



**Unraveling sexual harassment's effect on employee performance:
Motivation, stress, and satisfaction as key mediators**

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ABSTRACT

Sexual harassment has emerged as a major concern in women's workplaces and has significant implications for female employees' performance. This study aims to assess the effect of sexual harassment on the performance of Sales Promotion Girls (SPG) by considering motivation, job stress, and job satisfaction as mediating factors. Using a survey-based quantitative method, data were collected from 260 respondents from PT. Hanjaya Mandala Sampoerna and analyzed using Structural Equation Modeling (SEM) with Smart PLS. The findings indicate that sexual harassment significantly affects job stress, work motivation, and job satisfaction among SPG. Moreover, job stress has a positive and significant effect on both work motivation and SPG performance. Sexual harassment was found to indirectly affect SPG performance through the mediating roles of job stress and work motivation. Furthermore, job satisfaction also mediates the relationship between sexual harassment and SPG performance. This study provides valuable insights for improving employee performance, particularly for SPG who experience sexual harassment. A better understanding of its impact enables companies to implement appropriate measures to reduce job stress and enhance SPG motivation, ultimately leading to increased job satisfaction. This not only fosters a safer and more positive work environment for employees but also contributes to overall productivity and SPG performance. Additionally, companies can take concrete steps to proactively prevent and address workplace sexual harassment, ensuring both the well-being and optimal performance of their SPG employees.

Keywords: Job Satisfaction; Job Stress; Motivation; Sales Promotion Girl Performance; Sexual Harassment.

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ABSTRAK

Pelecehan seksual telah muncul sebagai perhatian utama dalam dunia kerja perempuan dan memiliki dampak yang luas terhadap kinerja karyawan perempuan. Oleh karena itu, penelitian ini bertujuan untuk menilai dampak pelecehan seksual terhadap kinerja Sales Promotion Girls (SPG) dengan mempertimbangkan motivasi, stres kerja, dan kepuasan kerja sebagai faktor mediasi. Dengan menggunakan metode kuantitatif berbasis survei, penelitian ini melibatkan 260 responden di PT. Hanjaya Mandala Sampoerna, dan analisis data dilakukan dengan menggunakan Structural Equation Modeling (SEM) berbasis Smart PLS. Hasil penelitian mengungkapkan adanya pengaruh yang signifikan dari pelecehan seksual terhadap stres kerja, motivasi kerja, dan kepuasan kerja SPG. Selain itu, stres kerja menunjukkan dampak positif dan signifikan terhadap motivasi kerja serta kinerja SPG. Pelecehan seksual ditemukan memiliki pengaruh tidak langsung terhadap kinerja SPG melalui mediasi stres kerja dan motivasi kerja. Selanjutnya, kepuasan kerja juga berperan sebagai mediator dalam hubungan antara pelecehan seksual dan kinerja SPG. Penelitian ini memberikan landasan yang berharga untuk meningkatkan kinerja karyawan, khususnya bagi Sales Promotion Girls (SPG) yang mengalami pelecehan seksual. Dengan pemahaman yang lebih baik mengenai dampaknya, perusahaan dapat menerapkan langkah-langkah yang tepat untuk mengurangi stres kerja dan meningkatkan motivasi kerja SPG, sehingga berdampak pada peningkatan kepuasan kerja mereka. Hal ini tidak hanya menciptakan lingkungan kerja yang lebih aman dan positif bagi karyawan, tetapi juga berkontribusi pada peningkatan produktivitas dan kinerja SPG secara keseluruhan. Selain itu, perusahaan dapat mengambil langkah konkret untuk secara proaktif mencegah dan menangani pelecehan seksual di tempat kerja guna memastikan kesejahteraan serta kinerja optimal karyawan SPG mereka.

Kata Kunci: Kepuasan Kerja; Stres Kerja; Motivasi; Kinerja Sales Promotion Girl; Pelecehan Seksual.

1. INTRODUCTION

Sexual harassment is a serious and increasingly alarming issue across various layers of society. Regardless of time and place, this phenomenon has garnered widespread attention, bringing sexual harassment to the forefront of public discourse. Whether in public spaces such as public transportation, workplaces, or educational institutions, or in private settings like homes, sexual harassment continues to shape the social landscape (Paramasivan et al., 2022; Porter et al., 2023; Sangadji et al., 2023; Ziersch et al., 2023). Women, in particular, are among the most vulnerable groups to experiencing such harassment (Joko Sampurno, 2024). Given this reality, it is crucial to reflect more deeply on its implications and impact on affected individuals. Sexual harassment, as a manifestation of sexually charged behavior imposed unilaterally and without consent, has triggered complex psychological and professional challenges that require a deeper understanding (Levenson et al., 2023; Wondie et al., 2023; Wusler, 2023).

