The Effect of Gender Differences and Lack of Administrative Support on Poor Employee Performance with the Mediation of Disputes between Employees of a Distributor Company

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Abstract. This study examines the impact of gender discrimination, inadequate administrative support, and hostility among employees on the subpar job performance of distributor companies in Batam City. According to BPS data, there are 2,153 distributor companies in Batam City, employing a total of 259,749 employees. The sample of this study was obtained from 382 respondents working in distributor companies who filled out questionnaires online via Google Forms. The processed data came from 365 respondents, with 54.25 percent of the respondents being male. This study uses quantitative data analysis techniques and descriptive quantitative research. The data was collected using survey techniques or questionnaires and processed using Partial Least Square (PLS). Results of this study showed that Gender Discrimination and Lack of Administrative to Person-Related Hostility have a positive and significant effect (H1) and (H2). Gender Discrimination, Lack of Administrative Support, and Person-related hostility to Poor Job Performance have a positive and significant effect (H3), (H4), and (H5). Then, Gender Discrimination and Lack of Administrative Support have a significant indirect impact on Poor job performance and are mediated by person-related hostility (H6) & (H7). So, this study consists of 7 hypotheses, directly from H1 to H5 and indirectly from H6 to H7.

Keywords: Gender discrimination; Lack of administrative support; Person-Related Hostility; Poor job performance.

Abstrak. Penelitian ini menganalisis pengaruh diskriminasi gender, kurangnya dukungan administratif, dan perselisihan antarkaryawan terhadap kinerja pekerjaan yang buruk pada perusahaan distributor di Kota Batam. Berdasarkan data BPS, ada 2.153 perusahaan distributor di Kota Batam dan 259.749 orang karyawannya. Sampel penelitian ini diperoleh dari 382 responden yang bekerja di perusahaan distributor yang mengisi kuesioner secara online *melalui* Google Forms. *Data yang diolah dalam penelitian ini berasal dari 365 responden dengan 54,25 persen responden adalah laki-laki. Penelitian ini menggunakan teknik analisis deskriptif-kuantitatif. Data dikumpulkan*

dengan menggunakan teknik survei atau kuesioner, dan diolah menggunakan Partial Least Square (PLS). Hasil penelitian ini menunjukkan bahwa Diskriminasi Gender dan Kurangnya Dukungan Administratif terhadap Perselisihan Antarkaryawan memiliki pengaruh positif dan signifikan (H1) dan (H2). Diskriminasi Gender, Kurangnya Dukungan Administratif, dan Perselisihan Antarkaryawan terhadap Kinerja Pekerjaan yang Buruk memiliki pengaruh positif dan signifikan (H3), (H4), dan (H5). Selanjutnya, Diskriminasi Gender dan Kurangnya Dukungan Administratif memiliki dampak tidak langsung yang signifikan terhadap Kinerja Kerja yang Buruk dan dimediasi oleh Perselisihan Antarkaryawan (H6) dan (H7). Oleh karena itu, penelitian ini terdiri atas tujuh pengujian hipotesis dalam pengaruh secara langsung yang berasal dari H1 hingga H5, serta pengaruh secara tidak langsung yang berasal dari H6 dan H7.

Kata kunci*: Diskriminasi gender; Kurangnya dukungan administratif; Kinerja pekerjaan yang buruk; Perselisihan Antarkaryawan.*

BACKGROUND

Human resources (HR) greatly influences company success. If the company has qualified and skilled human resources that match its needs, it will have a positive impact. (Suryawan & Salsabilla, 2022). Human Resources (HR) serve an essential function in maintaining the performance and success of a company or organization (Sentoso et al., 2024). Superior human resources are not only able to contribute to national development, but also become an important element that determines whether an organization progresses or not (Yang & Dini, 2023). Human resource management practices (HRMP) and the adoption of work-life balance programs within organizations are crucial in lowering employees' intention to leave (Alvina & Mon, 2024). If the company has less productive HR, it will have a negative impact and ultimately lead to discrimination against certain groups or individuals.

Discrimination in the workplace means unfair treatment that distinguishes a group or individual based on race, ethnicity, creed, gender, age, disability, or other factors irrelevant to job performance. Workplace discrimination can lead to harmful effects on employees, employers, and society. Some potential negative impacts of workplace subordination include:

- They decreased employee performance. Employees who are discriminated against may feel unappreciated, less motivated, less confident, and dissatisfied with their work. This can reduce employee productivity, creativity, loyalty, and commitment to the company (Oktriwina, 2022).

