The Differences in Employees' Green Behavior Between Gender At PT Dewa Patria

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ABSTRACT

This research aims to determine the effect of environmentally friendly recruitment selection, environmentally friendly training, environmentally friendly performance management, environmentally friendly payments & rewards, and environmentally friendly involvement on employee green behavior. The method used is quantitative. The purpose of this study is to examine the impact of gender differences on employees' green behavior at PT Dewa Patria. This research employs a quantitative method with descriptive analysis techniques. The sample consists of 88 employees from PT Dewa Patria. Data collection was conducted by distributing questionnaires to the employees. Data analysis involved normality tests and difference tests. The results indicate a significant statistical difference in green behavior among employees based on gender. In other words, gender has a significant impact on employees' green behavior.
Keywords: GHRM, Gender, Employees.

1. INTRODUCTION

The damage to the surrounding environment is largely caused by the operational activities of factories, such as air pollution from production combustion emissions and the contamination of river ecosystems due to the discharge of factory wastewater containing hazardous chemicals. Therefore, it is essential for every organization to develop awareness and concern for the environment. Organizations play a significant role in encouraging their members to engage in environmental management efforts. Generally, employee behavior that prioritizes environmental management practices in the workplace refers to green behavior. To minimize environmental damage caused by the industrial sector and manufacturing waste, companies implement environmentally friendly practices to reduce pollution, especially in the workplace. Green human resource management behavior is considered a vital element within an organization to address and manage environmental issues and ensure sustainable resource use to achieve competitive advantage [1]. Green behavior in employees involves actions and behaviors that contribute to environmental sustainability within an organization [2]. Employee behavior that cares for the environment is crucial for supporting organizations to survive and grow in the future. Green behavior enables employees to feel a greater sense of ownership in the company, without expecting any rewards from the organization. To create safety, cleanliness, and a healthy environment, it must begin with behavior [3].

Employee green behavior can help companies achieve enhanced green performance goals by developing green behavior among employees [4]. One factor influencing employee green behavior is gender differences. Gender refers to the differentiation of roles, functions, and responsibilities between women and men, which arise from social and cultural constructs and can change over time [5]. These gender role differences help us rethink the division of roles traditionally assumed to be inherent to women and men in order to develop a dynamic and accurate understanding of gender relations that aligns with societal realities [6].

Gender is the cultural distinction between sexes, where men and women are differentiated according to their roles, traits, status, and position in society, as shaped by the local culture. Sex, or biological gender, refers to the physical differences between men and women based on biological characteristics. Males are typically characterized by having a penis, testicles (scrotum), and producing sperm. Females have reproductive organs such as a uterus, birth canal, ovaries for egg production, a vagina, and breasts for breastfeeding [7]. The distinction between males and females based on sex is considered a natural law or divine determination. The biological characteristics of each sex are permanent and cannot be interchanged, as the reproductive organs of males and females are fixed and unalterable.

Gender refers to the differences between men and women from social, cultural, and psychological perspectives. There is a tendency for passivity, a more reserved nature, and less enthusiasm in competitive situations [8]. Women are also more likely to be influenced by emotional conditions and feelings. On the other hand, men tend to exhibit more assertive, competitive behavior and are better at controlling their emotions and feelings. Men are generally more objective in their views and tend to focus on interactions with the external environment [9]. Society determines and shapes individual characteristics, including appearance, clothing, attitudes, and personality. If a person is male, he is expected to appear masculine, whereas if a person is female, she is expected to be feminine. Masculinity in men is demonstrated through traits such as bravery, strength, resilience, persistence, selfishness, and rational thinking. If a man lacks or abandons many of these traits, he may be perceived as effeminate.　Femininity in women is characterized by gentleness, humility, gracefulness, a tendency to yield, maternal instincts, weakness, and an ability to understand others. If a woman lacks or does not embody these positive traits, she may be considered unattractive [10].

Gender in the workplace has become an important issue today. In some companies, different treatment is often observed between male and female employees. Companies tend to perceive male employees as more agile due to their physical strength, while female employees are often considered more prudent in decision-making, as they rely on careful thought and emotions [11]. Schnapps and Holzer (2009) state that women exhibit more environmentally friendly behavior and are generally more concerned about environmental issues than men. As a result, they have a more positive attitude toward eco-friendly products. Women tend to have stronger environmental awareness compared to men [12].

