a consistent performance. Second, producing quality code in a life characterized by their strong character of everyone, including the leaders and subordinates. If the proven leader in a highly disciplined attitude to life and work, will affect subordinate to disciplined and making figure. In the process, the discipline can be illustrated by three comparisons. One, discipline like a lighthouse that makes the captain will remain idle condition facing and remain alert to face the realities of life and work. Two, the discipline can be described as the river water continues to flow from the mountains to the valley and continue to bring freshness and clean the murky river. Third, disciplined like a "dynamo" which saves power to start the engine. When the ignition key is opened, energy flow and turn on the machine that creates a greater thrust and running consistently.

Objectives work discipline is very important. Every employee has a distinctive motif in the work, and almost no employees with the same motif. This has led to differences in reaction to the entire workload for each employee. Therefore, none of the techniques and strategies ensure that every employee morale and discipline will have high employment. Some employees work only to earn money, no work for reasons of prestige and there is work being attracted to the job. There may even be some employees who do not know what the motive of their work. The main motive of employees at this time may be changed for tomorrow. Changes in working patterns can occur anytime after the motif fulfilled so well that other motives will replace it. Old motif that has been satisfied will be abated so will reduce the willingness of employees to act and behave when compared with new motives are still not satisfied. Motif employees always subject to change if the motive one had fulfilled their potential effects on labor discipline employees. The impact of changes in the motive of this work should get a portion of coaching with a top priority of management. According to Siswanto (2003:69) the purpose of fostering employee discipline are: 1) In order for employees to obey all the rules and labor policy, both written and unwritten, and to implement management commands; 2) Able to carry out as well as possible and able to provide maximum services to certain parties with an interest in the organization according to the area of work given to him; 3) Being able to use and maintain the facilities and infrastructure of goods and services of the company with the best; 4) Ability to act and behave in accordance with the norms prevailing in the organization; 5) Employees are able to produce high productivity in accordance with the company's expectations, both in the short term and in the long term.

### 2.3 Forms of Work Discipline

The forms of work discipline by Siagian (1999:37) argues that the forms of work discipline in an organization divided in two forms, namely: 1) **Preventive Discipline**. Action that encourages employees to be obedient and submissive to the various applicable regulations and abide by the standards that have been set. That is, through the explanation of patterns, attitudes, actions and desired behavior of each member, the organization attempted prevention employees not to do negative things. So that the attitude of discipline was firm and persist in individuals, companies need to consider three things, namely: a) The company must instill a sense of belonging to the organization in every employee, because logically one can not damage his own; b) The employee must be given an explanation of the provisions that must be obeyed and standards that must be met; c) The employee must be able to discipline his own in order to comply with rules / regulations in force in the organization / company. 2) **Corrective Discipline**: is the discipline that takes place whenever there is a real employee in violation of the applicable provisions or fail to meet the standards that have been set then he was given the disciplinary sanction. Heavy or light a sanction views of offense what it does

The purpose of discipline goes smoothly according Siagian (1999:37), then sanctions must be done in stages from the lightest to the heaviest, for example: 1) Verbal warning by supervisor; 2) A written warning from the boss; 3) Delays periodic salary increases; 4) Delays promotion; 5) Exemption from office; 6) Suspension; 7) Termination own request; 8) Dismissal with respect not his own request; 9) Termination with respect.

Imposition of sanctions applied corrective *memperhatikam* three things, as follows: 1) Notify error what has been done; 2) Provide opportunities for self-defense; 3) In the dismissal, the need for an explanation of why the management was forced to take such action.

#### 2.4 Implementation of Sanctions to Work Discipline Violations

According to Rival (2005: 450-451) sanctions for work violations is the punishment meted out discipline-led organization to employees who violate the rules of discipline that has been set up leadership of the organization. The level and type of sanctions for violations of work that is generally applicable in an organization described by Rival (2005: 450-451) is as follows: 1) Sanctions Violations of Light, with the type: a) verbal warning; b) written warning; c) The statement did not settle in the unwritten. 2) Sanctions Violations Medium, with the type: a) Delays Salary Increase; b) Decrease Salary; c) Postponement of promotion. 3. Sanctions Violations weight, the type of: a) Demotion; b) Exemption From Position; c) discharge; d) Dismissal.

Since on June 6, 2010 has been enacted by Menkumham of Government Regulation No. 53 of 2010 Concerning the Discipline of Civil Servants in lieu of Government Regulation No. 30 Year 1980 About the Civil Servants Disciplinary Regulations. PP is a refinement of the previous rule was deemed very outdated. Many conditions that are not covered in Regulation 30 of 1980, particularly the provisions on rules of civil servants. The issuance of PP has also been mandated in Law No. 43 Year 1999 concerning the Fundamentals of Human Resources. In the year 2010 there were 53 PP rules on the imposition of disciplinary punishment to officials who do not impose disciplinary action against subordinates who violate the rules. In addition, the imposition of disciplinary action against civil servants and the examination should be done by the direct supervisor of civil servants concerned, for example lecturers immediate boss is the head of the Department, in accordance with the authority and the type of disciplinary offenses committed.

The problem of working hours is also a very interesting discussion on the socialization event. PNS comply with the provisions of working hours, according to predefined rules. Disciplinary punishment meted out to civil servants under the Ministry of National Education is often caused by the violation of obligations / leaving the task. To answer the needs and problems of development in the field of employment, the Government has replaced the Government Regulation No. 30 Year 1980 by Government Regulation No. 53 of 2010 on Discipline of Civil Servants and the application of disciplinary sanctions for employees who violate the obligation to come to work and conditions of working hours.