- Increased hostility in the office. Employees who are discriminated against may feel angry, offended, depressed, and frustrated. This can lead to conflict, disputes, violence, and retaliation between the discriminated employee and the discriminating employee or supervisor. Hostility in the workplace can disrupt cooperation, communication, and coordination between employees and the employer (Gina, 2021).

- Damage the company's reputation and image. Companies that subordinate can lose the religion and support of customers, friends, suppliers, investors, media, and citizens. This can reduce the company's turnover, profits, market share, and competitiveness. In addition, companies that subordinate may be subject to legal sanctions, fines, damages, or claims from discriminated employees or other aggrieved parties (Balladho, 2023).

Based on the above, discrimination in the office is a focal problem that needs to be prevented and handled correctly. Therefore, this study purposes to investigate the impact of subordinates and poor performance on hostility with staff employees in the company. This research is needed to contribute to the company to improve employee well-being, satisfaction, and performance, as well as reduce hostility, problems, and losses due to office discrimination.

THEORETICAL REVIEW

Gender Discrimination on Person-Related Hostility

Gender discrimination in the workplace is still a significant global issue today, causing conflict among employees. This is the result of the construction of social relations, which in turn stems from the division of labor based on sex, which is rooted in biological differences between the sexes (Apkhazava et al., 2019).

Noor et al. (2023) implied that gender discrimination is unequal treatment between men and women that affects an individual's life experience. According to the definition of the Great Dictionary of the Indonesian Language (KBBI), gender discrimination is a distinction in attitudes and treatment of fellow human beings based on gender. Gender discrimination means treating someone unfairly because of their gender. This includes things like their sexual orientation, gender identity, or if they are pregnant (Eleveld, 2024).

Gender disparities within organizations persist due to the prevailing perception that female employees possess lower levels of education and work experience compared to their male counterparts, as well as the exclusivity of certain occupations that are deemed less suitable or appropriate for women to enter. Gender inequality in the workplace will have an impact on mental health such as employees feeling insulted, ashamed and intimidated, feeling guilty, decreased motivation, the emergence of psychological symptoms such as depression, anxiety and nervousness. Gender research by Noor et al. (2024), Apkhazava et al. (2019), and Noor et al. (2023) indicates that discrimination has a positive and significant effect on Person-Related Hostility.

H1: The relationship between Gender Discrimination and Person-Related Hostility is positive and significant impact.

The Effect of Lack of Administrative Support on Person-Related Hostility.

Awada et al. (2024) in their study, the amount of work often makes someone experience stress and affects productivity. One thing that can help reduce stress levels and prevent disputes between employees is to have complete administrative support. Administration is the main foundation that forms the structure and function of a company. The role of administration is not only limited to routine office tasks, but also has a major influence on the company's success.

Administration plays a major role in facilitating effective communication between various departments and levels within a company. Weingart and Jehn (2012) as cited in Hamhuis (2024), good coordination between teams can avoid conflicts and ensure that common goals are achieved. With good communication, companies can overcome challenges more efficiently and respond quickly to market changes. Overall, the role of administration in a company's success cannot be ignored. From strategic planning to daily management, administration provides a strong foundation for growth and stability (Axelsson & Höglund, 2024). Companies that understand and appreciate the role of administration will be better able to face business challenges and achieve long-term success.

In an organization, when there is a lack of administrative support, it is a lack of support from management and leadership toward employees, especially those who have just joined or are facing organizational change (Vakola, & Nikolaou, 2005). This can significantly impact people-related hostility, which is employees' hostile or unfriendly attitude toward their colleagues or superiors. Lack of administrative support has a positive and significant influence on person-related hostility, as shown by research results of Kundi et al. (2020); Rahmawati (2020); Noor et al. (2024); and Noor et al. (2023).

H2: The relationship between Lack of Administrative Support and Person-Related Hostility has a positive significant impact.

The Effect of Gender Discrimination on Poor Job Performance

Gender can affect how well employees work in a company. When a company has both men and women treated fairly and given equal job opportunities, it can improve how the company performs. However, if there is gender discrimination, it can negatively impact employees in different ways, such as affecting promotions, hiring, motivation, job growth, opportunities for training, rewards, favoritism, and unequal chances for men and women to take part in making decisions (Peterson & Thea, 2006).

