



Breaking Gender Myths: Analyzing Employee Performance in a West Java Beverage Company

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ABSTRACT

Employee performance is an important determinant for the company. The company's ability to achieve goals, one of which is influenced by the performance of its employees. Employee performance in a company varies. Many companies whose employees are dominated by men, because argue that men have better performance than women. However, many studies explain that employee performance is not influenced by gender. This study aims to analyze employee performance in relation to gender. The research was conducted at a packaged beverage company in West Java. The sample of this research is 258 people from the company. Research using quantitative methods with descriptive analysis. Data obtained through literature studies and questionnaires. From the research results it is known that men and women have the same performance. Even if seen from the score, women outperformed men. Thus, companies must provide equal opportunities for men and women to work.

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Introduction

Competitive advantage in international and local job markets is influenced by Human Resources. Human Resources are a strategic asset for companies to formulate and implement goals (Arslan et al., 2018). Human Resources is one of the factors that determine the success of a company (Macke & Genari, 2018). José et al. (2017) explained that support from Human Resources, namely its performance, is a determining factor for the success of the company.

Employee performance is an important factor in companies (Wijayati et al., 2022). Employees in a company have a very strategic and vital position. The company's ability to respond to various changes that occur in its environment is determined by the quality of its employees. Starting from capturing the phenomenon of environmental change, analyzing its impact on the company to the level of implementation and evaluation is work that must be completed by employees (Kirwan, 2017).

The results of research conducted by APTY (digital software and platforms that help companies assess employee performance and productivity) explain that for any business employee performance is the key to company success (APTY, 2020). The results of research conducted by Clear Company (2022) explain that 52% of employees leave the company because they do not receive benefits from their performance.

Employee performance varies and results in different results (Purbasari & Purnomo, 2019). Many companies employ more men than women on the grounds that men are considered to have higher productivity than women. Gender affects performance, women are often considered weak physically and use feelings (Kotur and Anbazhagan, 2014). Men are believed to have a lower absenteeism rate than women. This indicates that men have better performance than women (Pasaribu, 2021).

Research conducted by Bridges et al. (2020), Wadham et al. (2018), and Wright (2016) explain that most companies employ women at a lower percentage than men. Based on data from the Ministry of Manpower (Zulfiyandi et al., 2021), the working age population in Indonesia is 205,360,436 people, of which 102,640,813 are men and 102,719,623 women, with a total of 131,064,305 people working consisting of 76,556.170 men and 52,498,135 women. This means that the workforce in Indonesia is still dominated by men, even though the working-age population is dominated by women. Likewise, according to the Central Bureau of Statistics (BPS, 2022) the percentage of formal workforce by gender in 2022 is 43.97% male and 35.57% women.

This research was conducted at a company in West Java. Where the company employs more men than women on the grounds that the company uses a lot of machines in completing work, so that men are considered more suitable. According to research conducted by Pangerapan (2023) companies that use a lot of machines are usually domiciled by men.

However, research conducted by Putri (2016) explains that employee performance cannot be determined based on gender. Gender cannot be the reason for someone's high or low performance. Mang-Benza, Carelle, et al. (2023) explained that men and women have the same abilities.

Based on the description above, employee performance is an important aspect in achieving company success. The data, facts, and phenomena presented show a gap in opinion about the effect of gender on employee performance. Thus, the authors are interested in analyzing employee performance in relation to gender.

Research Method

Research on the analysis of employee performance in relation to gender was conducted at a packaged beverage company in West Java. This study uses quantitative methods with descriptive analysis techniques. Quantitative research according to Sekaran & Bougie (2016) is a scientific method with data in the form of numbers that can be processed and analyzed using statistical calculations. Descriptive analysis according to Sekaran and Bougie (2016) includes frequency, mean, and standard deviation which provide descriptions of information from a set of data.

The population in this study are all employees at the company. Determining the number of samples using the tables of Isaac and Michael with an error rate of 5%, the sample in this study were 258 people. The sample was determined using proportionate stratified random sampling technique. According to Sugiyono (2016) proportionate stratified random sampling is a sampling technique used if the population has members or elements that are not homogeneous and proportionally stratified. This means that each division in the company has a representative to be sampled.

The data sources used in this research are primary data and secondary data. According to Kumar (2011) primary data refers to information obtained directly by researchers from the first hand, related to the variable of interest for a particular purpose of the study. Secondary data is information collected from existing data sources. Primary data in this study were obtained from questionnaires distributed to the research sample. The questionnaire contains questions about employee performance including task performance, contextual performance, and adaptive performance (Aguinis, 2019). Secondary data was obtained from literature studies by reviewing books, journals, articles, websites and other references that support research.

Result and Discussion

The research was conducted at a packaged beverage company in West Java. This company is one of the leading companies in its field. Processing of packaged drinks at the company uses a lot of advanced technology.