Table 1. The Disciplinary Punishment For civil servants Provisions Violate Hours

No	Absent work from	Level Penalties	Type of Penalties
1	5 Working days	Light	Verbal warning
2	6 – 10 Working days	Light	Writing warning
3	11 – 15 Working days	Light	Statement is not satisfied in writing
4	16 – 20 Working days	Medium	Delay periodic salary increases for 1 (one) year
5	21 – 25 Working days	Medium	Postponement of promotion for 1 (one) year
6	26 – 30 Working days	Medium	Demotion lower level for 1 (one) year
7	31 – 35 Working days	Weight	Demotion lower level for 3 (three) years
8	36 – 40 Working days	Weight	Displacement in order of decreasing lower-level rank
9	41 – 45 Working days	Weight	Exemption from office for civil servants holding positions of certain structural or functional
10	> 46 Working days	Weight	Weight dismissal with respect not his own request or dismissal with respect as public servant (PNS)

Source: Government Regulation No. 53 of 2010.

Government regulations such as the new book because it is thick consists of 51 chapters are fat while Government Regulation No. 30 Year 1980 consists of 32 chapters that lean so thick her no quarter. This is because in this new government regulation per chapter of his itemized to detail. New things that researchers have found in this regulation are: 1) Any violation of the obligations and prohibitions specified the type of punishment that include disciplinary punishment mild, moderate and severe. It is not regulated in Government Regulation so long. (Article 8 ff.); 2) In Part Four is starting to Article 15 set by rigid and detail any competent authority to punish anyone; 3) There is an additional chapter on Administrative efforts against employees who are not satisfied with the sentences that have been imposed in the form of complaints and administrative appeals. Previously only a short section of the objection to the Disciplinary Sanctions.

The things above are fundamental changes, while other things that are specifically addressed in the new PP, presumably there are some interesting points include: 1) Part of the obligation of civil servants there are new points of which are utter the oath and the oath of office, explicitly mentioned. Also the interesting points that achieve the goals specified employee that kind of punishment specified in the description achievement of employment must be above 75%, under the sanction of civil servants will be disciplined; 2) Part of the ban for civil servants plus points working in foreign companies, and the most crucial is the ban on the involvement of civil servants in the bearing support of political parties and individuals as well as a couple of candidates in the election. This causes no gap anymore for civil servants to actively participate in campaign activities in any form. In practice so far often incumbent utilize executive power to force the bandwagon in this activity though not openly. All civil servants already know lah this problem, the difficulty is the fact that penindakannya for committing this offense are usually people in power right?; 3) Then the provisions on working hours set so that civil servants are not freely ditching work. In this new rule mentioned PNS 50 consecutive days absent from work for no apparent reason may be removed. Civil servants who are absent from work 5 days get lighter disciplinary punishment in the form of a reprimand. Absent from work and late for work appropriate hours of work set forth here is accumulative so this allows for SKPD to strictly calculate how many times and how many hours a person delays and after reaching the minimum limit of 5 working days PNS may be subject to disciplinary action; 4) Bosses who are eligible to be disciplined if negligent not impose penalties against civil servants who are real offenses related officials could face disciplinary level with the violations committed by his subordinates. (Article 21); 5) Monitoring / examination of civil servants suspected of committing breach of discipline not only at the level of the Inspectorate or the personnel management of the agencies alone but can also be attached to SKPD where PNS shelter. In my opinion, during this second last point is rarely done by the leadership of SKPD, what happens is attributing all problems nor the discipline to BKD inspectorate so many problems that should have been able diseselaikan in SKPD was brought to BKD. Because of this inherent lack of supervision could result in a breach that would otherwise have been sentenced to mild or moderate because of the length of the violation took place could be a disciplinary offense with severe penalties category.

Rules have been made good but enforcement depends on the executor, if the enforcement of the rules are in conflict with the interests that are not aligned so as tightly as any rule will not be useful, nonetheless sought loopholes to be broken.

## **2. 5 Factors Affecting Work Discipline**

The existence of work discipline in the organization will make the employee can perform the tasks assigned to him well. Employees were disciplined and obedient to the norms applicable in the enterprise can improve productivity and work performance of employees is concerned basically functions that affect the level of employee discipline of a company include:

### **1. Purpose and ability**

Interest and ability to influence the level of employee discipline. Goals to be achieved must be clearly defined and ideal and challenging enough for the ability of employees. Objective (workers) were charged to each employee must be in accordance with the ability of each employee, if the employee beyond the capabilities of the employee or the employee's ability is far below the seriousness of employee discipline is low.

### **2. Exemplary leaders**

Exemplary leadership was instrumental in determining discipline employees for leadership as a model and a role model by his subordinates or employees / employee. With a good example of leadership, employee discipline will also be good but if exemplary leadership unfavorable (lack of discipline), employees will be less disciplined or undisciplined.

### **3. Remuneration**

Remuneration is instrumental to creating employee discipline which means the greater the better remuneration and otherwise discipline an employee if the employee discipline small remuneration to be low.

### **4. Justice**

Justice has encouraged the establishment of employee discipline, because ego and human nature is always self-important and have treated the same as other human beings. With justice that will either create a discipline that good anyway.

