

**ANALISING THE RELATIONSHIP BETWEEN GENDER  
DISCRIMINATION AND EMPLOYEE PERFORMANCE AT PT.  
HASJRAT ABADI SUDIRMAN MANADO**

*MENGANALISA HUBUNGAN ANTARA DISKRIMINASI GENDER DAN KINERJA  
KARYAWAAN DI PT. HASJRAT ABADI SUDIRMAN MANADO*

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**ABSTRACT:**

*Employee is an important thing in company or organization. It plays vital role because performance of the company or organization depends on their employee performance. One of the factors that can affect is discrimination. Discrimination can also occur in the workplace such as gender discrimination. The purpose of this research is to analyze the relationship between gender discrimination and employee performance in PT. Hasjrat Abadi. The targets of population were the employees at PT. Hasjrat Abadi Sudirman, Manado. And the sample takes 10 employees representing of each department. Method that is used in this research is qualitative method. Data was collected using interview. The result from the study found that's discrimination gender and the performance of employee don't have a significant increase. The study recommended the company should deeply observe the quality of employee without stereotyping and building more trust between company and employees.*

*Keywords: gender discrimination, hiring, employee performance.*

**ABSTRAK :**

Karyawan adalah hal penting dalam sebuah perusahaan atau organisasi. Dia memainkan peran yang sangat penting karena kinerja perusahaan atau sebuah organisasi tergantung pada kinerja karyawannya. Diskriminasi juga dapat terjadi di tempat kerja seperti diskriminasi gender. Tujuan penelitian ini adalah menganalisa hubungan antara diskriminasi gender dan kinerja karyawan di PT. Hasjrat Abadi. Sasaran populasi adalah karyawan di PT. Hasjrat Abadi Sudirman, Manado. Dan sample yang diambil adalah 10 karyawan yang mewakili setiap departemen. Metode yang di gunakan dalam penelitian ini adalah metode kualitatif. Data dikumpulkan dengan cara wawancara. Hasil dari penelitian ini menemukan bahwa adalah diskriminasi gender dan kinerja karyawan tidak memiliki peningkatan yang signifikan. Studi ini direkomendasikan kepada perusahaan harus memperhatikan kualitas karyawan tanpa stereotip dan membangun kepercayaan yang lebih antara perusahaan dan karyawan.

Kata kunci : diskriminasi gender, mempekerjakan, kinerja karyawan.

## 1. INTRODUCTION

### Research Background

Relation between human being is very important in social aspect. Relation is an existing connection between people or among things. Relation connects the personal character between another. Relation can measure how well the individual can blended. Human being is a social being. So, human being is not an independent individual. It always about causes and effect if it's connect with people.

One of the factors that are crucial in work place is gender. Some company hire more male worker than female. The reason is variety; it's depends on how they run the company or how they assess the performance. Gender equality or equality between men and women, refers the fulfillment of the rights, opportunities and fair treatment by men and women of all age groups in all stages of life and work. Gender equality means that all human beings are free to develop their personal abilities and choose without being restricted by stereotypes and prejudices about gender roles or the characteristics of men and women. Gender equality does not mean that men and women are the same, or have been the same, but the rights, responsibilities, social status and access to resources doesn't depend on their gender.

This research describes that the least clear aspect of recruiting process is relationship between employer and employee. The hiring authorities are fully aware and conscious about gender biasness in hiring. They use their best understanding while hiring male or female employee and consider all positive and negative aspects. Some recruitment practices may not even be a deliberate attempt to discriminate, but nevertheless have the effect of disqualifying female job candidates. Examples might include minimum height or weight requirements that don't affect job performance, but that set the bar too high for most women. Training or interview appointments may be set so late in the day that woman with children may not be able to attend.

The current data in PT. Hasjrat Abadi shows that there are 515 total workers with high productivity, from the CEO until the employee. The amount of female worker just 25%, the rest are male worker. Based on the degree female worker almost have the bachelor degree, while the average of the male worker just have high school graduate. Even the female worker has bachelor degree; some of them are just positioned as cashier, secretary, sales girl, and customer service. None of them (female worker) is positioned in top executive position. Most of them are positioned in management section or just in assist position. The male workers are dominating the top executive position. That's not initially happen, but as the time goes by the company end up with or without notice the discrimination.

To study gender discrimination in variables recruitment, promotion and facilities and how gender discrimination in these variables impact the employee performance/productivity. The previous researcher also research how gender can affect employees' performance. Therefore, this research is conducted to elevate how the relation between gender discrimination and employee performance in PT. Hasjrat Abadi with qualitative strategy.