Workplace environments are not exempt from this issue. Acts such as inappropriate gaze, sexually suggestive comments, and demeaning treatment undermine the integrity and

dignity of individuals. Fitzgerald, Gelfand, and Drasgow (1995) categorize such acts within the spectrum of sexual harassment, disrupting what should be a productive and supportive work environment. Moreover, sexual harassment is not limited to office settings but is also prevalent in other workplaces. According to data from the Indonesian Judicial Research Society (2021), the most vulnerable places for sexual harassment are as follows.

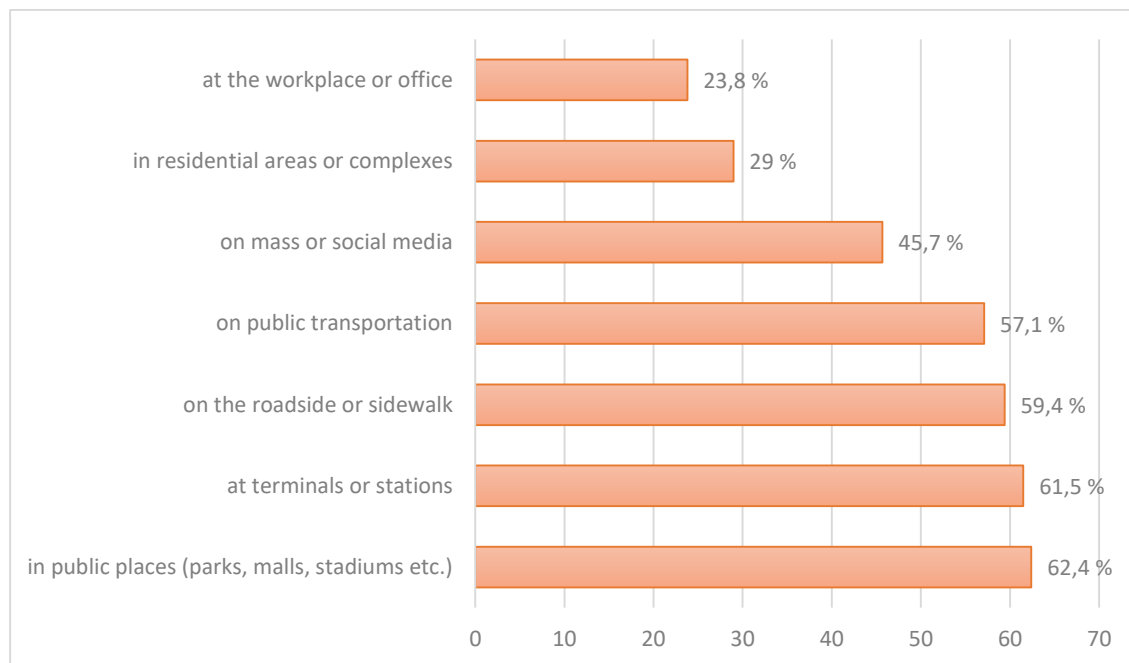


Figure 1. Public Places Considered the Most Vulnerable Locations for Sexual Violence.
 Source: Indonesian Judicial Research Society (2021).

As shown in Figure 1, Sales Promotion Girls (SPGs) are among the most vulnerable worker groups facing sexual harassment. This vulnerability is influenced by their work environments, such as shopping malls and other public areas, where the incidence of sexual harassment is notably high. SPGs play a crucial role in marketing strategies and are typically represented by young women who are still in their productive years, many of whom are still pursuing their education. Economic pressures often drive male and female students to take part-time jobs as SPGs to support their living expenses. Although SPG productivity is often measured by sales target attainments, the impact of sexual harassment on their work effectiveness is an equally important issue. A work environment marked by frequent sexual harassment can significantly affect their performance. A deeper understanding of how SPGs can maintain optimal performance in such challenging situations is a crucial aspect of this research.

While prior research, such as Woodzicka & LaFrance (2005), has explored subtle forms of sexual harassment, this study expands the scope by examining five key interrelated variables: sexual harassment and its impact on work motivation, job stress levels, job satisfaction, and employee performance. In this context, three mediating variables—work motivation, job stress levels, and job satisfaction—are considered the novelty of this research, as they have not been extensively studied in relation to sexual harassment in the SPG work environment.

By gaining a deeper understanding of the relationships among these variables, this study is expected to provide a comprehensive understanding of the professional and psychological impact of sexual harassment on SPGs. Additionally, it aims to formulate recommendations and strategies to help protect SPGs' rights and welfare while fostering a safer and more productive work environment for them. In this context, Indonesia has implemented various policies and regulations to reduce the incidence of workplace sexual harassment. Law No. 13 of 2003 on Manpower and Law No. 12 of 2022 on the Crime of Sexual Violence (TPKS) serve as the primary legal instruments for protecting women in the workplace. Additionally, Minister of Manpower Regulation No. 5 of 2018 on the Prevention of Workplace Violence emphasizes the crucial role of companies in creating a safe and harassment-free work environment. However, challenges remain in the implementation and effectiveness of these regulations, especially in industries involving contract or informal workers such as SPGs. Therefore, a more comprehensive approach is needed, including stricter supervision, awareness campaigns on workers' rights, and effective reporting mechanisms to ensure tangible protection for female workers.