Until now, there are still many problems in achieving equal treatment for men and women at work. Women continue to face unfair treatment in organizations and companies, and this problem has not been fully solved yet. An employee who constantly faces gender discrimination will have low morale and enthusiasm at work. They will never be innovative and creative at work. They are underutilized in the company, which will definitely affect the organization's net and gross profit. Therefore, gender discrimination can significantly affect poor job performance, both individually and collectively, based on research results of Noor et al. (2023); Feimi and Vela (2023); Maros and Juniar (2021); and Noor et al. (2023).

H3: The Effect of Gender Discrimination on Poor Job Performance has a positive and significant relationship.

The Effect of Lack of Administrative Support on Poor Job Performance

One of the key aspects of administration is helping companies organize and plan their daily activities. Administration helps establish an efficient organizational structure, ensuring that tasks and responsibilities are clearly divided. With good planning, companies can identify long-term goals and design strategies to achieve them. Administration plays an important role in human resource management (HR). From the recruitment process to performance management, administration ensures that the company has a competent and skilled team (Garcia, 2024). In addition, administration

helps create a healthy and productive work environment, which can increase employee motivation and overall productivity.

If there are underperforming employees in a company, productivity will decrease. Underperforming employees not only fail to do their jobs properly, but they can also encourage others to neglect their duties. Other staff members then have to step in to cover for the work. Poor performance management can reduce employee motivation. For instance, if work goals are unclear, employees may not understand how their daily tasks help achieve the organization's goals. Lack of Administrative Support has a positive and significant effect on Poor Job Performance, based on research results (Amalia Yunia Rahmawati (2020); Chen et al. (2020); and Noor et al. (2023).

H4: The effect of Lack of Administrative Support on Poor Job Performance has a positive and significant impact.

Effect of Person-related hostility on Poor job performance

Walker (2024) in his study said that person-related hostility, work disruption, low productivity, project failure, absenteeism, employee turnover, and termination are negative impacts of conflict in the workplace. Performance can be positively or negatively affected by a variety of factors, some of which include internal conflict within the organization. This means that the higher the level of conflict experienced, the lower the employee's performance will be. Likewise, if the conflict experienced is lower, the employee's performance will be higher too.

Aziza and Widiastuti (2024) stated that conflict in an organization will affect the performance of the organization. If a conflict happens at a low level, the work performance of a team will be poor. On the other hand, if the conflict is positive and helpful, the team's performance starts to improve. High stress and anxiety can reduce productivity and job satisfaction. Feeling defeated or unappreciated can lower morale and lead to more employees leaving their jobs. A lack of trust can make it hard for team members to work together. Research shows that personal hostility between people has a strong and clear impact on Poor Job Performance based on Noor at al. (2023) and Olusoji (2023).

H5: The effect of Person-related hostility on Poor job performance has a positive significant impact.

The Effect of Gender Discrimination on Job Performance through Person-Related Hostility

Gender discrimination within companies persists due to the prevailing assumption that female employees possess lower levels of education and work experience compared to their male counterparts. Additionally, the exclusivity of certain occupations, which are deemed less suitable or appropriate for female workers, further contributes to this issue. Gender inequality in the workplace will have an impact on mental health (Rim & Kim, 2024). These impacts included employees feeling insulted, ashamed and intimidated, feeling guilty, decreased motivation, the emergence of psychological symptoms such as depression, anxiety and nervousness.

Peterson and Thea (2006) note that gender discrimination affects employee performance through several factors, including promotions, recruitment, motivation issues, limited job enrichment, inadequate development opportunities, compensation

disparities, favoritism, and unequal involvement of male and female employees in decision-making processes. Challenges in achieving gender equality in the workplace persist. Grzelec (2024) emphasizes that gender inequality faced by women in organizations and companies continues to be an unresolved issue. Gender Discrimination on job performance through person-related hostility has a significant impact, based on research results (Noor et al., 2023).

H6: The effect of Gender Discrimination on job performance through person-related hostility has a positive significant impact.

The Effect of Lack of Administrative Support on Job Performance through Person-Related Hostility

Sudi et al. (2024) found that administration plays a major role in facilitating effective communication between various departments and levels within a company. Good coordination between teams can avoid conflicts and ensure that common goals are achieved. With good communication, companies can overcome challenges more efficiently and respond quickly to market changes. Overall, the role of administration in a company's success cannot be ignored. From strategic planning to daily management, administration provides a strong foundation for growth and stability. Companies that understand and appreciate the role of administration will be better able to face business challenges and achieve long-term success (Florez-Jimenez et al., 2024).