### Research Objective

Based on the research background that stated above, made problem identification that needs to get analyzing furthermore on this research. The problem to be analyzed will specified on this question below:

*How is the relationship between gender discrimination and employee performance at PT. Hasjrat Abadi Sudirman, Manado?*

## **Theoretical Framework**

### **Human Resources Management**

According to Gary Dessler (2010) "Human resource management refers to the policies and practices one needs to carry out the people or human resource aspects of management position including recruiting, screening, training, rewarding and appraising."

### **Gender**

Hearn & Parkin (1987) emphasized on female issue in those organizations who are dominated by male. Gender is defined as; "Gender comprises a range of differences between men and women, extending from the biological to the social" "Discrimination is treating differently on the basis of sex or race" (Word net web) on the basis of above definitions we can conclude that basically gender discrimination is preference of one gender upon other.

### **Discrimination**

Discrimination is wrong because it fails to treat individuals based on their merits. Thus, argues that hiring decisions based on race, sex, religion and other social categories are wrong because such decisions should be based on who "is best qualified for the post" Sidney Hook (1995: 146). In a similar vein, Alan Goldman (1979: 34) argues that discriminatory practices are wrong because "the most competent individuals have prima facie rights to positions".

### **Employee Performance**

According Alan Kirk (2005), employee performance management is a process that companies use to ensure that employees are contributing to producing high quality product or services. Employee performance management encourages the employee to get involved in the planning for the company, and therefore anticipates by having a role in the process the employee will be motivated to perform at a high level.

## **2. RESEARCH METHOD**

### **Types of research**

This research uses Qualitative research.

### **Place and Time**

The research conducted in PT. Hasjrat Abadi Sudirman, Manado, from august to september 2016.

### **Research Procedure**

There are some steps that have been done to conduct this research. There are:

1. Study about the qualitative analysis interview method and Human Resources material, gender discrimination, especially from secondary data articles, and books.
2. Select the potential respondents to be interviewed. Gain the Permission to Conduct Research in PT. Hasjrat Abadi.
3. Map out the questions for interview
4. Conduct observation while doing in-depth interview with the informants to get information.
5. Doing analysis while collecting the data

6. Doing final observation and interviews to do data triangulation and complete the materials
7. Re-checking all the interview and observation results
8. Writing results

### **Population and Sample**

The population in the research is the employee of PT. Hasjrat Abadi Manado. The sample in this research is consisting of 10 informants, the sampling method is purposive sampling. The purposive sampling was applied in this research regarding to obtain information according to criteria.

### **Qualitative Data Analysis**

According to Hair et al (Money, A, H., Page, Mike & Samouel, Phillip 2007:292), there are several steps in qualitative data analysis, such as;

- a. **Data Collection** is the process where the researcher find information or data from any kind of source such as books, internet website and gather deeper information from the informant.
- b. **Data Reduction** involves selecting, simplifying and transforming the data to make it more manageable and understandable.
- c. **Data Display** helps qualitative researches to organize information and view it in a way that enables them to identify linkages and develop explanations that relate their findings to existing theories.
- d. **Drawing and Verifying Conclusion** drawing conclusion involves deciding what the identified themes and patterns and how they help to answer the research question. Verification involves checking and re-checking the data ensure the initial conclusions are realistic, supportable and valid.

## **3. RESULT AND DISCUSSION**

### **Result**

#### **Informant 1**

Informant 1 is 33 years old have been worked in PT. Hasjrat Abadi for 2 years and has salary range about one to three millions. His position in PT. Hasjrat Abadi is Administrative personnel. He didn't apply for the position but got accepted. He was applied for IT instead. According to him the most got accepted to work in here was male for Yamaha and, equal male & female for Toyota. But, for sales man they are requires most of male. For the back office itself it requires most of female. As long as he work in PT. Hasjrat Abadi the supervisor was good but has a strict manner. The job he has now actually doesn't suit with his background education because he was graduated from engineer department. In his department now there are no differences about the criteria of work. It is equal between male and female. But for the work in warehouse there are no female workers. As for contract that limit his right as a man there is just one condition that he think it limit his right, that is no smoking in company. For the workload and work performance in back office there's no differences between male and female. Because they were got accepted through their skill/ability. For the work performance in terms of marriage female was forbidden to married before work in PT. Hasjrat Abadi. As for the male it's ok as long as he can manage his life with work balance. For the opportunity for enhance his career was still not clear. Because PT. Hasjrat Abadi is private company which is difficult to have a promotion. For the policies that have been applied in PT.