This research contributes to the academic discourse on workplace sexual harassment and serves as a foundation for policymakers, companies, and society to create a more inclusive, fair, and harassment-free work environment. Thus, female workers, particularly SPGs, can work in a safe environment and reach their full potential without psychological hindrances caused by workplace sexual harassment.

2. LITERATURE REVIEW

2.1. The Effect of Sexual Harassment on Job Stress

According to Fitzgerald, Gelfand, and Drasgow (1995), one cause of stress is sexual harassment, which includes unwanted contact, communication, or sexually suggestive behavior. Sexual harassment, recognized as a traumatic stressor, negatively affects victims' psychological well-being and reduces job satisfaction (Lapierre et al., 2005; Willness et al., 2007).

When employees encounter sexual harassment from their superiors, they find themselves in a challenging position. On one hand, they are victims seeking justice for the harassment; on the other hand, they are constrained by the fact that the perpetrators are their own superiors. Consequently, this situation results in psychological distress for the victims. Notably, research by Kakamand and Mawlud (2022); and Zahari (2017) indicated a potential impact of sexual harassment on both job satisfaction and job stress. Their findings reveal that over half of women experiencing workplace sexual harassment reported elevated stress levels and reduced job satisfaction. Moreover, younger women with less than five years of work experience were found to be more susceptible to sexual harassment (Smith et al., 2019; Zahari, 2017). Zahari (2017) found that sexual harassment predicts job stress by 32%. Additionally, the consequences of sexual harassment, as outlined by Smith et al. (2019), are enduring, encompassing increased financial stress, work departure, and adverse effects on mental and physical health. Given these considerations, the hypothesis of this study is stated as follows:

H1: Sexual harassment has an effect on job stress.

2.2. The Effect of Sexual Harassment on Work Motivation

Castellon, McDonald, and States (2010) observed that employee motivation at the workplace is influenced by various psychological conditions experienced by employees. These conditions include factors such as wages, working conditions, organizational climate, and the sense of security felt by employees, encompassing protection from sexual harassment. In simpler terms, sexual harassment significantly impacts work motivation (Castellon et al., 2010; Zahari, 2017). Additionally, sexual harassment is linked to diminished motivation and productivity, along with heightened absenteeism and employee turnover (Castellon et al., 2010). Consequently, when sexual harassment occurs, affected employees inevitably experience emotional factors such as misunderstanding, fear, and worry (McDonald, 2010).

Managers play a crucial role in addressing sexual harassment within the workplace and establishing a conducive work environment that promotes maximum production, job satisfaction, and the expression of self-efficacy (Castellon et al., 2010; Kane-Urrabazo, 2007). It is essential for managers to understand the definition of sexual harassment and the proper procedures for handling related claims (Kane-Urrabazo, 2007). This emphasis on understanding and addressing sexual harassment is essential due to its significant impact on job stress. The psychological distress stemming from harassment by supervisors can diminish employees' morale. The discomfort and fear resulting from sexual harassment disrupt the emotional balance of employees, leading to a decline in enthusiasm for fulfilling work duties. Based on these insights, the research hypothesis can be formulated as follows:

H2: Sexual harassment has an effect on work motivation.

2.3. The Effect of Sexual Harassment on Job Satisfaction

Female workers who frequently encounter sexual harassment behaviors exhibit lower job satisfaction, as evidenced by studies conducted by (Antecol et al., 2009; Merkin & Shah, 2014; Reese & Lindenberg, 2004). When employees fall victim to sexual harassment perpetrated by their superiors, the work environment becomes perceived as uncomfortable. This aligns with research findings indicating that sexual harassment is associated with a decline in job satisfaction and an increase in job stress (Zahari, 2017). Female employees who undergo sexual harassment are more likely to report diminished job satisfaction and elevated levels of job stress (Zahari, 2017).

Moreover, a disparity arises between employees' preconceived expectations about work and the actual experiences encountered in the workplace. When the reality of the work environment deviates from these expectations, job satisfaction tends to decrease. Building upon this rationale, the hypothesis for this study is formulated as follows:

H3: Sexual harassment has an effect on job satisfaction.

2.4. The Effect of Job Stress on Work Motivation

Gatersleben and Griffin (2017) asserted that stress involves external demands placed on an individual, such as objects in the environment or objectively harmful stimuli. Stress is alternatively defined as pressure, tension, or an unpleasant disturbance originating externally. Numerous studies have indicated that providing employees with control over their work environment, including options such as flexible working hours, can mitigate the adverse effects of work stress on both intrinsic and extrinsic motivation (Barney & Elias, 2010). In a

different investigation, the impact of job stress, work environment, and compensation on job satisfaction was explored, with motivation serving as an intervening variable. The findings revealed that job stress significantly affected motivation but did not exert a similar influence on job satisfaction (Mahdiana & Ubaidillah, 2021). Another study, conducted in a government hospital, found that a high workload coupled with low job stress can enhance both motivation and job satisfaction (Salsabilla et al. 2022). Building upon this context, the hypothesis for this study is formulated as follows:

H4: Job stress has an effect on work motivation.