In addition, administration helps create a healthy and productive work environment, which can increase employee motivation and overall productivity (Kwarteng et al., 2024). If there are underperforming employees in a company, productivity will decrease. Underperforming employees not only fail to do their jobs properly, but they can also encourage others to neglect their duties. Other staff members then have to step in to cover for the work. Poor performance management can quickly erode employee engagement. Based on research results, lack of administrative support for job performance through person-related hostility significantly impacts job performance (Noor et al., 2023).

H7: Effect of Lack of Administrative Support on job performance through person-related hostility has a positive significant impact.

Prior to carrying out this research, it was noted that a previous study of Noor et al. (2023) focused on female nurses working in public sector hospitals located in four major cities in Pakistan. Then, in the current study, the object taken is employees of distributor companies in Batam City. Researchers chose this object to be tested because the population is quite large and readily available in Batam City, so it is easy to attract the attention of readers related to this research in the field of human resources (HR) to increase knowledge about the impact of treating people unfairly based on gender and not having enough help from the management on individual satisfaction will affect the impact of poor work performance in the company, and can be used as a reference for other researchers.

RESEARCH METHODS

This study uses descriptive quantitative research with data analysis methods and Quan and tentative data analysis techniques. The population must be as many as 340

respondents of company employees in the Batam area so that the number of samples that have been collected is 382 respondents, while only 365 respondents can be selected for data analysis because 17 respondents are less accurate in filling out the questionnaire (Mahmudah et al., 2022). Therefore, to measure the answers of respondents using a 5-point Likert scale (1 = strongly disagree to scale 5 = strongly agree). Next, the causal relationship in the developed model will be determined by analyzing the data collected using Component or Variance Structural Equation Modeling (SEM) software, the data analysis is carried out using the Partial Least Square (Smart-PLS) software (Octavia & Anggarani, 2022).
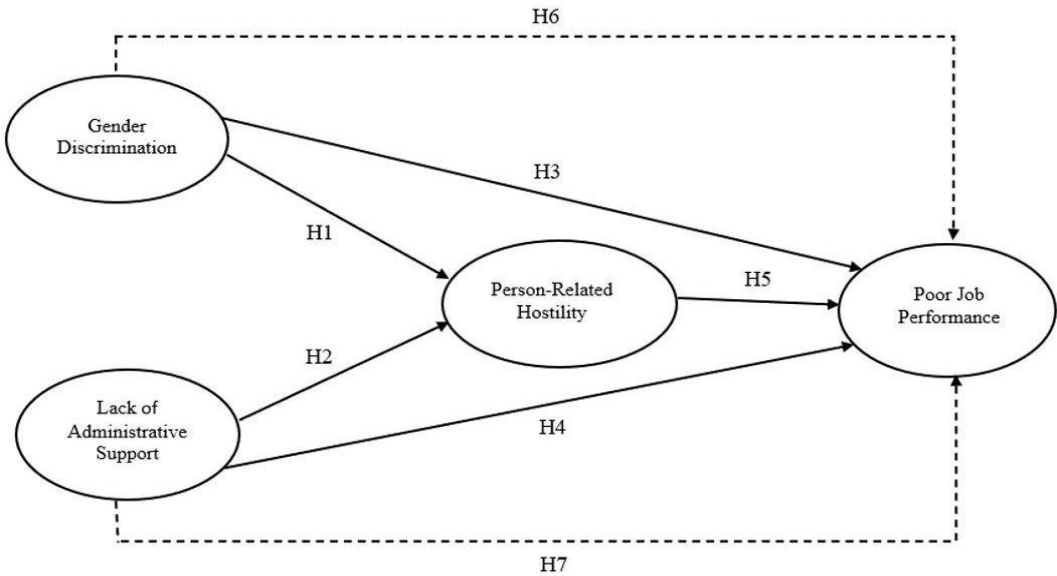
Source: Noor et al. (2023).

Figure 1. Research Model

RESEARCH RESULTS AND DISCUSSIONS

This section encompasses the data collection procedures, the timeframe and location of the research, and the outcomes of the data analysis which should be supported by illustrations such as tables or figures, excluding raw data and not presented as PrintScreen analysis results. It includes a discussion of how the findings relate to fundamental theories, as well as the outcomes of hypothesis testing to show any alignment or discrepancies with prior research findings, accompanied by their respective interpretations. This section may also discuss the theoretical and practical consequences of the research results. Each figure and table must be referenced, described within the text, properly numbered, and cited accordingly. The following illustrates the appropriate formatting for subheadings, sub-subheadings, sub-sub-subheadings, and so forth.