Gender differences do not inherently pose a problem as long as they do not lead to gender injustice. However, the issue arises when these differences result in various forms of injustice, affecting both men and, more significantly, women. Gender inequality is also driven by gender bias, which is rooted in societal knowledge that tends to be unfair. The existing socio-cultural norms place women in a secondary position, where they are often dominated by men. The patriarchal hegemony in society positions men as leaders in families, organizations, and politics, leading to relatively low participation of women in decision-making. The lack of opportunities for women to engage in decision-making or take on leadership roles often results in their preference for a passive stance.

Based on an internal interview with PT Dewa Patria, internal company environmental issues stem from employees' lack of personal concern for their workplace environment. Some employees, particularly women, have complained about colleagues smoking indoors despite the availability of designated smoking areas, which disrupts work activities. Additionally, some employees dispose of waste carelessly, even though trash bins are provided. Field surveys have also revealed a significant issue: air pollution caused by thick black smoke from the company's operational activities, leading to poor air quality and affecting the daily lives of residents near the factory. Moreover, industrial waste frequently contaminates residential areas, prompting numerous complaints from the community. In response, the company has continuously taken measures to mitigate the impact and ensure that no parties suffer losses. Before these environmental issues arose, PT Dewa Patria fully utilized its profits. However, following community protests regarding the thick smoke emissions from the factory, the company has made efforts to enhance employee environmental awareness through training, individual performance evaluations, and employee engagement. Consequently, a portion of the company's profits is now allocated to improving production machinery to reduce black smoke emissions, implementing environmental programs for employees, and providing compensation to affected communities.

To maintain competitiveness and long-term sustainability, PT Dewa Patria must implement green employee behavior practices. This approach aims to increase employees' awareness of both their internal and external work environments. By fostering environmentally friendly employee behavior, the company hopes to transform its workforce into environmentally conscious individuals who contribute to achieving corporate environmental goals and making a significant impact on environmental sustainability. Furthermore, from a functional perspective, adopting green employee behavior can enhance corporate efficiency and reduce operational costs. To successfully implement green behavior in alignment with corporate environmental objectives, the company must provide environmental training for all employees, improve individual environmental performance, engage employees in eco-friendly initiatives, offer opportunities for employees to express their opinions on problem-solving strategies, and involve them in decision-making regarding environmental issues faced by the company. Based on the aforementioned issues and the limited previous research on green employee behavior, the researcher intends to conduct further studies under the proposed thesis title: "Gender Differences in Green Employee Behavior at PT Dewa Patria."

2.　METHODS

According to Sugiyono (2021), the research object refers to anything that becomes the focus established by the researcher for study and analysis to obtain relevant information. This research is conducted at PT Dewa Patria, specifically at the Pengabuan site in PALI Regency. The type of data used in this study is quantitative data. Quantitative data is data that can be directly measured and calculated, providing information or explanations in numerical or statistical form. In

this study, quantitative data is obtained from respondents' answers to questionnaires. The primary data source used in this research consists of data collected directly by the researcher. According to Nazir in his book Analysis of Research Data (2019), primary data is data obtained directly from the field or research object, whether through measurement, observation, or questionnaires. In this study, the primary data source comes from distributing questionnaires that are answered directly by respondents.

The data collection technique in this research involves distributing questionnaires to respondents. A questionnaire is a data collection technique in which written statements are given to respondents to answer. The questionnaire is structured in the form of statements and is distributed in person using prepared physical sheets. The distribution of questionnaires to employees of PT Dewa Patria will take place from May to July 2024. The questionnaires will be distributed offline to employees at PT Dewa Patria. A sample is a portion of the total population that possesses the characteristics of the entire group. This research employs the saturated sampling technique, in which all members of the population are included as samples. The sample for this study consists of 88 employees of PT Dewa Patria.