5. **The supervisory Attached** (*Pengawasan Melekat*)

*Waskat* a real and effective measures to prevent / know the mistakes, correct errors, maintaining discipline, improve work performance in supporting the realization of objectives of the company, employees and community.

6. **Sanctions punishment**

Penal sanctions are instrumental in maintaining employee discipline, under penalty of increasingly heavy and the employee will be more afraid of breaking company rules and attitudes, behavior or discipline indiscipline will be reduced.

7. **Assertiveness**

Assertiveness leadership to rebuke and punish any employee indiscipline or lack of discipline will realize that good discipline in the company. Assertion of a leader is needed in every organization.

8. **Relations humanity**

The creation of a harmonious human relationships will bring about an environment and a comfortable working atmosphere. Employee discipline will be achieved when human relations within the company either.

## 2.6 Gender Concepts

Actually, studies of gender in various aspects or perspectives have long done. Gender differences on job orientation or work values and intrinsic and extrinsic job characteristics has been conducted during the last half century. Herzberg et.al reported that females valued extrinsic job characteristics more than males. Woman, on the other hand, desired to work with congenial associates, wanted ample time away from the job and desired to work for superiors they respected (Frankel, 2006:194). Understanding the concept of gender differentiated between gender with the word sex. Sex or gender is an interpretation or the division of the two sexes is biologically determined human being attached to a specific gender. Fakh (2006: 8) Biologically genitals between men and women are not interchangeable, it is the nature and provision of God.

In general, the notion of gender is apparent differences between men and women when seen from the values and behavior; Fakh (2006: 71) argues that gender is an inherent nature of men and women who are socially and culturally. Changes in the characteristics and traits that occur from time to time and from place to place so-called concept of gender. Furthermore Santrock (2003: 365) argues that the terms gender and sex difference in terms of dimensions. Fill sex (gender) refers to the biological dimension of man and woman, while gender refers to the socio-cultural dimensions of a man and a woman . In addition, the term gender refers to the characteristics and social characteristics associated in men and women. Rahmawati (2004: 19) says tha the characteristics and traits that are associated not only based on biological differences, but also on the social and cultural interpretations of what it means to be male or female; Gender is defined as sociocultural constructions that distinguish masculine and feminine characteristics. Moore in Abdullah (2003: 19) argues that gender is different from the sex and gender of men and women who are biologically. Gender terms put forward by social scientists with a view to explaining the differences between women and men have an innate nature (God's creation) and the formation of culture (social construction). Gender is the different roles, functions, and responsibilities between men and women are socially constructed and can change according to the changing times. There is a phenomenon of gender discrimination in employment. Moreover, the problem of discrimination towards women in the workplace is still significant. Woman are assigned to projects requiring less knowledge and their salaries are less than men when comparable and equal work is considered (Frankel, 2006:196)

From some explanations about sex and gender in the above, it is understood that sex is the sex distribution is based on the biological dimension and can not be changed, while gender is the result of human constructs based on socio-cultural dimensions of the male or female.

## 2.7 Definition of Gender

There are several definitions of the notion of gender, among others presented by the following experts. According to Baron (2000: 188) means that gender is part of the self-concept involves identifying the individual as a male or female; Santrock (2003: 365) argues that the terms gender and sex difference in terms of dimensions. Fill sex (gender) refers to the biological dimension of man and woman, while gender refers to the socio-cultural dimensions of a male and female. After reviewing gender definitions suggested by experts, it is understood that the question of gender is characteristic of men and women based on socio-cultural dimension that seemed of value and behavior. in general have a tendency of female workers in the work, namely that woman, on the other hand, desired to work with congenial associates, wanted ample time away from the job and desired to work for

superiors they respected (Frankel, 2006:194).

## 2. 8 Social Adjustment for Gender

The organization is a miniature social benefits for employees, then the organization has an obligation and responsibility to establish a social environment conducive to constructive and employees, so that the organization is able to anticipate the socio-psychological deviations employees. In the organization of employees not only have the physical and intellectual development, but also requires a conducive environment to socialize in order to achieve social maturity in preparing himself to become adults who have inadequate social adjustment capabilities.

Gender in the study is limited to the characteristics of men and women as the cornerstone of behavior displayed. Senyshyn et. al (2009: 6) argues that ... males were more satisfied and confident and had fewer than females difficulties, The process of adjustment appears to be gradual: Schneiders (1964: 454-455) states social adjustment signifies the capacity to react effectively and wholesomely to social realities, situation, and relations so that the requirements are fulfilled for social living in acceptable and satisfactory manner. Social adjustment indicates the ability or capacity of the individual to react effectively and reasonable on social reality, situations, and social relations in a way that is acceptable and satisfactory in accordance with provisions in the social life. Schneiders (1964: 454) argues adjustment is also defined as a process that includes mental and behavioral responses in addressing social demands upon him and experienced in the relationship with the social environment. Moreover, Fauziah (2004: 30) defines that social adjustment as a continuous interaction with ourselves, others, and the world or the environment. Meanwhile, according to Mu'tadin (2002: 3) social adjustment is the ability to comply with the norms and social rules. Based on some social adjustment definition, it is understood that the definition of social adjustment is the ability of individuals to react to the demands of social right and reasonable.

