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Sexual Harassment Experience, Psychological Climate, and Sex Effect on Perception of Safety

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Walden University
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Abstract

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by

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MA, Florida Atlantic University, 2000

BS, Ambassador College, 1989

Dissertation Submitted in Partial Fulfillment

of the Requirements for the Degree of

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Abstract

Sexual harassment has significant adverse psychological and physical effects on employees and negatively impacts the workplace and business operations. A gap in literature was identified concerning whether an employee's sex affects perceived safety from sexual harassment. This study examined the effects of workplace sexual harassment experience (WSH) and perception of workplace sexual harassment psychological climate (PSHC) on an employee's perceived safety from sexual harassment (PSSH) moderated by the sex of the employee. A sample ($N = 414$) of employees in the United States completed the Psychological Climate for Sexual Harassment Scale, Psychosocial Safety Climate Scale-12, and Sexual Experiences Questionnaire via SurveyMonkey. Descriptive statistics, normality testing, and multiple regressions were used to analyze data. Results of the analysis revealed a significant relationship between WSH-PSSH ($R^2 = 0.05$, $p < 0.001$), and PSHC-PSSH ($R^2 = 0.38$, $p < 0.001$), indicating WSH and PSHC were both significant predictors of PSSH. However, employee's sex did not moderate the WSH-PSSH relationship, nor did it moderate the PSHC-PSSH relationship. When perceived workplace sexual harassment climate and employee sexual harassment experience were observed, only perceived workplace sexual harassment climate was associated with increased perceived safety from sexual harassment. Further research into diverse populations and anti-harassment programs' impact on perceived safety may provide more insights. Results of this study can help decision-makers promote better security from sexual harassment and promote positive social change by reducing the number of adverse events affecting individuals, businesses, and society.

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Dedication

This dissertation is dedicated to my mother, Lorna Hillary Barker, who always believed in me. I always had her support and encouragement. Though her life was a very difficult one, her encouragement was always to making mine better. Her smile, laugh, voice and her love for people, I will always remember as a lesson that helped me through this process. It does not matter what difficulties we go through in life, what matters is the way in which we experience them, and the way we treat each other. Though she is no longer with us, I will always remember, appreciate, and love her for her sacrifice and love for me.

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Finally, immeasurable thanks and appreciation to my wife, Lisa, who supported me from the beginning to the end. You took upon yourself many of the duties and responsibilities that were mine so that I could have the needed time to study, write and rest. Without you this would not have been possible. I am deeply and truly grateful to you for the sacrifices you made to make this all possible. I love you.

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Chapter 1: Introduction to the Study

Workplace sexual harassment has both short-term and long-term negative effects on employees (Boyd, 2011). Sexual harassment leads to higher rates of work withdrawal, increased turnover intentions, higher depressive symptoms, and post-traumatic stress (Avina & O'Donohue, 2002; Langhout et al., 2005; O'Connell & Korabik, 2000). Unlike rape and domestic violence, sexual harassment in the workplace has only recently been recognized as a social problem (Alagappar & Marican, 2014). Victims of sexual harassment experience humiliation, loss of self-confidence, anger, and psychological damage (Brown et al., 2011). Sexual harassment also leads to problems in the workplace such as decreased performance (Dionisi, Barling, & Dupré, 2012), higher absenteeism, and lower job satisfaction (McDonald, 2012; McLaughlin, Uggen, & Blackstone, 2012). Sexual harassment might also affect the victim's attitude toward work (Popovich & Warren, 2010). Merkin and Shah (2014) found that employees who were victims of sexual harassment reported a decrease in their job satisfaction, increased intentions to quit the job, and higher absenteeism. Furthermore, the belief that sexual harassment is not taken seriously in the company can lead to poor physical health (Merkin & Shah, 2014).

Sexual harassment may damage the image and performance of a business due to lost productivity among employees and the expense of monetary awards given to the victims of sexual harassment (Singla, 2015). Sexual harassment also has an impact on employee turnover, especially the turnover of female employees (Dionisi et al., 2012). Sexual harassment is also considered a health and safety issue as it has an impact on the

health of the harassment victims and can contribute to overall work-related stress (Houle, Staff, Mortimer, Uggen, & Blackstone, 2011).