Hasjrat Abadi was good because its increase employee performance. He doesn't really happy for his job now because the salary was still below the average if we want to compare with other company also the salary itself doesn't really fulfill his needs of life. He doesn't satisfy with his job or position now because it doesn't suit with his background education and the salary doesn't equal with his education.

### **Informant 2**

Informant 2 is 24 years old have been worked in PT. Hasjrat Abadi for 1 year and has salary range about one to three millions. Her position in PT. Hasjrat Abadi is AR-Leasing Financial Staff. According to her, she was got accepted because of her skill/ability, etc. she said that there were no differences in hiring male & female in PT. Hasjrat Abadi. For the supervisor itself she said that she/he is quite good, indiscriminately. Her responsibilities are collect leasing on time, diligent for the task performance, and more importantly accurate. In her department now there are no differences about the criteria of work. It is equal between male and female. As for contract that limit her right as a female there is just one condition that she think it limit her right, that is forbidden to have marriage for 2 years after got accepted in company. For the workload it's equal between male and female it all depends on what kind of work itself, and what department you are. And for the work performance in her department it's leaning toward female. For the status affect the performance of work have a direct effect towards someone who applied for the job or who has been accepted to work in company. Because, the first one was the policy not to have a marriage after 2 years. And for the work performance it also has direct effect whether she/he married or not. The employees have their own deadline. She was suit with her profession now because it's fit with her background education. For the opportunity for enhance her career was still have a chance if they are work hard and keep faith. For the policies that have been applied in PT. Hasjrat Abadi was good because its increase employee performance. She quite satisfies with her career now, she work there just because the position was vacant and she needs a job. Also, she not matters as long as she in her department. She quite satisfies with her salary even as a women they tend to have more spending in every single needs (clothes, shoes, makeup, etc). So, even the salary was not enough she trying to balance it with the salary. For now she is satisfy with her position in company because it meets her background education and its suit with her major.

### **Informant 3**

Informant 3 is 32 years old have been worked in PT. Hasjrat Abadi for 6 years and has salary range about three to six millions. Her position in PT. Hasjrat Abadi is Bookkeeping GL. According to her, she was got accepted because of her skill/ability, and her easy-going attitude. She said that there were no differences in hiring male & female in PT. Hasjrat Abadi. For the supervisor itself she said that she/he good, and very professional. Her responsibilities are Jakarta branch reconciliation, bank transaction, bookkeeping diligent for the task performance, and more importantly accurate. She was worthy to hire because she fit the position with her background education, compatible, she has satisfactory in test. In her department now there are no differences about the criteria of work. It is equal between male and female except warehouse. As long is not a physical work its equal for male and female. She thinks that one contract that limits her right. It is

no marriage after 2 years. For the workload it's equal between male and female. It's depends on what kind of situation. Sometimes they switch the task. Because if someone was absent they can do their job. As long as they are finished their job first. And for the work performance it's equal between male and female. Because they all have their own task and deadline. According to her person status affect the performance of work have an impact towards someone who applied for the job. it could be special provision for those who have been married and really need job for their family. As for the work performance in terms of a person status that is depends on personality. But, in her department they were charged to finish (closed book) at the end of the month. She was suit with her profession now because it's fit with her background education. For the opportunity to enhance her career was still have a chance but she don't know when as long as she can be promoted in bookkeeping department she's happy. For the policies that have been applied in PT. Hasjrat Abadi was good because its increase employee performance. She satisfies with her career now because she suit with her background education. She quite satisfies with her salary even her expected more. Her salary can support her needs. Because life needs in Manado is quite affordable. For now she is satisfy with her position because it meets with her education but she expected to get promotion and have a higher degree so that can support if one day she got promoted.