Social adjustment ability of employees/officers in this study were compared based on gender differences, the gender question in this research is gender. The comparisons concerning aspects of an employee's ability to establish friendly relationships with other employees in the organization, the ability of employees to be respectful to superiors / managers and other employees, active participation employees work in offices and employees to be respectful and willing to accept the rules of the organization.

## 3. Research Methods

The method used in this research is descriptive analysis which is a method to describe an ongoing situation at the time of the research carried out. This method is used to analyze the data in ways description or describe the collected data as it is without intending to generally accepted conclusions or generalizations.

### 3.1 Variable Operational of Research

Table 2. Variable Operational of Research

No	Dimension	Indicators
1	<b>Attendance</b>	1. Attendance for work 2. The presence following the official meetings 3. The presence of the invitation 4. The presence of the handle and face the problem of official
2	<b>Awareness for work</b>	1. Give priority to the interests of the organization / State 2. Carry out duties in accordance with the responsibilities and authority 3. Working honestly 4. Carry out the duties and work in an orderly manner 5. Carry out the duties and work closely 6. Maintaining and improving the cohesiveness of subordinates 7. Creating a conducive working atmosphere 8. Being a role model for subordinates 9. Guiding subordinates in carrying out their duties 10. Encourage subordinates to improve its performance 11. Respect each employee 12. Give examples of well services 13. To encourage subordinates to develop their potential 14. action firmly and fairly 15. Pay attention and resolve any reports which they are responsible

No	Dimension	Indicators
3	Compliance with Regulations	1. Faithful to the ideological foundation of the 2. Obey and execute the orders of superiors authorized official 3. Complying with working hours 4. Pay attention to and implement any rules set 5. Avoid actions that harm the institution 6. Maintain good name and honor of the institution

Source: Fathoni, 2006. Processed Researcher, 2014.

### 3.2 Population Research

Researchers taking research location in Banjar City government. The determination of the members of the population who seek respondents use purposive sampling technique that all women who have structural positions in Banjar City government of many as 136 people.

### 3.3 Types and Sources of Research Data

Types of data consisting of research and primary data and secondary data. Umar (2005:42) states the primary data is the data obtained and the first source either individuals or as the result of interviews or questionnaires results. The source of the data in this study is the human element that researchers directly involved in interactive discussions or Focus Group Discussion (FGD) include women who have a structural position in Banjar City government apparatus.

### 3.4 Data Collection Technique

1. Study Documentation namely data collection techniques through the study of literature and other written material that has nothing to do with the research undertaken.
2. Observation, through direct and indirect observation of the research object.
3. Interview / interview of data collection by conducting a question and answer verbally with women who have a structural position in Banjar City government.
4. The questionnaire through the deployment of a list of questions/statements to the respondents (residents) with the hope of providing a response to your question/statement.
5. Focus Group Discussion (FGD) through interactive discussions involving women who have a structural position in Banjar City government.

### 3.5 Data Analysis Technique

The instrument used to measure the structural officer disciplined work environment Banjar City government in the perspective of gender approach. According to Fathoni (2006: 172) that the presence, awareness of the work and compliance with regulations. The questionnaire was first tested validity and reliability. Validity test is done to determine whether the research instrument has been compiled able to measure what is being measured. Validity test is done by using Corrected Item-Total Correlation, which is a way of measuring the validity by correlation or score point statement by the total score of the construct or variable. Significance test is done by comparing the value  $r_{count}$  with  $r_{table}$  for degree of freedom (df) = n-2, in this case n is the number of samples. If  $r_{count}$  greater than  $r_{table}$  and is positive then the item or questions or indicators are declared invalid. Reliability test is performed to determine the consistency of measuring instruments if the measurement is repeated. To measure the reliability of statistical test used Cronbach alpha ( $\alpha$ ). A construct or a variable value said to be reliable if the Cronbach alpha > 0.60 (Nunnally, 1967) cited by Ghazali (2006: 42).

## 4. Results and Discussion

Representative Bureaucracy gender as a public bureaucracy that ensure community representation in the state bureaucracy and connects between the bureaucracy and the concept of democracy. Formulate a policy, gender representation bureaucrats heavily influenced social background. Moreover, under conditions of a pluralistic society, group sentiment sometimes be a sensitive issue. Public support in receiving and forwarding an implementation of the law at the grassroots level is pretty much influenced by how they perceive the implementors. Bureaucrats must master the "language" of public service recipients and services. Therefore, the bureaucracy must be representative.

Representative Bureaucracy gender studies is crucial especially in communities with high levels of plurality. Aspects of ethnicity, race, religion, educational level, and so become a measuring tool determinant representation of communities in the public bureaucracy. If this is ignored, then the bureaucracy often become alienated gender representation in more details its society. Discussion of labor discipline of structural official Banjar City



government in the gender perspective is as follows:

#### 4.1 Dimensions Presence

The results of the analysis of a presence indicator into work depicted in the chart at 56.5% of women structural officials strongly disagree with the statement that said attendance entry less labor is needed, because as an important structural officials can control subordinates and carry out tasks according to the target, as well as 43,5% other structural officials. Opinion officials structurally women above suggests that they assume the presence of incoming work is needed although there was a subordinate, but as structural officials they must always be present, because in addition to reflecting the self-discipline of structural officials the woman there environment administration Banjar City government, also in the perspective gender can be seen as a motivator for subordinates to always work on time. Reflection of discipline not only in regards to the timely presence in the workplace, but more appropriately defined as an attitude, behavior, and act in accordance with applicable laws and regulations. Therefore, discipline in the bureaucracy can be enforced if a majority of its rules adhered to by most employees. Woman structural work discipline officials not only have a positive impact subordinates, but will impact the enforcement of organizational discipline. In a gender perspective, presence into work is the implementation of a disciplined and responsible for all aspects of the job which means it will also increase the effectiveness and efficiency of work, and the quality and quantity of work. Awareness in attendance to come to work as a logical consequence to comply with all government regulations and social norms that apply. Awareness in attendance to come to work is the attitude of employees who voluntarily comply with all regulations and are aware of the duties and responsibilities. While the presence willingness to come to work is the attitude, behavior and actions of employees in accordance with the laws and regulations applicable in the civil service.