Victims of sexual harassment in the workplace experience humiliation, loss of self-confidence, anger, and psychological damage (Brown et al., 2011). Due to these negative effects, the individual would not be as productive as before (Dionisi et al., 2012) and because of the sexual harassment experience, would prefer to be absent from the job than present (McDonald, 2012; McLaughlin et al., 2012). Moreover, companies also pay out money because of monetary awards given to the victims of sexual harassment (AWARE, 2012).

In this study, I examined how sexual harassment affects an employee's perception of safety from sexual harassment. This chapter contains the introduction to the study with the background and statement of the problem, highlighting the need for such a study. These sections are followed by the purpose of the study, theoretical framework, research questions, nature of the study, definitions of terms, assumptions, limitations, delimitations, and the significance of the study.

Background

The Civil Rights Act of 1964 defined workplace sexual harassment as:

> "Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when (1) submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment, or (2) submission to or rejection of such conduct by an individual is used as a basis for employment decisions affecting such individual, or (c) such conduct has

> the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment. (29 CFR § 1604.11)

This definition was used for this dissertation research.

There is no clear data about the statistics of sexual harassment because some victims experience harassment but do not report it (Goldhill & Bingham, 2015). There were 6,862 sexual harassment allegations filed with the U.S. Equal Opportunity Employment Commission (EEOC, 2014), and 92.5% were filed by female employees. In a poll conducted by ABC News and Washington Post, one in four women has experienced workplace sexual harassment, while one in 10 men reported that they have experienced harassment (Langer, 2011).

Sexual harassment in the workplace has negative effects on employees, and on the performance and image of an organization (Wright, 2010). The negative impact of sexual harassment in the workplace includes psychological and physical effects on employees (O'Reilly, Robinson, Berdahl, & Banki, 2014), illnesses (Dionisi et al., 2012), and several negative work-related behaviors (Dionisi et al., 2012; McDonald, 2012; Merkin, 2013; Merkin & Shan, 2014). As such, it is of utmost importance that employees feel secure in their workplace to prevent these negative effects, and be productive and efficient members of the organization (May, Gilson, & Harter, 2004).

Jahya (2014) found that tolerance and history of sexual harassment in the workplace were significant predictors of an employee's sense of security, or perception about the workplace's sexual harassment climate. In addition, organizational climate was

found to have an impact on sexual harassment in the workplace (Tower, Bowen, & Alkadry, 2011).

One aspect of sexual harassment in the workplace that has not been explored is sex of the employee, as recent studies have focused primarily on female demographics (Buchanan & Fitzgerald, 2008; Hutagalung & Ishak, 2012; Woods, Buchanan, & Settles, 2009). This may be because more sexual harassment allegations were filed by female employees (EEOC, 2014). However, male employees are also likely targets of sexual harassment (Berdahl, Magley, & Waldo, 1996; EEOC, 2014; Waldo, Berdahl, & Fitzgerald, 1998). Considering both sexes was appropriate because, although female employees report more, male employees may have the tendency to underreport their workplace sexual harassment experiences (Parker & Griffin, 2002). Compared to female employees, male employees were less likely to report workplace sexual harassment experiences (Goldhill & Bingham, 2015).

Problem Statement

Sexual harassment in the workplace is a problem because it produces negative effects on employees, as well as the performance and image of the organization in which it occurs (Wright, 2010). The experience of sexual harassment in the workplace deeply affects the psychological and physical well-being of employees (O'Reilly et al., 2014). There are several negative effects of sexual harassment: illnesses (Dionisi et al., 2012), lack of commitment (McDonald, 2012), excessive tardiness or absences (Merkin, 2013), low quality performance (Dionisi et al., 2012), and resignation (Merkin, 2013). Both male and female employees who have experienced sexual harassment feel negative

emotions such as embarrassment, shame, and depression, as well as a decrease in their self-esteem and job satisfaction (McDonald, 2012; McLaughlin et al., 2012). Employees need to feel safe in their workplace to be productive and efficient members of their organization (May et al., 2004).