The data collection is conducted offline because most employees at PT Dewa Patria are over 40 years old or approaching retirement, making them less familiar with online platforms. Therefore, if the data collection were conducted online, there is concern that many employees might struggle to understand and fail to complete the questionnaire. In this study, variable measurement is conducted using the Likert scale. The Likert scale is a scale used to measure attitudes, opinions, and perceptions of an individual or a group regarding social phenomena. The following table presents the assigned values for questionnaire responses regarding the variables:

Table 1. Scooring Questionnaire Answer

Answer	Value Scale
Strongly Agree	5
Agree	4
Hesitant	3
Disagree	2
Strongly Disagree	1

Source: Riyanto & Putera (2022)

3. RESULTS AND DISCUSSIONS

1) Results Description

Description of Respondent Characteristics:

This study was conducted at PT Dewa Patria, involving 88 respondents or employees who participated by filling out the questionnaire. The respondent characteristics are categorized based on gender, age, education level, and length of employment, which can be observed in the descriptive table below.

1. Respondent Gender

Table 2. Respondent Gender

Gender	Frequency	%
Woman	25	28%
Man	63	72%
Total	88	100%

Source: Data processed by researchers (2024)

Based on table 2, the distribution of gender within the population is as follows: 25 female respondents (28%) and 63 male respondents (72%), making a total of 88 respondents (100%). This indicates that the majority of respondents are male, accounting for 72% of the total population, while females represent 28%. The data suggests that the number of male employees is significantly higher than female employees. This discrepancy may be attributed to the construction industry or sector, which has traditionally been male-dominated. These industries often involve physically demanding jobs, which may be more appealing to or accessible for men. Additionally, it is possible that more men apply for or meet the qualifications required for available positions, resulting in a higher proportion of male employees in the workforce.

2. Respondent Age

Table 3. Respondent Age

Age	Frequency	%
< 25 tahun	11	13%
20 - 40 tahun	43	49%
40 - 50 tahun	19	22%
> 50 tahun	15	17%
Total	88	100%

Source: Data processed by researchers (2024)

Table 3, above shows the age distribution of a population of 88 people. Here is a detailed description of the data:
(1) Age < 25 years:
    a. Frequency: 11 people
    b. Percentage: 13%
    c. Description: 13% of the population is under 25 years old. This shows that the young age group (< 25 years) is the group with the smallest number in this population.

(2) Age 20 - 40 years:
    a. Frequency: 43 people
    b. Percentage: 49%
    c. Description: The age group 20 - 40 years dominates the population with
43 people or 49%. This shows that almost half of the population is in this productive age range, which is usually considered the age at which individuals are at the peak of their career and work performance.

(3) Age 40 - 50 years:
    a. Frequency: 19 people
    b. Percentage: 22%
    c. Description: The 40 - 50 age group consists of 19 people or 22% of the total population. This group represents an important part of the workforce who may have longer work experience.
(4) Age > 50 years:
    a. Frequency: 15 people
    b. Percentage: 17%
    c. Description: A total of 15 people or 17% of the population are over 50 years old.
Overall, the majority of the population is in the 20 - 40 age range, indicating that this population is dominated by individuals who are in the active and productive phase of their careers. Other age ranges show smaller, but still significant, distributions with a small portion of the population under 25 and over 50 years old. In this study, employees aged 30-40 years were more numerous than other ages, this is because individuals at this age usually have broader and deeper work experience. Companies may retain workers from this age group for positions that require experience, leadership, and mature industry knowledge. Overall, this distribution reflects the normal dynamics of a workforce population where there is a balance between young workers who are just starting their careers and experienced workers who are in leadership or specialist positions.
3. Respondent Last Education

Table 4. Respondent Last Education

Age	Frequency	%
Elementary School	0	0%
Junior High School	0	0%
Senior High School	6	7%
Bachelor	8	93%
Total	88	100%

Source: Data processed by researchers (2024)