2.5. The Effect of Job Stress, Motivation, and Job Satisfaction on Performance

Increased stress levels have been identified as a key factor influencing decreased job performance (Daniel, 2019). Al-Hawajreh (2013) conducted a study examining the relationship between stress, performance, organizational commitment, and organizational communication. Despite their intriguing findings stating that stress levels have no correlation with organizational commitment or job performance, Chris, Maureen, and Barreto (2006) emphasized the impact of sexual harassment on employees, generating pressure and reluctance in performing tasks, ultimately affecting performance.

Additional research results indicate that job stress has a positive and significant impact on employee performance (Noermijati & Primasari, 2015). However, high levels of job stress can impede productivity and influence overall work quality (Pasaribu et al. 2023). Moreover, motivation, particularly extrinsic factors such as rewards and recognition, was found to significantly positively influence employee performance (Noermijati & Primasari, 2015). This finding is corroborated by Pasaribu et al. (2023) research, indicating that extrinsic motivation can stimulate performance improvement.

Job satisfaction is another crucial factor influencing employee performance, as affirmed by Noermijati and Primasari (2015) and Angreni (2020). High levels of job satisfaction tend to boost engagement, productivity, and commitment to job tasks. Additionally, job satisfaction serves as a mediator in the relationship between job stress and employee performance. Motivation, in turn, indirectly impacts performance through its influence on job satisfaction, highlighting the intricate interplay of these factors (Noermijati & Primasari, 2015).

Examining work motivation over the past thirty years, Latham and Ernst (2006) research underscores the importance of considering motivation as a result of various factors. National culture, job characteristics, and an individual's fit within a specific organization significantly impact motivation and, consequently, job performance. Therefore, a comprehensive understanding of these factors is deemed essential in designing effective motivation strategies in the workplace. Based on these insights, the hypotheses for this study are formulated as follows:

H5: Job stress has an effect on performance.

H6: Work motivation has an effect on performance.

H7: Job satisfaction has an effect on performance.

2.6. The Mediating Role of Job Stress, Job Satisfaction, and Work Motivation

Sexual harassment in the workplace can create a hostile work environment, increase psychological stress, and reduce employee well-being, ultimately leading to a decline in their performance (Fitzgerald et al., 1995; Lapierre et al., 2005). In this context, job stress, job satisfaction, and work motivation serve as mediators that explain the mechanism through which sexual harassment affects employee performance. Sexual harassment can elevate job stress levels, which in turn decreases job satisfaction and ultimately weakens work motivation, resulting in lower employee performance (Kakamand & Mawlud, 2022; Zahari, 2017). When employees encounter sexual harassment from their superiors, they find themselves in a challenging position. On one hand, they are victims seeking justice, but on the other hand, they are constrained by the hierarchical power of the perpetrator, leading to significant psychological stress (Smith et al., 2019; Zahari, 2017).

Additionally, sexual harassment can directly decrease employee motivation; however, this effect is mediated by job stress and job satisfaction (Castellon et al., 2010). Increased workplace stress due to sexual harassment can lower employees' job satisfaction, which in turn further diminishes their work motivation (Merkin & Shah, 2014). Consequently, employee performance declines as they lose both intrinsic and extrinsic motivation to work (Noermijati & Primasari, 2015; Pasaribu et al., 2023). Therefore, understanding the mediating role of job stress, job satisfaction, and work motivation is crucial in designing organizational strategies to mitigate the negative impact of sexual harassment on employee productivity. Based on these insights, the following hypotheses are proposed:

- H8: The effect of sexual harassment on employee performance is mediated by job satisfaction.
- H9: The effect of sexual harassment on employee performance is mediated by job stress.
- H10: The effect of job stress on employee performance is mediated by work motivation.
- H11: The effect of sexual harassment on employee performance is simultaneously mediated by job stress and work motivation.
- H12: The effect of sexual harassment on employee performance is mediated by work motivation.
- H13: The effect of sexual harassment on work motivation is mediated by job stress.

Based on the literature review and hypothesis development above, the following research model framework can be developed.

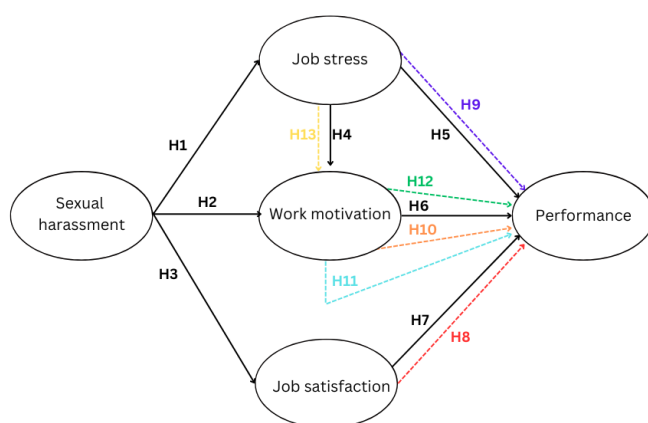


Figure 2. Research Conceptual Framework.