A gap exists in the literature regarding how an employee's perception of workplace sexual harassment climate has an impact on an employee's perception of safety from sexual harassment. In addition, one limitation of extant research on sexual harassment in the workplace is that no research has been conducted to date considering the moderating nature of the sex of the employee on sexual harassment in the workplace. The aim of this study was to expand on current sexual harassment studies by considering both male and female employees and how harassment climate, as well as history of harassment, affects the perception of safety in the workplace.

Purpose of this Study

The purpose of this quantitative study was to examine the effects of employee workplace sexual harassment experience and perception of workplace sexual harassment psychological climate on their perceived safety from sexual harassment moderated by sex (see Figure 1). The results of the study expanded on sexual harassment studies with the inclusion of male and female employees and how perception of workplace sexual harassment climate and the workplace sexual harassment experience affect an employee's perception of safety from sexual harassment in the workplace.

Research Questions and Hypotheses

This study was guided by the following research questions and hypotheses:

RQ1: Does perceived workplace sexual harassment climate predict an employee's perceived safety from sexual harassment?

H_o1: Perceived workplace sexual harassment climate, as assessed by the Psychological Climate or Sexual Harassment (PCSH), does not predict an employee's perceived safety from sexual harassment, as assessed by the Psychosocial Safety Climate Scale (PSCS-12).

H_a1: Perceived workplace sexual harassment climate, as assessed by the PCSH, predicts an employee's perceived safety from sexual harassment, as assessed by the PSCS-12.

RQ2: Do employee workplace sexual harassment experiences predict their perceived safety from sexual harassment?

H_o2: Employee workplace sexual harassment experiences, as assessed by the Sexual Experience Questionnaire (SEQ-W), do not predict their perceived safety from sexual harassment, as assessed by the PSCS-12.

H_a2: Employee workplace sexual harassment experiences, as assessed by the SEQ-W, predict their perceived safety from sexual harassment, as assessed by the PSCS-12.

RQ3: Does employee sex moderate the relationship between perceived workplace sexual harassment climate and perceived safety from sexual harassment?

H_o3: Employee sex does not moderate the relationship between perceived workplace sexual harassment climate, as assessed by the PCSH, and perceived safety from sexual harassment, as assessed by the PSCS-12.

H_a3**:** Employee sex moderates the relationship between perceived workplace sexual harassment climate, as assessed by the PCSH, and perceived safety from sexual harassment, as assessed by the PSCS-12.

RQ4: Does employee sex moderate the relationship between employee workplace sexual harassment experience and perceived safety from sexual harassment?

H_o4: Employee sex does not moderate the relationship between employee workplace sexual harassment experience, as assessed by the SEQ-W, and perceived safety from sexual harassment, as assessed by the PSCS-12.

H_a4: Employee sex moderates the relationship between employee workplace sexual harassment experience, as assessed by the SEQ-W, and perceived safety from sexual harassment, as assessed by the PSCS_12.

RQ5: Does perceived workplace sexual harassment climate and employee workplace sexual harassment experiences predict employee's perceived safety from sexual harassment?

H_o5: Perceived workplace sexual harassment climate, as assessed by PCSH, and employee workplace sexual harassment experiences, as assessed by SEQ-W, do not predict an employee's perceived safety from sexual harassment, as assessed by PSCS-12.

H_a5: Perceived workplace sexual harassment climate, as assessed by PCSH, and employee workplace sexual harassment experiences, as assessed by SEQ-W, predict an employee's perceived safety from sexual harassment, as assessed by PSCS-12.