Discipline of women structural officials in Banjar City government is an attitude of respect, respect, obey and abide by the rules that apply both written and unwritten, and able to run and do not swerve to accept sanctions if he violates the duties and authority given to her. Based on the above understanding, the understanding of the discipline of woman structural official Banjar City government in a gender perspective is an awareness and willingness of every employee to obey the rules of the bureaucracy in the government and do not swerve to accept sanctions when the abuse she violates the duty and authority given to him. So it makes every employee is responsible for all aspects of your work while increasing the effectiveness and efficiency of work and the quality and quantity of work. Aspects of the indicators of the importance of attendance following the official meetings showed the amount of approximately 80.6% of the women structural officials Banjar City government agree when it is said that that presence is very important to follow the official meetings, although it must leave the daily tasks but 0.9% others expressed doubtful the above statement even 15.7% of the women structurally officials said they do not agree when it is said that they have to follow the official meetings with leaving everyday tasks. Official meetings should be held after work, this is done in order to avoid leaving a place or daily tasks because of the frequent official meetings in working hours will be accumulated daily work routine is implemented and can hinder the performance of subordinates. In perceptive of this, the importance of attendance to attend official meetings for women structural officials Banjar City government seen from the data processing very significant that they agree, but of course this attitude should not sacrifice the more important things that leave the public service that it was his duty as regulated legislation. Every act of government programs that will be implemented by structural officials this woman, it is very possible when the program should be run either by first officials meeting, but can be sorted whichever is positioned first, and not all can be office is seen as strategic as it is very in touch interests with the wider public. As long as it can be divided toward the main public services such as why not designed as to not disturb of the main task of the bureaucracy. That is, their official meetings should not necessarily abandon the task of service to a more strategic, if it is deemed service hamper public services as the ultimate goal of any state apparatus. The importance of official meetings follow a presence, at least should seen content for women structural officials. Maturation of official meetings should be made as efficient as possible and positioned so as not to load disruption services and performance of the apparatus, which has been since the work description. Make something tasks with discipline and professional responsibility in every action in their daily work, so that it can establish its performance in achieving organizational goals. In the research results on the indicator chart attendance the invitation of 86.1% envisaged structural officials of women in government circles Banjar agree to the terms of which states that the invitation of the community need to be considered as a structural officials require communication with the community and even 0.9% officials say strongly agreed to the statement despite the official 10.2% undecided, while 2.8% of women structural officials stated that they did not agree when they are required to follow the law of the community, even as structural officials require communication with the community,

Things need to be done as a part of society, every woman structural officers in Banjar City government, still must fulfill the law of each component of society, because they are the object of the service is mandated by

legislation. However, the current remains selective in choosing the invitation and as long as it does not interfere with official duties, and become part of the apparatus socialite consideration to decide the invitation or not. In this context, it will not change the basis of the discipline of structural officials when the presence of women at the invitation of each component of society. Live division right time and not dated obligations as a state apparatus. That is, the performance is maintained and socialite obligation as human beings remain unfulfilled for the establishment of active communication and good times. While the presence indicator in the handle and face the problem of the office, it can be seen from the graph that 63% of women structural officials agreed to a statement saying that the presence in the handle and face the problem of official could be delegated to subordinates in accordance with its authority. Amounted to 36.1% officials said they did not agree to that statement.

Each role performed may cause the logical consequence. Similarly, the presence in the handle and face the problem of official is a task that must be completed properly. Not everyone can solve the problem, but so as not to contaminate the other parts, especially the negative domino effect. It is necessary to frequent transfer of functions so that problems can be minimized and solve a real problem. Therefore, by building a whole new communicates with coworkers can simplify the way that the issues can be resolved and was immediately taken decisions correctly and appropriately.

#### **4.2 Dimensions of Consciousness in the Works**

On the dimension of consciousness there are fifteen indicators and when viewed indicators prioritize the interests of the state organization. The result of analysis that 50.0% of women structural officials in Banjar City government agreed to the statement that says that as structural officials statement institutional interests is an obligation that not can abandoned although the conditions are very needed her family and officials 48.1% disagreed with the statement. Whereas 1.90% officials who are skeptical of consciousness in the works awareness. As a professional attitude of local government officials, so any official capacity discipline of women in government structures of Banjar City government should be able to sort out the interest to take precedence. As a consequence, the apparatus must have understood how sanctions if the obligation was abandoned, without a clear and rational argument then it can not be recognized and accepted by the relevant authorities. As a woman structural officials, of course, can be understood when to family interests and institutions, so that it takes self-awareness that is more proportionate when put between obligation and personal responsibility, family and institution. On the indicator carry out duties in accordance with the responsibilities and authority of the results of the analysis of that 89.8% of women agreed structural official when it is said that in carrying out duties in accordance with the responsibilities and authority of the institution and may be represented if there are other activities that require them although there also 1.90% that disagreed with such requirements. Giving responsibility and authority to the person is okay for people who are given these beliefs, not against authority.