Table 4 above shows the distribution of education levels of a population of 88 people. From the data, it can be seen that the majority of this population has a high level of education. There are no respondents who only have elementary or junior high school education, which means that all respondents in this population have at least completed high school or higher education. A total of 6 respondents or (7%) have a high school education, indicating that they have completed secondary education. The majority, namely 82 people (93%), have completed undergraduate education (S1), indicating that this population is highly educated, with most of its members having completed higher education.
Overall, this population is highly educated, with almost all of them having a bachelor's degree, which may indicate that the positions or jobs they occupy require skills and knowledge acquired through higher education. There are no respondents in this population who only have elementary or junior high school education, indicating a high standard of qualification in this group.
        This is because the jobs or positions filled by this population require knowledge, skills, and competencies that can only be obtained through higher education. This also occurs in companies that focus on innovation, research, or that operate in highly competitive environments and require a workforce with a high level of education. This reasoning suggests that the distribution of education dominated by individuals with a college degree is not just a coincidence, but is the result of specific needs and policies in the context of the job or industry.
4. Respondent Length of Employment

Table 5. Respondent Length of Employment

Length of Employment	Frequency	%

< 1 year		3	3%
1-2 years		7	8%
2-5 years		14	16%
5-10 years		43	49%
>10 years		21	24%
Total		88	100%

Source: Data processed by researchers (2024)

Table 5 above shows the distribution of length of service of the population of 88 respondents, which describes their work experience in the organization or company. 3 people (3%) have a work period of less than 1 year, indicating that they are new employees in this organization. 7 people (8%) have work experience between 1 to 2 years, indicating that they have been in this organization for a relatively short time but longer than new employees. □14 people (16%) have a work period between 2 to 5 years, reflecting that they already have significant work experience in the company. 43 people (49%) have a work period between 5 to 10 years, which is the largest group in this population. This shows that almost half of the population has been working in this company for a fairly long time, and they likely have a deep understanding of the company's operations and culture. 21 people (24%) have more than 10 years of work experience, indicating that they are highly experienced employees and may hold senior positions or have important roles in the company. Overall, this data shows that the majority of employees (73% of the population) have been with the company for more than 5 years, reflecting a high retention rate and possible workforce stability in the company. The group with the longest work experience has significant influence in the company's operations and strategic decisions, while the presence of fewer new employees indicates a lower recruitment rate or a tight integration process.

This is because the company has a strict or specific recruitment policy, so that only a small number of new employees are accepted within a certain period of time. This could reflect the company's focus on quality rather than quantity in the recruitment process. Companies with a strong and stable work culture are often able to retain employees for a long time. Employees who have been with the company for a long time feel comfortable and well integrated into the company's work environment and culture. The company also prioritizes career development and promotion from within. Thus, employees who have worked longer have the opportunity to be promoted or gain greater responsibility, which could explain the high number of employees with work experience between 5 to 10 years and more than 10 years.

(1) Descriptive Statistics

Descriptive statistics are an important tool for understanding the basic characteristics of research data. The following is a general structure that can be used to present the results of descriptive statistics from a questionnaire distributed to 88 employees of PT Dewa Patria.

(2) Descriptive Analysis of Employee Green Behavior

Table 6. Frequency Distribution of Respondent Characteristics Based on Green Behavior of Employees (X) PT Dewa Patria

GREEN BEHAVIOR OF EMPLOYEES (X)								
No	Statement	Respondents' Responses					Amount	Average
		SD (1)	D (2)	H (3)	A (4)	SA (5)		
KNOWLEDGE								
1	The knowledge I have about the environment raises awareness to behave in an environmentally friendly manner in all activities.	0 (0%)	0 (0%)	3 (3%)	12 (14%)	73 (83%)	422	4.8
2	I have knowledge about environmentally friendly behavior.	0 (0%)	0 (0%)	4 (5%)	6 (7%)	78 (89%)	426	4.8
SOCIAL IDENTITY								
3	The environmental conditions around me increase my knowledge about environmental problems and how to	0	0	2	16	70	420	4.8

No	Statement						Total	Average
	reduce environmental problems.	(0%)	(0%)	(2%)	(18%)	(88%)		
4	Being able to act energy-efficiently at the facility usage level is a form of environmentally friendly behavior.	0 (0%)	0 (0%)	1 (1%)	17 (19%)	70 (80%)	421	4.8
ORGANIZATIONAL COMMITMENT								
5	Turn off the AC in the room if the room is empty for a long time	0 (0%)	0 (0%)	2 (3%)	14 (16%)	72 (82%)	422	4.8
6	Turn off the water, when you see the bathroom water is full	0 (0%)	0 (0%)	2 (3%)	13 (15%)	73 (83%)	423	4.8
TRAINING								
7	I attended training on energy saving in the workplace environment.	0 (0%)	0 (0%)	2 (3%)	13 (15%)	73 (83%)	423	4.8
8	I attended training on environmental cleanliness and environmentally friendly behavior.	0 (0%)	0 (0%)	4 (5%)	6 (7%)	78 (89%)	426	4.8