#### **Informant 4**

Informant 4 is 36 years old have been worked in PT. Hasjrat Abadi since early 2016 and has salary range about six to ten millions. His position in PT. Hasjrat Abadi is Trainer Yamaha. Why he choose to worked in PT. Hasjrat Abadi is because when his passion in training employee. He happy worked in PT. Hasjrat Abadi because he can expand his social life, and have more client. His career from the beginning was national trainer. Because he was a professional trainer, compatible in his field, and can guide the employees well, the company recruited straight away. He said that there are no differences in hiring between female and male. It's all depending on how well the employees' performances are. He doesn't have any issues about being treated equally by the superior. His responsibilities are primary training employees, customer satisfaction, etc. He was worthy to hire because he a qualify trainer in the field. As for the policies that have been implemented there are no issues for him. Just period of work contract. For the workload they have equal between male and female. Because they have their own proportion of job. According to him, there have differences of work performance between male and female. Male tend to more agile than female, so the company have to balance it. In terms of marriage, a person status has effect on performance. Employees who are already married tend to work hard. While employees who still single have their own boost, there are deadline and keep the good performance in order to have a better career path. He said he have the opportunity to be promoted but if he can choose he didn't want it, because his salary was more than enough for a single man and all his life needs have been fulfilled. But he said it will be changed if someday he gets married. For the policy itself, he the one who's created so it have an effect for his subordinate. He did want his position now. According to him, his positions now still not balance with his education background. Because the last trainer he knows has master degree while he is a bachelor. So, he has a thought to continue his study someday. But, after all he satisfies with his jobs.

#### **Informant 5**

Informant 5 is 29 years old have been worked in PT. Hasjrat Abadi for 6 years and has salary range about three to six millions. His position in PT. Hasjrat Abadi is administrative staff. He said that there are no differences in hiring between female and male. It's all depending on how well the employees' performances are. He doesn't have any issues about being treated equally by the superior. The primary responsibility is input data. As for the policies that have been implemented there are no issues for him. Just contract work period. For the workload they have equal between male and female. Because they have their own proportion of job. According to him, there have differences of work performance between male and female. Male tend to work more focus or personal problem didn't affect their performance while female (not all of them) work with feeling. Because female it's a sensitive person. Female are full of feeling. He said that employees who are already married usually work harder than before. While employees who are still single have their own goals or have a deadline. Being young doesn't mean they can work less. He said he didn't have the opportunity to enhance his career. Because he saw all the employees who are work before him never have promotion in his department until they are retired. So, he doesn't want to hope much. He believes that the policy that have been implemented have a positive effect towards employees. It can help the employees to increase the performance. Actually he doesn't really want his job now but his trying to more grateful. As now he is a single man, he thinks that his salary was enough for fulfilled his daily needs and he was quite satisfy with his job even though he knows that he can't have better position if he still in PT. Hasjrat Abadi.

### **Informant 6**

Informant 6 is 24 years old have been worked in PT. Hasjrat Abadi for 1 year and has salary range about one to three millions. Her position in PT. Hasjrat Abadi is IT Staff. She said that there are differences in hiring male & female in PT. Hasjrat Abadi. For the back office they hire more female and for the sales man they only hire male. For the superior itself she said that she/he good, and very professional. Her responsibility is control system. In her department now there is a difference about the criteria of work. For outside (repaired things) male worker was in charge. Because female worker cannot going outside for repaired. For the contract limit that company implemented she doesn't have issues. Because she thinks every good company should done the same. For the workload it's have a difference too. If the work was used power or physics male worker was in charge. For the work performance between female and male she said its relative. Because their work was variant. According to her person status affect the performance of work have an impact towards someone who applied for the job. for sales man it doesn't matter if he is married as long as he experienced. But, as long as she knows its a little possibility for someone who apply job in back office got accepted if she/he already married. They prioritize single to work in back office. As for the person status affect the work performance it's have a direct effect. Someone who already married cannot easily to have a meeting with client outside the office. She was suit with her profession now because it's compatible with her background education. She doesn't really know if she can enhance her career in PT. got promoted usually sales man. The probability for someone who in back office to get promote is low. For the policies that have been applied in PT. Hasjrat Abadi she thinks that some of them have influence but some of them were none. She satisfies with her career/position now because she suit with her background

education. She not satisfies with her salary now she expected more. Her daily needs was not fulfilled. For now she is satisfy with her position because it meets with her education but she expected to get promotion and have a higher degree so that can support if one day she got promoted.

### **Informant 7**

Informant 7 is 31 years old have been worked in PT. Hasjrat Abadi for 1 years and has salary range about three to six millions.. He said that there are no differences in hiring between female and male. It's all depending on how well the employees' performances are. He doesn't have any issues about being treated equally by the superior. His responsibilities are managing contract, case, control the outlet, and help in general department. He was worthy to hire because it compatible with his education which is bachelor of law. For the criteria of work he said that in his department male got a little bit of task while female still got her job but not as much as male. As for the policies that have been implemented there are no issues for him. Because in his department there are more male than female so the workload and the work performance more incline for male. According to him there were effects of person status in terms of marriage about 60%. As for the performance in terms of marriage there were effect for the employee, they are who already been married tend to prominent than they are that didn't get married yet. He said he have the opportunity to enhance his career. He believes that the policies that have been implemented should enhance employee performance. He like his job now because it's compatible with his education and have enough salary even it's not meet his expectation. Because his salary didn't really fulfilled his daily needs. For now he quite satisfies with his position and job.