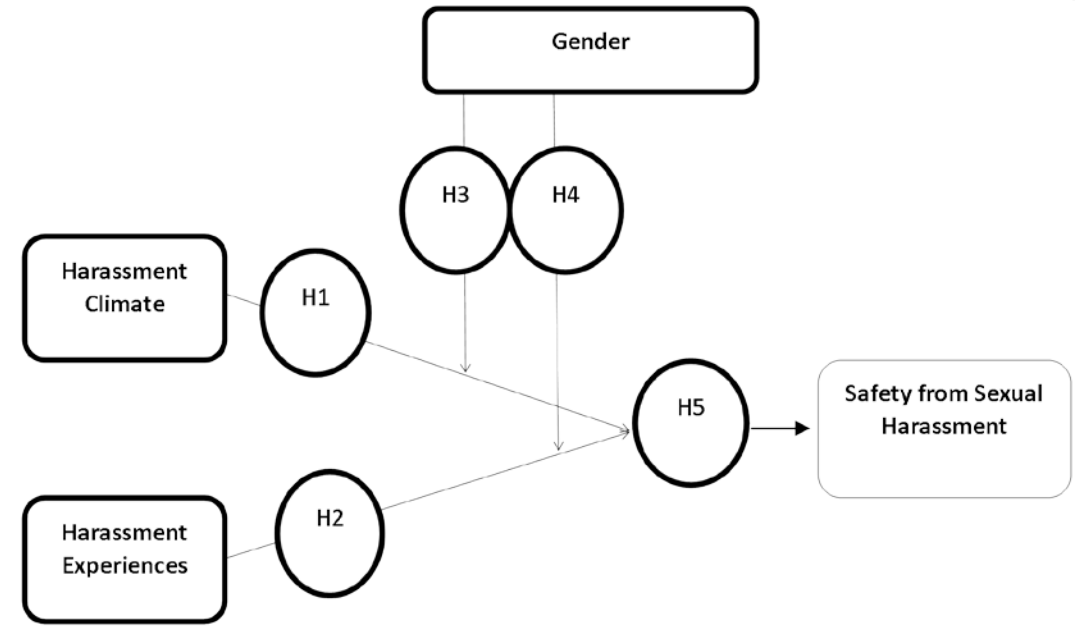

Figure 1. Relationship between the independent, dependent, and moderating variables.

Theoretical Framework of the Study

I utilized the psychosocial safety climate theory (PSC), constructed by Dollard and Bakker (2010) from the job demands and resources model, for this study. Dollard's (2011), PSC theory is based on different perspectives of work stress, psychosocial risk, and organizational climate. PSC is about the commitment of the management to safeguard the psychological health of its employees as their top priority (Law, Dollard, Tuckey, & Dormann, 2011). PSC is a specific element of organizational climate regarding the freedom from psychological harm in the workplace. PSC, as proposed by Law et al. (2011), contains a focus on harassment and bullying in the workplace. Building on the need for a workplace to have a safe climate for the employees, the theoretical basis of PSC concentrates on the psychological health of the individuals (Hall, Dollard, & Coward, 2010). Conversely, safety climate refers to climate or atmosphere in

the workplace for physical safety and health, accidents, and injuries. Safety climate also includes the perception of the employees of the "management's commitment and performance with regards to safety policy, procedures, and practice" (Rasmussen et al., 2006, p. 770).

Nature of the Study

In this study, I used a quantitative method study involving a correlational, non-experimental design that consisted of a survey methodology that analyzed data using moderated multiple regression. Specifically, the study showed the moderating effect of sex (MV) on the independent variables (IV) of employee workplace sexual harassment experience and perceived workplace sexual harassment climate, on the dependent variable (DV) employee's perception of safety from sexual harassment. Employee workplace sexual harassment experience was assessed using the Sexual Experiences Questionnaire (SEQ-W). The perceived workplace sexual harassment climate was assessed using the Psychological Climate for Sexual Harassment instrument (PCSH). Employee's perception of safety from sexual harassment was assessed using the Psychosocial Safety Climate Scale – 12 (PSCS-12).

The sample for the study consisted of individuals who were currently employed part-time or full-time in the United States. Convenience sampling was conducted to recruit samples of part-time and full-time employees for N=414 to achieve at least 80% power. An online data collection and survey company, SurveyMonkey, was utilized to collect the samples and administer the surveys. Data were analyzed using SPSS v.22 software.