Source: Data processed by researchers (2024)

In table 6 of the PT Dewa Patria employee green behavior survey, the majority of respondents showed high awareness and commitment to environmentally friendly practices. In terms of knowledge, employees felt that their knowledge of the environment encouraged them to behave environmentally friendly in their daily activities, with an average score of 4.8. This was also reflected in the statement that they had adequate knowledge of environmentally friendly behavior, getting the same score. In terms of social identity, employees felt that the condition of their environment increased their knowledge of environmental issues and ways to reduce environmental problems, and they believed that energy saving actions were a form of environmentally friendly behavior, both with a score of 4.8. Organizational commitment was also high, as seen from respondents who turned off the AC and water when not in use, with an average score of 4.8. Finally, the training attended by employees on energy saving and environmental cleanliness also scored high, indicating that the training had a positive impact on their environmentally friendly behavior. Overall, the data shows that PT Dewa Patria employees are very proactive in implementing environmentally friendly behavior both through knowledge, social identity, organizational commitment, and the training they receive. The combination of effective education, supportive organizational policies, a conducive work environment, relevant training, and a corporate culture focused on sustainability may explain why PT Dewa Patria employees demonstrate high levels of environmentally friendly behavior.

2) Discussion
Differences in Green Behavior of Employees between Genders at PT Dewa Patria From the test results above, it can be seen that the p value (0.000), which is far below the significance level of 0.05, can conclude that there is a statistically significant difference between the measurement of employee green behavior based on gender. In other words, gender has a significant influence on employee green behavior, according to the results of this test, significant differences in green behavior based on gender detected through the Paired Samples Test can be caused by several factors related to differences in values, perceptions, and behavior between genders. This is because stereotypes and social norms regarding gender roles often influence how men and women behave, including in terms of environmental concern. For example, women may be more often associated with more environmentally friendly and environmentally friendly behavior because of social norms that emphasize women's roles in maintaining and caring for. Women are often considered to have higher levels of emotional concern and greater awareness of environmental issues than men. This causes women to be more motivated to engage in environmentally friendly behavior. Differences in education and experience around environmental issues between men and women can contribute to differences in green behavior. Women have more opportunities to receive information and training on environmentally friendly behavior, thus increasing their awareness and actions.

Another reason is that psychological and emotional differences between men and women can affect how they respond and behave towards environmental issues. Women may be more likely to follow values and behaviors that are consistent with sustainability and environmental protection. And the work environment itself can affect how genders differ in green behavior. If a company has programs or policies that focus more on environmental concerns and involve more women in the program, this can create significant differences in green behavior between men and women. Another

thing is also supported by the involvement of individuals in environmental programs and their motivation to participate can also vary between genders. Women may have higher motivation or more active involvement in these programs.

Overall, significant differences in green behavior between men and women are the result of a combination of social, cultural, emotional, and environmental factors that influence how each gender approaches and behaves toward environmental issues. This study is in line with research conducted by entitled "Analysis of the implementation of GHRM in textile companies on employee behavior through gender" which shows that the implementation of GHRM in textile companies can affect employee behavior as a whole, and how gender differences affect responses to these policies and practices. By understanding these differences, companies can design more effective and inclusive GHRM policies, and are better able to motivate all employees to participate in sustainability efforts.

4. CONCLUSIONS

Based on the above research, it can be concluded that there is a significant difference in green behavior between men and women at PT Dewa Patria, with women showing a higher level of environmental awareness and actions. It can be seen that the p-value (0.000), which is far below the significance level of 0.05, can conclude that there is a statistically significant difference between the measurement of employee green behavior based on gender. In other words, gender has a significant influence on employee green behavior.

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