From the data obtained, it can be seen the characteristics of the respondents based on gender, as shown in diagram 1.

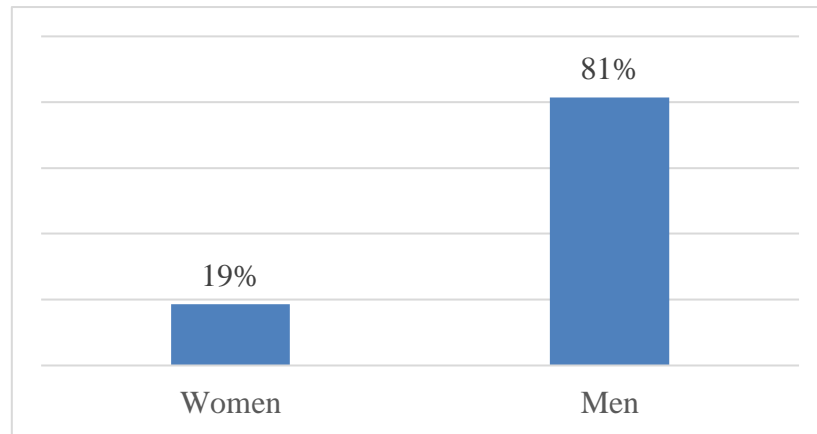


Diagram 1. Characteristics of Respondents Based on Gender
Source: Data Processing Results (2023)

In diagram 1 it can be seen that the respondents are dominated by men employees. Of these, it is known that the majority of employees in the company are mostly men. Likewise, according to employee data, it is known that 81% of employees in the company are men. The reason companies employ more men than women is because companies use machine technology, and men are considered more capable of operating this technology.

Likewise, according to BPS data (2022), the majority of workers in Indonesia are men, as shown in diagram 2.

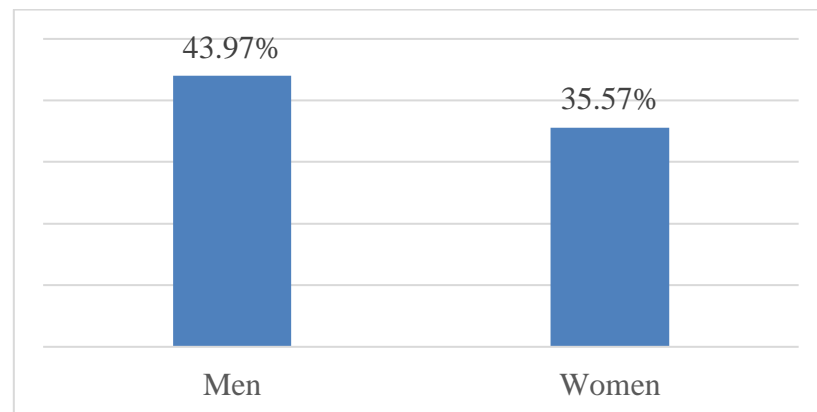


Diagram 2. Labor in Indonesia in terms of Gender
Source: BPS (2022)

Based on data from the Ministry of Manpower (Zulfiyandi et al., 2021), the majority of the working age population in Indonesia is women. Even though employees or workers in Indonesia are dominated by men, as shown in diagram 3.

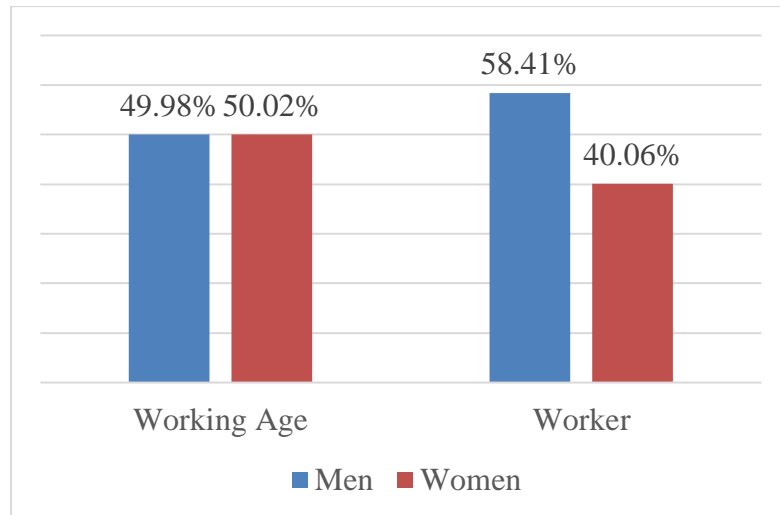


Diagram 3. Working Age Population and Workers in Indonesia in terms of Gender
 Source: Ministry of Manpower (Zulfiyandi et al., 2021)

From the questionnaire distributed to respondents, it can be seen that the average performance of employees at the company, as shown in table 1.