Definitions

The following operational definitions were used for this dissertation:

Organizational climate: The organizational climate consists of shared perceptions of organizational policies, practices, and procedures (Reichers & Schneider, 1990).

Perceived safety: Perceived safety refers to an individual impression of freedom from psychological or social risk of harm at the workplace (Law et al., 2011).

Perception: Perception refers to when a person becomes aware of or forms a mental impression of a situation (Law et al., 2011).

Psychosocial climate: Psychosocial climate consists of "shared perceptions of organizational policies, practices, and procedures for the protection of worker psychological health and safety that stem largely from management practices" (Law et al., 2011, p. 1782).

Psychosocial risks: Psychosocial risks includes "those aspects of work design and the organization and management of work, and their social and environmental context, which may have the potential to cause psychological or physical harm" (Cox & Griffiths, 2005, p. 20).

Psychosocial safety: Psychosocial safety refers to freedom from psychological and social risk or harm (Dollard & Bakker, 2010).

Sexual harassment: Sexual harassment includes deliberate or repeated unsolicited verbal comments, gestures, or physical contact of a sexual nature, which are unwelcome (U.S. Merit Service Protection Board; USMSPB, 1981). Unwelcome sexual advances,

requests for sexual favors, and other verbal or physical conduct of a sexual nature occur when:

- Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment, or
- Submission to or rejection of such conduct by an individual is used as a basis for employment decisions affecting such individual, or
- Such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment. (EEOC, 2014, para. 2)

Sexual harassment experience: These experiences include one having previous encounters and/or experience as the victim of sexual harassment or being a witness to sexual harassment (EEOC, 2014).

Sociosexual behavior: This behavior refers to physical contact between males and females that do not involve the union of genitalia between the two sexes (Kinsey, Pomeroy, Martin, & Gebhard, 1953).

Work stress: Work stress consists of the adverse reaction people have too excessive pressure or other types of demand placed on them at work (Health and Safety Executive, n.d.).

Assumptions

I assumed that selected participants who responded to the survey were currently part-time or full-time employees, 18 years old, and completed the survey in a manner that reflected their honest and accurate perceptions and experiences. Other than passing the

inclusion criteria of the study, I assumed that the participants were fit to respond to the questionnaires used for this study. I also assumed that each of the survey participants did not employ personal bias in an unethical manner and that their survey responses remained taken for face value and applied to this study.

Scope and Delimitations

The focus of this study was to examine the relationship between employee workplace sexual harassment experiences and employee perceived workplace sexual harassment climate, as the independent variables, and perceived safety from sexual harassment, as the dependent variable. In addition, the study showed the moderating effect of sex of the employee in these relationships. A delimitation of the study was that this research builds on PSC theory (Dollard & Bakker, 2010)., Law et al. (2011) proposed that PSC theory be used to focus on harassment and bullying in the workplace. While the PSC is based on different perspectives of work stress, psychosocial risk, and organizational climate, and while work stress may be a negative effect of sexual harassment, I did not explicitly consider work stress as a variable of interest. I did consider all employees in the United States that were currently employed part-time or full-time, with no restrictions to age range and sex. Populations outside the United States were not considered in the study.

Limitations

There existed several identified limitations to the study. The first limitation included that the research was a survey-based, quantitative study, utilizing survey instruments with closed-ended questions. Using scales to measure the respondents'

perceptions, the approach did not enable me to explore the research problem with the depth or breadth that a qualitative design with open-ended survey questions or observations could provide. This limitation might have led to important qualitative factors being omitted that might have related to the effect of employee workplace sexual harassment experience and employee perceived workplace psychological climate on perceived safety from sexual harassment.

The second identified limitation included the aspect of history as a threat to internal validity. Although the research was nonexperimental, history might have affected the results of the administered survey. The point in time when the participants completed the survey might affect their responses. For example a very recent experience with sexual harassment may have led the participant to respond more harshly to survey questions.