Table 1. Results of Gender Grouping of Respondents

Characteristics	Criteria	Total	Percentage
Gender	Male	198	54.25 %
	Women	167	45.75%
Total		365	100%

Based on Table 1, 365 respondents' data were from distributor company employees. The significant respondents were 54.25%% male, and the remaining 167 were women with a percentage of 45.75%. Based on Table 2, most of the respondents of the distributor company are 189 people, or a percentage of 51.78%, aged> 20-30 years old, while the fewest respondents are aged> 40-50 years, of which there are nine people a percentage of 2.47%.

Table 2. Results of Age Grouping of Respondents

Characteristics	Criteria	Total	Percentage
	<20 years	34	9.32%
	>20-30 years	189	51.78%
Age	>30-40 years	106	29.04%
	>40-50 years	27	7.40%
	>50 years	9	2.47%
Total		365	100,00%

Table 3. Results of Respondents' Last Education Grouping

Characteristics	Criteria	Total	Percentage
	Primary school/equivalent	6	1.64%
	Junior high school/equivalent	17	4.66%
Last Education	SMA / SMK / Equivalent	178	48.77%
	Diploma/equivalent	43	11.78%
	Bachelor's Degree	121	33.15%
Total		365	100.00%

Based on Table 3, with the majority of the highest last education of respondents, there were 178 people whose previous education was SMA / SMK / equivalent or 48.77%. In comparison, the fewest respondents in SD / equivalent were six people or 1.67%. Based on the marital status of Table 4, most respondents comprised 223 unmarried people (61.10%), while the remaining 142 people were married, with a percentage of 38.90%.

Table 4. Results of Respondent Status Grouping

Characteristics	Criteria	Total	Percentage
Status	Unmarried	142	38.90%
	Married	223	61.10%
Total		365	100.00%

Table 5. Results of Income per Month Grouping of Respondents

Characteristics	Criteria	Total	Percentage
	≤ IDR 4,500,440	25	6.85%
	> Rp4,500,440 -Rp6,500,000	168	46.03%
Income Per Month	> Rp6,500,000 - Rp8,500,000	107	29.32%
	> Rp8,500,000 - Rp10,000,000	42	11.51%
	> Rp10,000,000	23	6.30%
Total		365	100.00%

Based on Table 5, it can be seen that most of the respondents' monthly income is in the category > Rp4,500,440-Rp6,500,000; there are 168 people or 46.03%. Meanwhile, the least respondent data is in the > Rp10,000,000 category, with only 23 respondents or 6.30%.

Table 6. Reliability and Validity Test Results

	Cronbach's Alpha	rho_A	Composite Reliabili ty	Average Variance Extracted (AVE)
Gender Discrimination	0.883	0.884	0.883	0.558
Lack of Administrative Support	0.880	0.880	0.880	0.550
Poor Job Performance	0.807	0.807	0.807	0.583
Person-related Hostility	0.962	0.962	0.962	0.573

The results from the reliability and validity tests in the table above show that the Cronbach's alpha value is above 0.70, which will be utilized to assess the internal reliability of a measurement tool or questionnaire. The higher the Cronbach alpha value, the better the measuring instrument is in measuring the desired construct. Then, composite reliability measures the extent to which the variables used in the study are reliable. The results of the composite reliability test indicate values greater than 0.7. Similarly, the reliability tests indicate that all constructs have Cronbach's alpha and composite reliability values greater than 0.7.

Additionally, as shown in Table 6, the average variance extracted (AVE) is greater than 0.5. Therefore, it can be concluded that all constructs (both Cronbach's alpha and composite reliability) have values above 0.70. According to (Muhson, 2019), the reliability value of alpha between 0.70-0.90 is satisfactory to good. If the value is at alpha between 0.60-0.70, it is considered acceptable in exploratory research; if the reliability value is 0.95 and higher, it is a problem because it indicates that the item is redundant, thus reducing construct validity. All constructs are reliable. Finally, there is a concurrent validity test, namely the average variance extracted (AVE); it can be seen that the AVE value is > 0.50. In research of Rijal and Naz (2022), the acceptable AVE is 0.50, it means that the construct is 50 percent or more of the variance of the indicator can be explained. Meanwhile, poor validity is less than 0.50. So, the concurrent validity test results in the table above are valid.