### **Informant 8**

Informant 8 is 23 years old have been worked in PT. Hasjrat Abadi for 1 year and has salary range about one to three millions. His position in PT. Hasjrat Abadi is administrative back-up staff and cashier. He said that the companies tend to hire male for his position because female doesn't compatible with the condition. He doesn't have any issues about being treated equally by the superior. His responsibilities are cover/help the financial department, bookkeeping, and have to be able done all kind of job. He was worthy to hire because he has fully responsible of all his work. For the criteria of work and contract limitation, he said that in his department all male so there are no criteria or restriction or limitation. In his department no females so the workload, performance all have no differences. It's all equal. Person statuses have effect for someone got accepted to work. It's all depending what kind of vacant job is. And someone who already married tends to have a significant progress of work. He thinks that he has opportunity to enhance his career if he have a significant achievement and keep doing better to all his task that have been given to him. But it can't be predicted. He said he have the opportunity to enhance his career. He believes that the policies that have been implemented should enhance employee performance. For now, he just trying his best at the job because he can't tell if he is satisfies with his job or not. He just wants to have experienced. For the salary it's enough because he still single and live with his parents so he can minimize his expense wisely. Actually, his background education doesn't really compatible with his

job now, because he didn't focus for 1 job but the entire job that given to him and he should learn more to finished it. According to hi he was satisfied with his job for now.

### **Informant 9**

Informant 9 is 48 years old have been worked in PT. Hasjrat Abadi for 5 years and has salary range about one to three millions. His position in PT. Hasjrat Abadi is interpreter bill. According to him, the company didn't have differences in hiring. He also stated that he doesn't have any kind of issues about being treated equally. His responsibility is the entire job that has been assign to him. He doesn't certain about worthiness he is in job. Because he thinks as long as he gets a job he doesn't care what company hires him. For interpreter bill there are no female so he said there are no difference criteria of work. As long as he works in PT. Hasjrat Abadi, he thinks that there are no contract limit to the male and female. In his department no females so the workload, and performance all have no differences. It's all equal. Person statuses have effect for someone got accepted to work. It's all depending what kind of vacant job is. Compatible or not he will try to fit with the job. Because it's the only one source income he gets. He thinks he can get promoted because of his age. He thinks that the policy can affected the employee performance by 60%. But it's all depends on the situation. He feel so grateful with his job now. For the salary it's enough because he stated its 80% fulfill his daily needs. If he ask about how satisfy he with his job, he will said it more than enough or he absolutely satisfy because he can have a permanent job.

### **Informant 10**

Informant 10 is 23 years old have been worked in PT. Hasjrat Abadi for 1 year and has salary range about one to three millions. Her position in PT. Hasjrat Abadi is secretary. She said that there are no differences in hiring male & female in PT. Hasjrat Abadi. It all depends on the position that is available. For the superior itself she said that she got no issues by being treated equally but she just feel that her ability wasn't acknowledge. Her responsibility is assisting the boss, always remember what boss has said, and obey the rules. She was worthy to hire because she fit the position with her background education. For the secretary position there are no male so there is no difference about the criteria of work. For the contract limit that company implemented she does have issues. She doesn't necessarily agree with the terms of no married after 2 years work. For the work performance between female and male she thinks that they have differences, she thinks female has more attention seeker than male and female have a better communication than male. According to her person status affect the performance of work have an impact towards someone who applied for the job. For sales man it doesn't matter if he is married as long as he experienced. But, as long as she knows it's a little possibility for someone who apply job in back office got accepted if she/he already married. They prioritize single to work in back office. As for the person status affect the work performance it's have a direct effect. Someone who already married have more responsibility because they have a family. She doesn't compatible with her job now, because she thinks it doesn't challenge her. What her study in college doesn't compatible with her job now. She also thinks that she can't enhance her career in PT Hasjrat Abadi. Because she looks by the previous secretary until her pension she always been a secretary. . For the policies that have been applied in PT. Hasjrat Abadi she thinks that some of them have influence but some of

them were none. She doesn't satisfy with her career/position now, she want to try other position that can challenge her. As for the salary she doesn't satisfy but it's enough to fulfill her daily needs. She also doesn't satisfy with her position because it doesn't meet with her education and she needs something to trigger her performance.