Another identified limitation included the generalizability of the results and findings as a threat to external validity. While the sampling procedure for data collection included the entirety of the United States, the collected samples might be skewed toward certain demographics depending on availability, such as the geographical locations, age range, or sex. Another limitation of the study was the ability of the participants to respond to an online survey and to respond in a manner that accurately and truthfully reflected their perceptions. With statistical data collected through online surveys from self-reported data, the research should take the data at its face value. Self-reported data, however, can rarely be independently verified (Brutus, 2013). Another limitation for self-reported data included that biased answers might occur (e.g., selective memory, telescoping, attribution, exaggeration, etc.; Brutus, 2013).

Significance

This study was a significant endeavor in producing knowledge that might be useful in developing sexual harassment awareness programs. By understanding the employees' perception of safety from sexual harassment, management could improve the policies that promote the feeling of safety from sexual harassment in the workplace. Moreover, this research provided recommendations on how sex affected the employees' perception of safety from sexual harassment in the workplace.

In the evaluation for awareness programs in the field of sexual harassment and the workplace, political leaders, or organizations at the local, state, and federal levels responsible for creating and implementing awareness programs, might utilize the results of this research to make informed decisions. The decisions would include improved implementation of current or new methods in relation to the sexual harassment awareness in the workplace to promote better physical, psychological, and emotional safety in the workplace.

I addressed a gap in literature; namely, that no existing study examined how the sexual harassment experiences of an employee and an employee's perceptions of the workplace sexual harassment climate influenced perceived safety from sexual harassment. In addition, I expanded sexual harassment studies by examining the moderating nature of sex on sexual harassment in the workplace. The findings from this study could assist decision makers in organizations to promote better physical, psychological, and emotional security in the workplace. Therefore, reducing sexual

harassment in the workplace might lead to fewer adverse events affecting the individual, the business, and society.

Summary and Transition

This chapter of the research included the background of the study, the statement of the problem, purpose of the study, theoretical framework, research questions, nature of the study, overview of the methodology, definitions of terms, assumptions, limitations, delimitations, and the significance of the study. It provided an overview by identifying the major tenants of the study, reason for, benefits of and potential challenges to the study.

Chapter 2 contains a literature review regarding sexual harassment, psychological climate, and perceptions of workplace safety. Chapter 3 contains the research methodology, including research design, appropriateness of the design, population and sample of the study, sampling method, informed consent, an explanation of instruments used, data collection method, and the type of data analysis used for the study. Chapter 4 includes the results of the data collected. Demographic information is presented along with hypothesis testing and findings derived from the study. Finally, results of the research are presented for each of the five research questions. Chapter 5 consists of a summary of the results and compares them with findings from the literature review. This chapter also identifies limitations of this study, recommendations for future studies, and implications. I also discuss what the data means for the current and future studies.

Chapter 2: Literature Review

Introduction

There are several parts to the literature review. In the first part, I introduce the literature review, provide a justification for it, and include the search strategy for the review. In the second part, I discuss the definition of sexual harassment. The third part includes information on the topic of workplace sexual harassment. The fourth part includes a description of the psychosocial safety climate theory. In the fifth part, I discuss employees' perception of safety from sexual harassment in the workplace. In the sixth part, I discuss how different variables of (a) perceived workplace sexual harassment climate, (b) employee workplace sexual harassment experience, and (c) sex of the employee affect employee perceived safety from sexual harassment in the workplace. The literature review ends with a synthesis of the findings from previous research that identifies the research gap, a conclusion with a summary of the chapter, and a transition to the next chapter.

Literature Search Strategy

One purpose of the literature review is to define key terms comprehensively. In this study, I discuss two major definitions: *sexual harassment* and *psychological safety climate*. Another purpose of the literature review is to establish the research topic of the current study, which is the employee perceived safety from sexual harassment in the workplace. In this literature review, the studies and findings provide information to support the research topic. I aimed to demonstrate the uniqueness of the research questions of the current study. Based on the literature review, I hoped that the current

study would make an original contribution to the area of workplace sexual harassment. I also critically reviewed the different methodologies used in previous studies to justify the methodology and instruments that were used in the current study.