Based on the Table 7, the Outer Loading Test presented can be seen from the concurrent validity test results or the outer loading value > 0.7. In research of Anggriani et al. (2023), if an indicator has a value smaller than 0.7, the indicator can be removed, and the validity test is repeated until all parameters have an outer loading greater than 0.7.

Based on the cross-loading table, the results of the discriminant validity test for Lacker and HTMT are above. The way to see discriminant validity can be done through the three categories in the table above. In Table 8, the results of the cross-loading test obtained a value> 0.7, so all indicators are highly correlated for each variable. At the same time, Table 9 of the Fornell-Larcker Criterion test results shows that the correlation between indicators has met the criteria. The correlation value between the variables Gender Discrimination and Person-related Hostility is 0.816, more significant than the correlation between indicators on the variable of Gender Discrimination (0.747). In contrast, the variable Person-related Hostility (0.757) is more significant. Table 10 (HTMT) indicates that the value of each indicator in the model is below 0.9, signifying that discriminant validity has been established. Research (Hair et al., 2019) stated that

HTMT can be interpreted as the mean value for items that assess the same concept. An HTMT value of more than 0.90 indicates no discriminant validity.

Table 7. Test Results of Outer Loadings

No.	Question each Variable	Outer Loading	Results
	Gender Discrimination		
1	In my company, female employees have to work harder than male employees.	0.734	Valid
2	In my workplace, male employees are more authoritative than female employees.	0.723	Valid
3	In my company, there are more male employees than female employees.	0.814	Valid
4	My promotion was delayed due to gender discrimination.	0.740	Valid
5	Male employees use friendship networks to gain an advantage	0.750	Valid
6	Male employees get promoted faster in the workplace.	0.718	Valid
	Lack of Administrative Support		
7	I cannot trust the Company's management	0.777	Valid
8	Management hides important information from employees.	0.724	Valid
9	Employees are not appreciated when they have done a good job.	0.740	Valid
10	Tasks are not allocated equitably among all staff members.	0.757	Valid
11	Employees of various races and religions are not provided with equal opportunities.	0.725	Valid
12	Conflicts are not addressed justly by management.	0.726	Valid
	Person-related Hostility		
	Gossips:		
13	My co-workers spread gossip and rumours about me.	0.771	Valid
14	My colleagues disregard my personal space and confidentiality.	0.761	Valid
15	My co-workers expose or talk about my private matters in an unflattering manner.	0.745	Valid
	Backbiting		
16	In my absence, my colleagues make insulting or inappropriate remarks about me, my actions, and my personal life.	0.786	Valid
17	My co-workers damaged my dignity and reputation and humiliated me through gossip.	0.766	Valid
	Negative Comments		
18	I frequently receive feedback or criticism about my work or business.	0.784	Valid
19	My co-workers make negative comments about my work and personality that upset me.	0.747	Valid
	Telling False Stories		
20	My colleagues spread false rumors about me to foster misunderstandings that undermine my achievements.	0.761	Valid
21	My colleagues indirectly criticize me by sharing untrue accounts that misrepresent my character and work.	0.752	Valid
	Teasing and Avoiding		
22	I was ignored or ostracised or alienated from others	0.740	Valid
23	My colleague hinted that I should quit my job	0.715	Valid
24	I was ignored or faced hostile reactions when I approached.	0.744	Valid
25	I was subjected to excessive ridicule and sarcasm.	0.771	Valid
26	Practical jokes made by people who don't fit in with you.	0.789	Valid
	Verbal Abuse		
27	I experienced the direct focus of my colleagues' frustration.	0.772	Valid
28	I was embarrassed or made fun of because of my work.	0.771	Valid
	Non-verbal Negative Gestures		
29	My colleague makes an insulting face in response to a question.	0.739	Valid
30	Colleagues glare at me when I respond to a question.	0.705	Valid
31	My colleagues show their aggression by walking heavily.	0.760	Valid
	Poor Job Performance		
32	I am not able to work well or take care to do the work given to me.	0.773	Valid
33	I can't manage my time well at work.	0.751	Valid
34	I am unable to give support and follow organizational rules, procedures and company policies to perform my tasks.	0.766	Valid