That is not a problem as women structural officials, delegation some tasks to those who believed, when he was at a time there is a hitch to carry out its duties and authorities, so as to not be able to perform his duties within a certain time. In the context of the difficulty of working in an honest indicator, based on the graph function in on that there are 30.6% of women officials in Banjar City government, states strongly disagree with the requirement which states that a woman structural officials, working honestly difficult to implement because the system in the current government bureaucracy is not conducive 47.2% do not agree to those terms and only 2.8% of women structural officials who agreed to the difficulties for working honestly. The issue of work honestly, it is hard to apply in total, because honesty is synonymous with the attitude and morale, hence honesty in work must continue to be built and fostered by the motivator of the person who is deemed capable of providing color discipline to the world of work is believed that honesty is the key to success in any field.

Based on the analysis on the indicator carry out the tasks and duties in an orderly manner that there are 40.7% of women answered structural officials strongly disagree with the statement that says that as structural officials, not easy to carry out tasks and work in an orderly manner because the working environment is less supportive, 48.1% responded not agree to that statement, while 2.6% of the female structural officials feel agree to the above statements. Responding to the task and work in an orderly manner of course not always go smoothly, but not infrequently lead to internal conflict when in implementing the tasks and work in an orderly manner. Recognized or not carrying out basic tasks in an orderly manner does require discipline where not everyone is doing it. In addition, on the side of a conducive working environment will also support the work to be completed that became routine.

Based on the graph of the function of the indicator carry out tasks and work carefully/accurate seen that 44.4% of structural officials of women strongly agree with the statement that says that implementing the tasks and work

carefully or accurately is a must because the surveillance system in the city government of Banjar is very tight, 43.5% as well as other officials stating that they agree to that statement, and only 2.8% official who does not agree with the statement above. As a logical consequence into the apparatus in carrying out the task and the work should be done carefully or accurate, it is nothing else in order to minimize mistakes when deciding an issue in the field. The goal is nothing else, how the composition of the organization's agenda can be achieved as early plan objectives through the tasks and duties in an effective, efficient, careful, intelligent, and accurate.

Based on an analysis indicator maintaining and increasing the compactness of subordinates can be seen that 50.0% of women stating structural officials disagree with the statement that says that maintain and improve the cohesiveness of subordinates is not the responsibility of a structural officials but the responsibility of all employees and 49.1% officials agreed to the above statement. In organizational cohesiveness among all lines become important organization. In organize all human resources both called subordinate or superior (leadership) is a potential that must be built and nurtured his spirit, so as to provide the best for the organization with the same goal which is to achieve organizational goals.

Based on the analysis of indicators of creating a conducive working atmosphere shows that 55.6% of structural officials of women agreed with the statement that says that creating a conducive working atmosphere is the responsibility of an official of the structural, as a structural officers in accordance with the duties and authority given, the statement addressed with 39.8% disagree by officials. Creating a conducive working atmosphere is a common task because the work environment will be comfortable. The workings of the leader or official if it is not supported by a subordinate, do not expect to be going well. That is why, with the creation of a conducive working atmosphere, then the organization's work agenda will run as expected goals.

The results of the analysis can be a model for the indicator subordinate not the main thing seen that 88.0% of women structural officials do not agree to the statement that says that exemplary is not the main thing, the important thing is to complete the tasks and duties in accordance with the orders and regulations set. Exemplary attitude is something that should be possessed by a leader, exemplary created by a leader can affect the performance of the subordinates or employees by providing good role models and to establish a harmonious working relationship. Exemplary through this, so any movement in the organization's performance is expected to be going according to plan the organization, so that the attitude exemplary for the subordinate be the main thing if done mindfully.

Based on the results of the study as outlined in the graph of the indicator does not have a duty to guide subordinates in carrying out its duties are 95.4% structural officials disagree with the statement saying that as a woman structural officers have no duty to guide the subordinates. Because they already have the duties and standard procedures in accordance with their respective duties. An official structural have an obligation to guide subordinates even if they already have the duties and standard procedures in accordance with their respective duties, but with the good cooperation they create optimal results and in accordance with time. Each task is a shared responsibility, meaning that there must be coordination dynamically interrelated, so any legal obligate leaders provide direction and guidance to subordinates within each performing its duties and obligations.

Based on an analysis of indicators encourage subordinates to improve work performance reached 93.5% of women structural officials agreed to the statement that says that they have a duty to encourage subordinates to improve its performance so that they can perform their duties optimally. In improving work performance in carrying out its tasks should be a continuous employee training, so that they are able to produce something useful for themselves and the organization. For the guidance, it can be separated from their position as a human being who can not be separated from the needs, abilities and personality can be developed. Therefore, the coaching job performance of employees must be able to touch all aspects of both originating from inside or outside the organization environment.