3. METHOD

This study employed a quantitative approach with an explanatory or causal design to elucidate how one variable influenced or was accountable for changes in other variables (Blumberg et al., 2014). Cross-sectional research, as described by Sangadji (2023), involves collecting information or administering questionnaires to the sample only once at a specific point in time. The cross-sectional data was gathered singularly by distributing questionnaires to respondents. Moreover, this research fell under the survey method category, wherein researchers employed questionnaire instruments to acquire data from research subjects within a relatively brief timeframe. According to S. Sangadji et al. (2022), the survey method entailed collecting information based on respondents' questionnaires.

The study employed a closed questionnaire type, allowing respondents to choose answers that aligned with their preferences. Closed-ended questions facilitated swift responses and simplified the data analysis process for researchers when evaluating all collected questionnaires. The questionnaire was distributed to the research sample via a Google Form.

Given that this study utilized Structural Equation Modeling (SEM) analysis, the sample size determination was guided by Hair, Joseph F. et al. (2010), who suggested a minimum sample size of 100 or more. Considering a population of 260 sales promotion girls (SPG) at PT. Hanjaya Mandala Sampoerna in Surabaya, this study adopted a saturated sample approach, including all population members as research samples, resulting in 260 respondents.

The data analysis technique employed structural equation modeling. Nikmatus Sholiha & Salamah (2015) explained that Structural Equation Modeling (SEM) is a multivariate analysis method used to describe the simultaneous linear relationship between observational variables (indicators) and variables, which cannot be directly measured (latent variables). Latent variables, categorized as endogenous (η) and exogenous (ξ), cannot be directly measured and require multiple indicators for assessment (Nikmatus Sholiha & Salamah, 2015).

4. FINDINGS AND DISCUSSION

The research findings commenced with the Outer Loading Results, which indicated the loading factor values for each manifest variable used in testing the validity of the research instrument items. The Outer Loading outcomes are shown in the following figure.

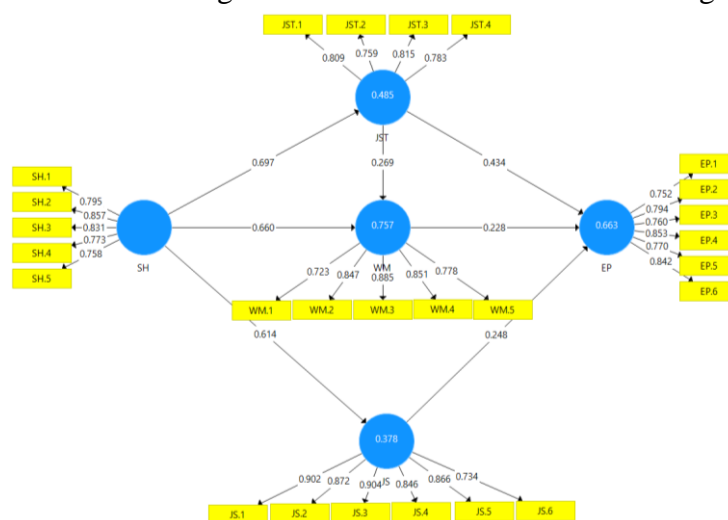


Figure 3. Outer Loading Results.

The results of the structural equation modeling analysis, conducted using SmartPLS 3.3 software, indicate that the measurement model or outer model, which includes reflective indicators, exhibits construct validity with values exceeding 0.5, as assessed through convergent and discriminant validity. Additionally, construct reliability is assessed through composite reliability. These findings are detailed in Table 1.

Table 1.
Construct Validity and Reliability.

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
EP	0.885	0.889	0.912	0.634
JS	0.926	0.927	0.942	0.733
JST	0.801	0.802	0.870	0.627
SH	0.862	0.863	0.901	0.645
WM	0.875	0.877	0.910	0.671

Based on Table 1, all variables exhibit a Cronbach's Alpha coefficient value greater than 0.6. Consequently, the indicators for each variable are deemed valid and can be utilized as tools for subsequent testing. The reliability test results involve an examination of the composite reliability value, with a loading factor exceeding 0.7 (refer to Table 2 and Figure 3). This indicates reliability, affirming that the questionnaire/survey employed in our study is reliable.

Table 2.
Result for Outer Loadings.