The goal of having all vital information about the nature and scope of workplace sexual harassment and the perception of safety from workplace sexual harassment of employees was established through various sources. There were several journal databases used that provide peer-reviewed journal articles published in the last 5 years. These databases were used: EBSCOhost database, Emerald database, Project MUSE, SAGE Journals Online, and Taylor & Francis Journals. The inclusion criteria of being peer-reviewed and of being published in the last 5 years are necessary to provide information that is credible and relevant. This remained important when identifying the research gap that established whether the study was necessary.

To filter the studies in the search for vital information, I used keywords or phrases to find the related and relevant peer-reviewed journal articles. The keywords and phrases used to search for related studies were *sexual harassment, workplace sexual harassment, psychosocial safety climate, employees' perception of safety from sexual harassment, psychological climate of the workplace, previous sexual harassment experience of the employee, sex of the employee,* and *negative effects of workplace sexual harassment.* These keywords and phrases were essential in finding relevant and related peer-reviewed journal articles and documents about workplace sexual harassment and the perception of the employees about workplace sexual harassment. I collected these peer-reviewed journal articles included in the literature review from online databases. I filtered the peer-

reviewed journal articles included in the review through scanning the journal article and determining whether the information could provide context for the research topic and the need for the current study.

Theories of Sexual Harassment

A search of available literature revealed no commonly accepted single cause of sexual harassment. However, the following include theories/models on sexual harassment that attempt to explain this phenomenon. A few of the theories used in older sexual harassment research included sociocultural theory (Farley, 1978; MacKinnon, 1979; Malovich & Stake, 1990; Tangri & Hayes, 1997; Uggen & Blackstone, 2005), organizational theory (Gruber, 1992; Tangri, Burt, & Johnson, 1982), and natural/biological theory (Studd & Gattiker, 1991; Tangri & Hayes, 1997).

Sociocultural theory focuses on the social and political aspect as to why sexual harassment happens. Based on this theory, sexual harassment happens as a logical consequence of gender inequality and sexism (Gutek, 1985; Thomas & Kitzinger, 1997). Due to the view of women as inferior to men, sexual harassment happens. Moreover, sexual harassment is a manifestation of maintaining gender stratification based on sex role expectations (Gutek, 1985; Malovich & Stake, 1990; Pryor, 1987; Schacht & Atchison, 1993; Tangri & Hayes, 1997). MacKinnon (1979) observed that the inferior position of women in society and the workplace becomes the cause of sexual harassment and gender stereotypes. This theory's strength is related to existing gender issues, patriarchy, and dominance of men over women; however, it does not address women as potential harassers

Organizational theory, explains sexual harassment by a wide variety of organizational-related issues that include power and status inequities (Gruber, 1992; Tangri et al., 1982). The theory acknowledges there are power differentials in the workplace (Gruber, 1992; Tangri et al., 1982). The proponents of this theory believed that one of the main concepts necessary to explain sexual harassment is power (Cleveland & Kerst, 1993). However, the power referred to in this theory is not sex-specific. Based on the organization theory, sexual harassment acts are committed mostly by men due to their experience with sex inequality at work. However, women who occupy positions of power may also be the perpetrators (Gruber, 1992; Tangri et al., 1982).

Researchers used the natural/biological theory (Studd & Gattiker, 1991; Tangri & Hayes, 1997) to suggest that sexual harassment was a natural extension of the mate selection evolution theory. Researchers argued that harassment is the expression of sexual attraction. Tangri and Hayes (1997) suggested that men have a strong drive to be sexually aggressive, which results in actions that should not be considered as sexual harassment. Tangri and Hayes believe, the high sexual desire of men is a mismatch with women, which results in sexually aggressive behavior. The strength of this theory lies in acknowledging the innate human instinct that drives sexually aggressive behavior. However, this theory is weak because it disregards societal and personal factors.

Two additional major theoretical models discussed in the literature included the power differentials approach and the routine activities model (Das, 2009, p. 909). The first model is in line with the organizational theory, where power is the main component of sexual harassment. Most studies have been based on this model. In this approach,

harassment may be increased due to the target's vulnerability and the differential power of the perpetrator (O'Connell & Korabik, 2000; Waldner, Vanden-Goad, & Sikka, 1999; Wilson & Thompson, 2001).