Table 8. Test Results of Cross Loadings

	GD	LAS	PJP	PRH
GD_1	0,734	0,617	0,569	0,607
GD_2	0,723	0,596	0,575	0,587
GD_3	0,814	0,681	0,666	0,646
GD_4	0,740	0,619	0,573	0,613
GD_5	0,750	0,633	0,571	0,630
GD_6	0,718	0,638	0,583	0,573
LAS_1	0,640	0,777	0,653	0,637
LAS_2	0,596	0,724	0,603	0,599
LAS_3	0,646	0,740	0,611	0,616
LAS_4	0,667	0,757	0,624	0,631
LAS_5	0,594	0,725	0,601	0,603
LAS_6	0,614	0,726	0,619	0,589
PJP_1	0,607	0,643	0,773	0,642
PJP_2	0,583	0,628	0,751	0,624
PJP_3	0,618	0,639	0,766	0,627
PRH_1	0,610	0,633	0,651	0,771
PRH_10	0,636	0,602	0,599	0,740
PRH_11	0,583	0,566	0,607	0,715
PRH_12	0,620	0,614	0,608	0,744
PRH_13	0,628	0,621	0,649	0,771
PRH_14	0,655	0,638	0,653	0,789
PRH_15	0,599	0,616	0,670	0,772
PRH_16	0,656	0,652	0,611	0,771
PRH_17	0,611	0,625	0,597	0,739
PRH_18	0,570	0,592	0,579	0,705
PRH_19	0,617	0,636	0,624	0,760
PRH_2	0,602	0,621	0,645	0,761
PRH_3	0,616	0,636	0,598	0,745
PRH_4	0,631	0,666	0,644	0,786
PRH_5	0,617	0,621	0,646	0,766
PRH_6	0,662	0,659	0,627	0,784
PRH_7	0,595	0,625	0,622	0,747
PRH_8	0,625	0,628	0,628	0,761
PRH_9	0,599	0,621	0,631	0,752

Table 9. Test Results of Fornell-Larcker Criterion

	GD	LAS	PJP	PRH
GD	0,747			
LAS	0,844	0,742		
PJP	0,790	0,834	0,763	
PRH	0,816	0,826	0,827	0,757

Table 10. Test Results of Heterotrait-Monotrait Ratio (HTMT)

	GD	LAS	PJP	PRH
GD				
LAS	0,844			
PJP	0,789	0,834		
PRH	0,815	0,825	0,827	

Table 11. Test Results of Direct Effect

	Original Sample	Sample Mean	Standard Deviation	t-Statistics	p-Values	Conclusion
Gender Discrimination → Poor Job Performance	0,159	0,158	0,052	3,049	0,002	Valid
Gender Discrimination → Person-Related Hostility	0,419	0,416	0,065	6,420	0,000	Valid
Lack of Administrative Support → Poor Job Performance	0,288	0,285	0,061	4,706	0,000	Valid
Lack of Administrative Support → Person-Related Hostility	0,448	0,443	0,075	5,962	0,000	Valid
Person-related hostility→ Poor job performance	0,390	0,386	0,065	5,997	0,000	Valid

Based on the Table 11, the hypothesis test of the effect between variables directly presented in Table 11 gets the following findings.

H1: The relationship between Gender Discrimination and Person-Related Hostility has a positive and significant impact, indicated by a t-statistic value greater than 1.96 (3.049) and a p-value smaller than 0.05 (0.002). In research (Apkhazava et al., 2019; Noor, 2023a; Noor et al., 2024), the data is significant if the P-value <0.05 or T-Statistics> 1.96. The results of this hypothesis test align with (Noor, Rehman, Ahmed, Sarmad, et al., 2023).

H2: Administrative Support and Person-Related Hostility have a positive and significant effect, indicated by a t-statistic value greater than 1.96 (6.420) and a p-value smaller than 0.05 (0.000). In research (Noor et al., 2024), the data is said to be significant if the P-value <0.05 or T-Statistics> 1.96. The results of this hypothesis test align with (Kundi et al., 2020; Amalia Yunia Rahmawati, 2020; Noor et al., 2024: Noor et al., 2023)

H3: The relationship between Gender Discrimination and Poor Job Performance has a positive and significant effect, which is indicated by a t-statistic value greater than 1.96 "(4.706) and a p-value smaller than 0.05 (0.000). In research (Feimi & Vela, 2023; Noor, 2023b; Noor, Rehman, Ahmed, & Sarmad, 2023), The data is said to be significant if the P-Value <0.05 or T-Statistics> 1.96. The results of this hypothesis test are in line with (Noor, 2023; Feimi & Vela, 2023; Maros & Juniar, 2021; Noor et al., 2023).