Based on an analysis of indicators of respecting each employee can be seen in 88.9% of women felt the structural officials disagree with the statement that says that they will continue to honor their native who also respected as structural officials. An official with a social creature who among each other woods must respect each other even though it was among officials and an unemployed, so as to create harmony of the nation to achieve a common goal. Each officer is also required to actively participate in various social relationships with employees, officials arrogance in the eyes of employees will greatly affect the conductivity employee, because it was mutual respect of each employee must be constructed by the leadership as a form of devotion. The results of the analysis of the indicators do not need to give an example service demonstrated that 58.3% of women structural officials do not agree to the statement that says that they do not need to give an example of service to

the subordinates, because they have been given a standard operating procedure (SOP) to provide care. Forms of service to the community is not just simply the absence of SOP and is technically different from each other. A service is considered as an excellent service if the design and procedures adhere to several principles, namely, customer focused, is an effective system, serve with a conscience, continuous improvement, and empowering customers. That is, every leader still obliged to give impulse or passion as the purpose of the agency or organization.

Based on the analysis of indicators do not encourage subordinates to develop their potential showed that 58.3% of structural officials woman does not agree with the statement that says that they do not need to encourage employees to develop their potential, because the city government already has a training program to develop the potential of the apparatus, even 39.8 % stated strongly disagree with the statement. A structural officers are required to encourage employers in developing their potential though in this case the municipality already has a training program to develop any potential apparatus but without the encouragement of the officers training program that is not going to produce quality human resources optimally. The need for a boost in developing the potential of every employee is to improve the quality aspects of the organization, so with considerable potential, the role of the organization will be better again, all lines will be filled by qualified Human Resources. Thus, it will support the excellent service of good governance.

The results of analysis of indicators act decisively and fairly amounted to 74.1% of structural officials of women disagreed with the statement that says that they will act firmly to all subordinates who break the rules even if contrary to the element of humanity, this is reinforced by the 15.7% official very agree to the above statements. In the sphere of organization of course relates to the consequences of the regulations made and must be obeyed by every personal organization. Therefore, violations against its organ need to be enforced strictly. That is, any firm action is needed for employees who violate the rules must be fair and impartial, but the action taken must be in accordance with humanity and justice prevailing in Banjar City government.

Based on the results of the study as outlined in the graph of the results of the analysis of the indicators leaders resolve any reports of its responsibility to subordinates showed there was 88.0% of structural officials disagreed with the statement that says that they may bestow each reporting agency of its responsibility to subordinates in accordance with each field, only 3.7% official who agree even 2.8% officials stated strongly agree with the statement above. As a leadership course are required to complete the report itself, it is in accordance with the official context of its responsibility even though he has the right to delegate its authority to a subordinate report but still have to carry out duties in accordance with their respective the principal task of the its function. As a leadership course, should set an example in creating a report accompanied by accountability can be understood together. In addition, he must provide the best example in all aspects, including the making of the report.

#### **4.3 Dimensions Regulatory Compliance**

Dimensions of regulatory compliance is a further dimension or parameter of the work discipline of structural officer within Banjar City government. This dimension is represented by six indicators, the first indicator relates to loyalty to the ideology and country basis. The results of analysis of indicators loyal to the national ideology and principles contained 47.2% structural officials of women agreed with the statement that says that loyalty to ideology and country basis is a necessity that can not be replaced as well as the 45.4% official, who agreed to the statement and only 3.7% official who does not agree with the statement above.

Loyalty to the ideology and the foundation of the state is a necessity that can not be replaced because as Indonesian citizens docile and obedient to his country basis, the pattern of everyday life must reflect the country's ideology and principles. Therefore, ideology should be developed and harmonized with the attitude to life and the life of the nation. As government officials who are committed to the ideology of the state is an attitude that absolutely must be done and executed by each of the state apparatus, as well as figuration of the ideology of this nation. Based on an analysis of indicators to obey and execute the command duty of superiors authorized, although not in line with the vision and mission are 52.8% of structural officials of women who no government environments of Banjar who disagree with the statement that says that they will carry out their duties and orders from superiors albeit less in line with the vision and mission of the organization led, 41.7% officials stated that they were hesitant to the statement.

A structural officials should be able to place and sort out the part where one orders from superiors must be carried out should not, as a task which must be clearly instructed to subordinate duties, goals, and mission of the task. It needs to be underlined that obey and execute orders from superiors authorized agencies, although not in line with the vision and mission should not be done, but if it is in line with the interests of the organization, must

be done without their personal tendencies. Adult attitude in the organization is elegant so that any interest can be seen its context to preliminary public interest. In the realm of government bureaucracy heed the interests of its people.

Based on an analysis of indicators did not need to adhere to working hours is 86.1% of women stating structural officials disagree with the statement that says they do not need to arrive on time is important to carry out duties in accordance with the targets and regulations that have been set. As a structural official time is important to obey the self-discipline to organizational commitment and oath of office. So come on time is an exemplary leader because by example will encourage subordinates to remain loyal and committed to the institution that became part of his life. That is, exemplary and discipline is an effective way of building the organization in the future. Based on the graph of the function on the analysis of indicators of attention and implement any rules that have been set at 47.2% of the structural official women feel hesitant to statement saying they will pay attention and carry out duties in accordance with the regulations if the task is in line with the wishes of the leader or supervisor, 45.4 % other officials disagreed with the statement above.

Each completed a job required a cooperation or teamwork between the various parties so that there is no conflict in the settlement, in addition to details of information on the objectives, vision and mission of the task, the most important is to pay attention and implement any rules that have been set so that in accordance with the commitments that must be run. Noting and implement any rules set organization is the commitment of the government apparatus so that no one in their stride, so that it can carry out duties in accordance with the applicable the principal task of the function in each field and conducted by continuing to apply a sense of discipline in the organization.