Questionnaire items	Loading	Questionnaire items	Loading
EP.1	0,752	JST.2	0,759
EP.2	0,794	JST.3	0,815
EP.3	0,760	JST.4	0,783
EP.4	0,853	SH.1	0,795
EP.5	0,770	SH.2	0,857
EP.6	0,842	SH.3	0,831
JS.1	0,902	SH.4	0,773
JS.2	0,872	SH.5	0,758
JS.3	0,904	WM.1	0,723
JS.4	0,846	WM.2	0,847
JS.5	0,866	WM.3	0,885
JS.6	0,734	WM.4	0,851
JST.1	0,809	WM.5	0,778

Note: Sexual Harassment (SH), Work Motivation (WM), Job Stress (JST), Job Satisfaction (JS), Employee Performance (EP).

After evaluating the model and confirming that each construct meets the criteria for convergent validity, discriminant validity, and composite reliability, the next step involves assessing the structural model. This includes examining model fit, path coefficients, and R² values. Model fit testing is conducted to determine whether the model aligns with the available data.

As shown in Figure 3, the sexual harassment variable significantly influences work stress, with a coefficient of 0.697 (69.7%). Similarly, sexual harassment affects work motivation with a coefficient of 0.660 (66%) and employee job satisfaction (SPG) with a coefficient of 0.614 (61.4%). Furthermore, work stress impacts employee job satisfaction (SPG) with a coefficient of 0.269 (26.9%) and employee performance (SPG) with a coefficient of 0.434 (43.4%). The work motivation variable influences employee performance (SPG) with a coefficient of 0.228 (22.8%), while job satisfaction affects employee performance (SPG) with a coefficient of 0.248 (24.8%). In summary, the impact of sexual harassment on job stress is more pronounced than its effects on work motivation and job satisfaction. Additionally, among the variables related to employee performance (SPG)—job stress, work motivation, and job satisfaction—job stress consistently exerts the strongest influence.

Table 3.
Model Fit.

	Saturated Model	Estimated Model
SRMR	0.091	0.106
d_ ULS	2.876	3.934
d_ G	4.717	4.877
Chi-Square	4059.605	4083.583
NFI	0.513	0.510

According to Table 3, the NFI value is 0.513, which exceeds the threshold of 0.5, while the SRMR value is 0.091, remaining below 0.10. These results suggest that the model fit can be considered satisfactory (Wong, 2019).

Table 4.
R-Square Value.

	R Square	R Square Adjusted
EP	0.663	0.659
JS	0.378	0.375
JST	0.485	0.483
WM	0.757	0.755

The research model is evaluated by analyzing the R-square value (a reliability indicator) of the dependent construct and the t-statistic value from the path coefficient test. A higher R-square value indicates a more effective predictive model. Path coefficient values are essential for hypothesis testing. Table 4 presents the coefficient of determination, assessed using analysis of variance (R^2), to measure the influence of independent variables on dependent variables within the structural model framework.

In this study, the employee performance variable has an R-square value of 0.663, indicating that job stress, work motivation, and job satisfaction collectively explain 66.3% of the variance in employee performance (SPG) at PT. Hanjaya Mandala Sampoerna, while the remaining 33.7% is influenced by factors beyond the scope of this study. Additionally, the R-square value for work stress is 0.485, signifying that 48.5% of work stress among employees

(SPG) at PT. Hanjaya Mandala Sampoerna is attributable to sexual harassment, whereas the remaining 51.5% is influenced by unexamined factors.

The R-square value for work motivation is 0.757, suggesting that 75.7% of work motivation among employees (SPG) at PT. Hanjaya Mandala Sampoerna is explained by sexual harassment and work stress, with the remaining 24.3% influenced by factors outside the study's scope. Lastly, the R-square value for job satisfaction is 0.378, indicating that 37.8% of job satisfaction among employees (SPG) at PT. Hanjaya Mandala Sampoerna is affected by sexual harassment, while the remaining 62.2% is influenced by factors not covered in this study.

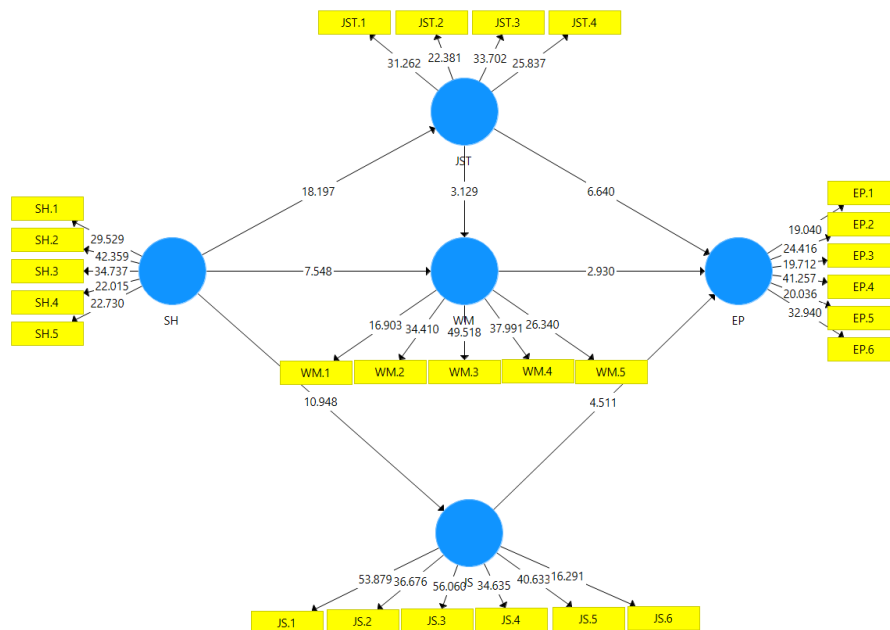


Figure 4. Bootstrapping Results.