H4: The relationship between Lack of Administrative Support and Poor Job Performance has a positive and significant effect, indicated by a t-statistic value greater than 1.96 (5.962) and a p-value smaller than 0.05 (0.000). The results of this hypothesis test significantly affect the results of the research (Amalia Yunia Rahmawati, 2020; Chen et al., 2020; Noor et al., 2023).

H5: The relationship between Person-related hostility and Poor job performance has a significant impact, indicated by a t-statistic value greater than 1.96 (5.997) and a p-value smaller than 0.05 (0.000) is proven. The results of this hypothesis test significantly affect the results of research (Noor et al., 2023; Olusoji, 2023).

Table 12. Test Results of Indirect Effect

	Original Sample	Sample Mean	Standard Deviation	t-Statistics	p-Values	Conclusion
Gender Discrimination→ Person-Related Hostility→ Job Performance	0,163	0,161	0,039	4,223	0,000	Valid
Lack of Administrative Support → Person-Related Hostility→ Job Performance	0,175	0,171	0,044	3,994	0,000	Valid

H6: The relationship between Gender Discrimination has a significant indirect effect on Poor job performance and mediated person-related hostility. This is indicated by a t-statistic value greater than 1.96 (4.223), and a p-value smaller than 0.05 (0.000) is proven. In the study of (Noor et al., 2023), the data is significant if the P-value <0.05 or T-Statistics> 1.96.

H7: The relationship between Lack of Administrative Support has a significant indirect effect on Poor job performance and mediated person-related hostility. This is indicated by a t-statistic value greater than 1.96 (3.994), and a p-value smaller than 0.05 (0.000) is proven. In research (Noor et al., 2023), the data is said to be significant if the P-value <0.05 or T-Statistics> 1.96.

Table 13. Test Results of Square

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Poor Job Performance	0,593	0,583	0,087	6,794	0,000
Person-related Hostility	0,656	0,645	0,095	6,934	0,000

Based on the results of the test, the R-squared value in the table above for the endogenous variable Poor Job Performance is 0.583, which means that GD and LAM can explain this variable by 58.3%. At the same time, the remaining 41.7% can be known to other variables that cannot be included in the model. The r square> 0.50 value indicates the prediction results in the strong category. The r square value for the endogenous variable Person-related Hostility is 0.645, which means that GD, LAM, and PJP can explain Person-related Hostility by 64.5%. At the same time, the remaining 35.5% is explained by other variables that cannot be included in the model. For the r square value, Person-related Hostility also shows prediction results in the strong category. Research from (Hair et al., 2019) shows that 0.75, 0.50, and 0.25 can be considered strong, medium, and weak.

Table 14. Test Results of SRMR

	Original Sample (O)	Sample Mean (M)	95%	99%
Saturated Model	0,033	0,031	0,039	0,044
Estimated Model	0,033	0,031	0,039	0,044

In Table 14, the SRMR test results show a value of less than 0.1, and the resulting model fits the data. SRMR can be interpreted as the difference between the observed correlation and the inferred correlation matrix model. Research (Hu & Bentler, 1998b) SRMR value <0.1 states that the resulting model is by the data. Based on the GoF Index results in Table 14, it can be said that the resulting model criteria are included in the "strong" category in accordance with research (Ghozali & Latan, 2014b).

GoF Index Analysis

$$\text{GoF} = \sqrt{\text{Comm x R}^2}$$

$$\text{Comm} = \frac{0.558 + 0.550 + 0.583 + 0.573}{4} = 0.566$$

$$R^2 = \frac{0.583 + 0.645}{2} = 0.614$$

$$\text{GoF} = \sqrt{0.566 \text{ x } 0.614} = 0.5895$$

CONCLUSIONS AND RECOMMENDATIONS

The results of this study indicate that gender-based discrimination and insufficient administrative support have a direct, positive, and significant impact on hostility towards individuals and reduced employee performance. Additionally, these factors indirectly contribute to poor job performance through the influence of hostility towards individuals.

This situation shows that workers in distributor companies in Batam City perform poorly mainly by gender discrimination, lack of administrative support, and hostility towards individuals. The results of this study are limited to the poor performance of employees in distributor companies in Batam City, so it cannot represent the poor performance of employees in companies engaged in other sectors or in other locations. Then, the researcher suggests conducting research using different objects and locations. It can also add other variables to the research, such as the increase in the number of variables of lack of solidarity and disputes among women, professional jealousy and low self-esteem, and lack of opportunities for high-level management positions. The results of this study are expected to be used as a reference for companies to consider poor worker performance by observing the variables that have been used.

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