### **Discussion**

As stated the entire informant. They almost have many common thoughts in how's the performance between male and female. They stated that performance wasn't a big issue because every sector or department has their own limit and work. But, some of them still think that there a differences with performance, like the informants 4,5,6,7,10 stated. Also some of them directly said the works that given to male and female are different.

According to Damewood (2011), gender discrimination means the rights or privileges of accepting or rejecting of a person based on their gender. There are some gender discriminatory Practices in the workplace, gender discrimination in workplace can be defined as employees be treated unequally by their because of the job requirement prefer to a specific gender. It is suitable for any work situation, including hiring, firing, compensation, assigning jobs, promoting, training and offering benefits Cohen (2013).

Based on those 2 theories, gender discrimination has relationship with employee performance. Whether it is direct or indirect or just a stereotype towards male or female worker. The theory has similarities with the result. The result has shown that some department only hires or employs male worker rather than female. Just like in salesman and warehouse department. The task that given by the boss is different too. Male worker tend to have a significant job while female worker just gets an ordinary job. In this case female worker has a stereotype to support male worker. So, some of higher position in PT. Hasjrat Abadi has a male worker than female worker.

The hiring requirements also stated that they only hiring employee who are not marriage yet, either male or female. But, that requirements strongly used towards female worker. Just like informant 2,3,10 said. There are also male worker that have been hiring but he already married. They said that it depends on the situation of company or the situation of the worker itself. But female informant said they are strongly not allowed get married before working in PT. Hasjrat Abadi or after 2 years of work in PT. Hasjrat Abadi. There has some contradictive about the requirements.

The situation in PT. Hasjrat Abadi is not quite suitable for someone who looks for career path. Because some of the informants do not really hope to get promotion. Even they are not really satisfy with their current job/position. They just do their job in order to fulfill needs and wants. According some of them, in the company it's so rare to find someone that has been promoted before. They just try their best to adjust lifestyle with their income also. Some of them not really satisfy with their income. Especially those who have been married. They need a proper income to support their family needs.

## **4. CONCLUSION AND RECOMMENDATION**

Based on the result and discussion in the previous chapter, the researcher can conclude some points here:

1. The discrimination itself does happen in PT. Hasjrat Abadi. Whether the employees realize or not, they become victims indirectly. The differences of task and stereotypes also stimulate the discrimination.
2. The requirements or the policy also need to be rearranged, in order to improve the employee performance. Some of the requirements have to strongly obtain correctly. It should be

unrelated with some situation or companies' situation. They also need to make an addition in policy to eliminate the discrimination towards gender.

3. The employee needs more credibility towards their position. Like in the previous chapter said in discussion, the employee just do their usual job without any booster to boost their performance.
4. Regarding the stereotypes, female worker has less work to do than male worker. The proportion of female and male worker also a concern. Most of female worker just place in back office (financial department, bookkeeping, etc). The amount of informants also tells that in the company there are more male than female just by look the proportion. The amount of male informants is six while the female is four.
5. Company not fully notices their own employee's potential. It is proven by how long they have been work there. Some of the informant has worked few years. Also, none of them get promoted. Employees who have in higher position or higher income also do not get their position by getting promoted but being employed directly.

## **Recommendation**

### **For Director and Managers**

To achieve their vision and mission, they need to improve the human resources first. To get that goal they have to illuminate all the obstacles such as gender discrimination. Directors and managers should deeply observe the quality of their employee without stereotypes or any other biases. Directors and managers should reviewing the policy that have been implemented in company. So there is no any objection party. It would be good if the company also can distribute the task or job without being consider the gender. Because based on the data in PT. Hasjrat Abadi the level of equity in education is equal. They also need some fresh idea to boost their employee performance. They also have to give some acknowledgement or credit to their employees that have a great achievement. So the employees can have a better career path if the company can provide them with credit towards them who give an excellent job/performance. They need to build more trust between company and employee itself. It's really crucial things in work if the employee doesn't trust their company or otherwise. The company performance will not have a significant increase.

### **For Employees**

The employee needs to gain company trust by work harder and give a higher achievement. They also need to set up their own goals so they can motivate themselves. Whether the employee is satisfied or unsatisfied with the salaries they need to keep faith in their job because maybe sometimes they can get promoted or being transferred to the other branch and get a proper salaries and job. For the employee they need not to easily satisfy with whatever they have or achieve.

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**Books**

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