Table 1. Employee Performance

Measurement	Average Score	Description
Task Performance	3,36	Enough
Contextual Performance	3,63	High
Adaptive Performance	3,55	High
Employee Performance	3,52	High

Sumber: Data Processing Results (2023)

In table 1 it is known that the highest score is on the contextual performance dimension, namely 3.63 with the high category. The lowest score on the task performance dimension is 3.36 in the sufficient category. The average performance of employees at PT. X is in the high category.

From the questionnaire it can also be seen the relationship between gender and employee performance, as shown in diagram 4.

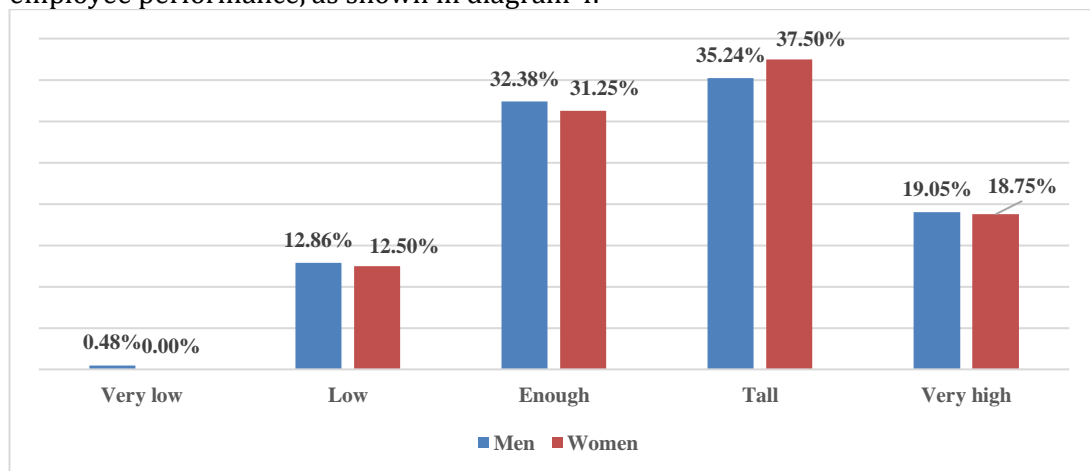


Diagram 4. Gender Relations with Employee Performance
 Source: Data Processing Results (2023)

In diagram 4 it can be seen that there are still male employees who have a very low performance category. Low employee performance is dominated by male employees. Employee performance is quite dominated by men. High employee performance is dominated by women. Employee performance is very high, dominated by men. The following is the average performance score of male and female employees, as shown in table 2.

Table 2. Employee Performance Based on Gender

Gender	Average Score	Description
Men	3,51	High
Women	3,53	High

In table 2 it is known that male and female employees have the same average performance category, namely high. Even though the average performance score, women get a higher score than men. This is contrary to previous research which explains that men have superior performance compared to women. Men are considered less likely to be absent from work than women (Pasaribu, 2021).

Many companies think that women employees are physically weak (Kotur & Anbazhagan, 2014), so they are unable to operate the technology used by the company (Pangerepan, 2023). In addition, women are considered to use their feelings more when working, which of course will have a negative effect on their productivity (Putri, 2016). Even though in jobs that require creativity, the performance of female employees outperforms the performance of men employees, especially when women get certain support from their environment (Kemmelmeyer, M., & Walton, A. P, 2016).

Mang-Benza, Carelle, et al. (2023) explains that men and women have the same ability to work. Kurniawan and Mulyani (2021) in their research explained that when viewed from the average there is no difference in the performance of men and women. Even though the performance of each employee varies and makes the results achieved vary (Purbasari & Purnomo, 2019). However, employee performance cannot be determined based on gender (Putri, 2016).

Schermerhorn et al. (2017) explained three factors that affect employee performance, namely abilities which are the basic foundation of talent and individual capacity skills to perform at a high level, management support to create maximum performance, and effort or willingness from employees to perform superior. Gender cannot be the reason for someone's high or low performance (Rahman, 2020).

Diversity within a company, one of which is gender, should be a complementary factor in achieving company focus (Cobeña et al., 2017: 1). A diversity approach will benefit all members, both majority and minority in a company (Gündemir et al., 2017: 34). The results of Gomez & Bernet's research (2019: 1) explain that there is a positive relationship between diversity, quality, and financial performance. The existence of diversity shows better service to consumers, increased innovation, team communication, and better risk assessment (Guillaume et al., 2017: 276).

Conclusion

The performance of employees in a company varies, but gender does not determine whether a person works well or not. Companies may not predict the quality of employee performance and employee abilities based on their gender. Men and women must have the same opportunity to get a job. Diversity in the company can complement the performance between employees so that they can achieve maximum company goals.

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