Furthermore, to determine the value of the path coefficient, it is essential to conduct hypothesis testing using the bootstrapping method. The results of this hypothesis testing are presented in Figure 4 and Table 5.

Table 5.
Path Coefficients.

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Decision
JS -> EP	0.248	0.243	0.057	4.392	0.000	Support
JST -> EP	0.434	0.439	0.063	6.838	0.000	Support
JST -> WM	0.269	0.256	0.088	3.076	0.002	Support
SH -> JS	0.614	0.619	0.057	10.735	0.000	Support
SH -> JST	0.697	0.702	0.036	19.211	0.000	Support
SH -> WM	0.660	0.676	0.088	7.524	0.000	Support
WM -> EP	0.228	0.229	0.085	2.684	0.008	Support

The first hypothesis posits that sexual harassment has a positive and significant impact on job stress. Specifically, the findings indicate that the initial sample estimate of the

relationship between sexual harassment and job stress is 0.697. Furthermore, the t-statistic is 19.211, with a p-value of 0.000, which is less than 0.05 (Table 5). This result supports the acceptance of the first hypothesis, confirming that sexual harassment significantly increases job stress among sales promotion girls (SPGs) at PT Hanjaya Mandala Sampoerna. These findings align with the research of Kakamand and Mawlud (2022), Zahari (2017), dan Smith, et.al (2019), demonstrating that employees in the company are vulnerable to sexual harassment, which leads to increased job stress and a higher risk of attrition. This result is further reinforced by the experience of SPG victims of sexual harassment, highlighting the need for proactive measures to prevent such incidents through company policies, agreements, and the enforcement of sanctions and disciplinary actions.

The second hypothesis proposes that sexual harassment affects work motivation. The findings reveal that the initial sample estimate of the relationship between sexual harassment and work motivation is 0.660, with a t-statistic of 7.524 and a p-value of 0.000 (< 0.05 , Table 5), leading to the acceptance of the second hypothesis. This result suggests that sexual harassment significantly influences work motivation among SPGs at PT Hanjaya Mandala Sampoerna. The findings are consistent with the research of Castellon, et.al (2010), Zahari (2017), and Urrabazo (2007), highlighting the profound impact of sexual harassment on employee motivation. This underscores the crucial role of management in addressing sexual harassment and fostering a supportive work environment that promotes productivity, job satisfaction, and self-efficacy among employees.

The third hypothesis posits that sexual harassment affects job satisfaction. The results indicate that the initial sample estimate of the relationship between sexual harassment and job satisfaction is 0.614, with a t-statistic of 10.735 and a p-value of 0.002 (< 0.05 , Table 5), supporting the acceptance of the third hypothesis. This suggests that sexual harassment significantly impacts job satisfaction among SPGs at PT Hanjaya Mandala Sampoerna, reinforcing the findings of Zahari (2017). The study highlights the importance of proactive efforts to prevent sexual harassment in the workplace, ensuring a safe and supportive environment for employees. Additionally, it emphasizes the managerial responsibility to implement preventive measures and effectively address harassment cases.

The fourth hypothesis asserts that job stress has a positive and significant effect on work motivation. The findings reveal an estimated relationship of 0.269 between job stress and work motivation, with a t-statistic of 3.076 and a p-value of 0.000 (< 0.05 , Table 5), confirming the acceptance of the fourth hypothesis. This indicates that job stress significantly influences work motivation among SPGs at PT Hanjaya Mandala Sampoerna, supporting the research of Barney and Elias (2010); Mahdiana and Ubaidillah (2021); Salsabilla, et al. (2022); Said et al. (2021). The study underscores the importance of continuously monitoring employee workloads and identifying workplace stressors to ensure organizational success.

The fifth hypothesis suggests that job stress significantly affects employee performance. The findings indicate an initial sample estimate of 0.434 for the relationship between job stress and employee performance, with a t-statistic of 6.838 and a p-value of 0.000 (< 0.05 , Table 5), supporting the acceptance of the fifth hypothesis. This suggests that job stress has a significant impact on SPG performance at PT Hanjaya Mandala Sampoerna. The result aligns with the research of Noermijati and Primasari (2015) and Pasaribu et al.