Based on an analysis of indicators to avoid actions that harm the institution can be seen that 89.8% of women structural officials agree to a statement that says that they will refrain from any actions that harm the institution, although contrary to the boss. Goals to achieve optimal results is a task for all involved so everything must go hand in hand to achieve a common goal. Therefore, in the understanding to institution must be built properly, while avoiding actions that harm the institution is committed apparatus that seeks to promote the institution of everything because they feel the institution is a part of life that should be defended in a real and should not be sacrificed for any reason.

The results of the analysis of the last indicator that maintain the good name and honor of the institution by 90.7% of women agree to structural official statement saying that they will continue to maintain the good name and honor of the institution although operational work environment is less supportive. The commitment in maintaining the good name of course the obligation of each apparatus, because the institution that is the pot life so it is appropriate that the credibility of a good name at stake in every aspect of life, nurtured, protected and championed at a strategic point favorable, especially the institution is moving in the realm public interest that should be defended to the death.

### 1.16. Obstacles encountered

The study results revealed that in applying the discipline and performance of officials, including woman structural officials in Banjar, Banjar Government still faces a number of obstacles detected are quite substantive, among others:

**First**, sociologically still emerging notion that women are still positioned as inferior to men in many aspects of life, including within the government. The emergence of this kind of perception, then the implications for the psychology of women within portray himself as an officer and public services. In other words, the role of women in a specific position in the government environment regarded as still "limited". Conditions such as this, then compounded by the views of Sunda stressed that " *awewe mah pondok langkah* " ( the women of short step). That term, often used as an excuse to alienate the role of women in various strategic positions, so that the role of women drowned in the grip of men who had been seen as a leader for women. Various sociological fact of this kind, directly or indirectly can be a barrier to push the level of discipline and structural performance of officers and officials of women, especially in government environment of Banjar.

**Secondly**, the influence of the environmental aspects of cultural in government bureaucracy. Cultural aspects directly or indirectly perceived has significant influence on the level of work discipline the bureaucratic apparatus of government at various levels, both central and local levels, including in the Government of Banjar. Inaccuracy time in the line of duty, or still not optimal awareness of officials in performing their duties as a public service is one phenomenon that needs to be examined seriously by the various stakeholders. Such conditions indicated that the bureaucratic culture that had been seen as less supportive of the growing culture of discipline, is still one obstacle in promoting labor discipline officers and ranking officials.

**Third**, understanding of the use of information technology. Be aware that the presence of information technology is sufficiently massive leap accompanied by a very rapid development has driven the growth of a new culture in the community, including within the government bureaucracy. Conditions such as this, then gave birth to a dilemma because there is no doubt that the presence of information technology so quickly on the one

hand to help the acceleration in implementing the tasks and jobs. The speed with which the information needed by the community as well as the ease of the procedure in accessing public services today is should be appreciated as a contribution to the implementation of information technology task of government bureaucracy. However, on the other hand the presence of this technology it can cause problems if users are not or less "wise" in operationalizing. Flourishing mostly officials / bureaucrats who "like playing games" during office hours or playing twitter and the like rather than performing the task and work is one example of how information technology has undermined the character of officials / bureaucrats who then interrupt to the increased work discipline officers.

**Fourth**, the assertiveness led to reprimand and punish any employee disciplinary or discipline is one important part in realizing the discipline in the organization of government, including in Banjar. Assertion of the top leadership is needed, both in order to educate and coercive to employees and structural officials so that they are willing and able to implement their duties in accordance with the vision, mission and goals set.

### **Conclusion**

Based on data analysis that has been described in the previous chapters, it can be concluded from the results of this study as follows:

1. Discipline of women structural official analysis in dimensions of the presence is considered quite good. This shows that the managerial leadership in the organizational structure is always committed to the tradition of the task which it is responsible, because they feel that the basic tasks and functions can influence the process implementation of the daily work in completing any work in the government of Banjar City.
2. Discipline of woman structural official seen from the dimensions of consciousness keep putting in the work supervision in order to maintain conditions conducive working environment. In addition to their exemplary leadership to the employees or subordinates.
3. Discipline structural official working women in view of the dimensions of environmental regulatory compliance in Banjar City Government is not in doubt. Officials of women in governance structures Banjar has proven its role in a wide range of government activity. empirically their role is a potential human resource and nice deemed to be improved the position and role.

### **Recommendation**

In order to improve the discipline of women structural officials in the Government of Banjar, the results of this analysis recommends three things, namely as follows:

1. Application of the presence in the aspect of labor discipline officials deemed structurally better woman, and the application of labor discipline that is firm and thorough action is conducted objectively. However keep in mind is the managerial capacity of structural official women should continue to be developed in order to better again so well established in every decision and policy.
2. In order to better respond to the awareness of the work, as a woman in the context of structural official creation of a conducive working environment which needs to be built exemplary better. Besides it is also the attitude and the performance should be highlighted to be an example for subordinates which will be motivation in the work.
3. Compliance with the official regulations of structural woman is not in doubt but it takes a greater commitment of Banjar City government supported by legislative in the form of local regulations, so that the whole range of woman structural officials can legitimate scope of work thoroughly in building administration of Banjar City government in the future.

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