(2023), emphasizing the necessity for companies to carefully manage employee workloads and identify individual stressors.

The sixth hypothesis posits that work motivation significantly influences employee performance. The findings reveal an initial sample estimate of 0.228 for the relationship between work motivation and employee performance, with a t-statistic of 2.684 and a p-value of 0.008 (< 0.05 , Table 5), confirming the acceptance of the sixth hypothesis. This suggests that work motivation has a significant effect on employee performance among SPGs at PT Hanjaya Mandala Sampoerna, supporting the research of Noermijati (2015) and Pasaribu et al. (2023). The findings highlight the importance of fostering both intrinsic and extrinsic motivation to enhance employee contributions to organizational activities.

The seventh hypothesis states that job satisfaction significantly affects employee performance. The findings indicate an initial sample estimate of 0.248 for the relationship between job satisfaction and employee performance, with a t-statistic of 4.392 and a p-value of 0.000 (< 0.05 , Table 5), supporting the acceptance of the seventh hypothesis. This suggests that job satisfaction positively influences SPG performance at PT Hanjaya Mandala Sampoerna. The results are consistent with the research of Noermijati (2015) and Angreni (2020), underscoring the importance of ensuring employee satisfaction alongside work motivation to encourage active participation in company activities.

Lastly, an additional analysis was conducted to examine the indirect effects. Table 6 indicates that all t-statistics exceed the critical threshold, confirming that job stress, work motivation, and job satisfaction mediate the impact of sexual harassment on employee performance (SPG). This finding suggests that employees who experience sexual harassment tend to develop heightened work stress, which in turn reduces their work motivation and job satisfaction, ultimately affecting their overall performance. This novel insight underscores the need for organizations to manage work stress effectively and enhance employee motivation to optimize performance. It complements the previous discussion on direct effects and highlights the necessity of a comprehensive approach to preventing sexual harassment and ensuring employee well-being.

Table 6.
Specific Indirect Effects.

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Decision
SH -> JS -> EP	0.153	0.149	0.034	4.442	0.000	Support
SH -> JST -> EP	0.302	0.308	0.047	6.440	0.000	Support
JST -> WM -> EP	0.061	0.058	0.029	2.128	0.034	Support
SH -> JST -> WM -> EP	0.043	0.041	0.020	2.142	0.033	Support
SH -> WM -> EP	0.151	0.157	0.065	2.302	0.022	Support
SH -> JST -> WM	0.188	0.179	0.059	3.187	0.002	Support

The excerpts provide a vivid view of the dynamics within marital relationships, where face-saving and face-threatening acts unfold against a backdrop of emotional turmoil and interpersonal conflict. Through these narratives, a spectrum of challenges—from accusations of infidelity and neglect to instances of physical violence and familial interference—is laid

bare, exposing the vulnerability and complexity inherent in intimate connections. Each headline reveals a delicate dance of emotions, where individuals exhibit trust, loyalty, and personal agency amidst societal expectations and interpersonal strife. These revelations not only shed light on the fragility of marital bonds but also prompt reflections on the broader societal norms and power dynamics that shape and sometimes fracture these relationships. Amidst the turmoil, expressions of enduring love, pleas for reconciliation, and assertions of personal dignity emerge as beacons of hope, underscoring the resilience and humanity that persist even in the face of adversity.

5. CONCLUSION

Based on hypothesis testing conducted on 260 sales promotion girls (SPGs) at PT Hanjaya Mandala Sampoerna, this study concludes that employees who experience sexual harassment can experience significant impacts on job stress, work motivation, and job satisfaction. Moreover, job stress has a positive and significant effect on both work motivation and SPG performance. Additionally, sexual harassment can indirectly affect SPG performance through the mediating effects of job stress and work motivation. Job satisfaction also plays a mediating role in the relationship between sexual harassment and employee performance.

This research offers valuable insights for various stakeholders. For companies, it provides a foundation for improving the performance of SPGs who have experienced sexual harassment by addressing its consequences, such as job stress, decreased work motivation, and job dissatisfaction. For academics, the study contributes to the body of knowledge by enriching the understanding of how sexual harassment affects employee performance through these psychological factors. Furthermore, it adds to the literature on other determinants of sexual harassment, such as organizational culture, ethics, and work discipline. Beyond the need for companies to commit to preventing sexual harassment in the workplace, companies must also focus on managing job stress and enhancing employee motivation to foster better overall performance.

Despite its valuable contributions, this study has several limitations. The primary limitation is that it focuses exclusively on SPGs, which restricts the generalizability of its findings. While the study provides significant insights into the impact of sexual harassment on SPGs, it is important to acknowledge that sexual harassment is not limited to this particular group. Female employees in various roles and industries may also face similar challenges. To develop a more comprehensive understanding of this issue, future research should include a more diverse group of female employees across different fields and hierarchical levels. Expanding the scope of research will help generate more representative findings and provide a stronger foundation for policy development and more effective preventive measures to address workplace sexual harassment.

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