Increased sexual harassment could also happen indirectly through an organization's culture or the norms of the society, which dictates the distribution of power (O'Connell & Korabik, 2000). This model also referred to a *power threat,* where men felt threated due to women becoming too assertive. The men then harass the women to force them to be passive. When women are forced to be passive, women in professions that are dominated by men tend to be harassed (De Coster, Estes, & Mueller, 1999; Gruber, 1997).

The second model has three core mechanisms: (a) increased benefit perceived by a potential perpetrator, (b) increased opportunity, and (c) lower cost of harassment (Clarke & Felson, 1993). Benefit refers to the attractiveness of the target. The benefit does not only mean the physical attractiveness but also the way a target dresses and actions that could unintentionally or intentionally suggest availability for sexual advances. Opportunity is the exposure or interaction between men and women. Based on the studies on workplace sexual harassment, the number of men in the workplace as well as location and size of the workplace greatly impacts harassment incidents at work (De Coster et al., 1999). The last mechanism, cost of harassment, indicates that the absence of sanctions increases the chances of harassment (De Coster et al., 1999).

Psychosocial Safety Climate Theory

A more recent theory that focuses on "policies, practices, and procedures for the protection of worker psychological health and safety" (Dollard & Bakker, 2010, p. 580), is the psychosocial safety climate (PSC). Psychosocial safety refers to a workplace that is free from psychological and social harm. A workplace with low PSC is an indicator that there might be factors that cause psychological and harm to the individuals (Dollard & Bakker, 2010).

Organizational climate refers to "shared perceptions of organizational policies, practices, and procedures" (Reichers & Schneider, 1990, p. 22). There are numerous studies about organizational climate, but some researchers have criticized organizational climate because of the lack of predicted specific outcomes (Idris, Dollard, Coward, & Dormann, 2012; Law et al., 2011). As such, Schneider, Ehrhart, and Macey (2013) stated that climate measures should be specific to the intended outcome, such as a *climate for service* or *climate for safety* (p. 361). In the current study, I used the concept of *safety climate*.

PSC refers to climate or atmosphere in the workplace for physical safety and health, accidents, and injuries (Rasmussen et al., 2006). PSC also includes employee perceptions of the "management's commitment and performance with regards to safety policy, procedures, and practice" (Rasmussen et al., 2006, p. 770). PSC unifies the two separate lines of research about the workplace climate: one that focuses on physical health outcomes and one that focuses on psychological health outcomes (Dollard & Bakker, 2010). Another related construct is psychological safety, which means, "a shared

belief held by a work team that the team is safe from interpersonal risk taking" (Edmondson, 1999, p. 354). Employees in a team environment must be free from risk taking behavior if they are to learn (Dollard & Bakker, 2010).

Conceptually PSC theory is derived from the perspectives of studies about work stress, organizational climate, and psychosocial risk (Dollard, 2011; Idris et al., 2012). PSC is similar to organizational climate in that PSC is perceived as a characteristic of the organization (Dollard, 2011; Idris et al., 2012). The psychosocial safety climate refers to the fact that individuals attribute psychological meaning to their work environment: the workplace atmosphere, the management, salary, co-workers, and their treatment (Dollard, 2011; Idris et al., 2012). Sexual harassment could be a form of stress that the employees would experience in an organization. PSC becomes visible to individuals through effective communication systems and by actively participating in the prevention of stress in the workplace (Dollard, 2011; Idris et al., 2012). Though the theoretical basis of PSC and safety climate is similar, the PSC concentrates more on the psychological health of the employees, as well as the psychosocial factors that may influence psychological health (Dollard, 2011; Idris et al., 2012).

PSC is related to psychological health problems and emotional exhaustion problems caused by problems in the workplace (Idris et al., 2012). Idris et al. (2012) also stated that PSC influences work characteristics and psychological strain of employees. In another study, it was revealed that the relationship between emotional demands and change in workgroup distress were mediated by high emotional resources in a context wherein there were high levels of unit PSC (Dollard, Tuckey, & Dormann, 2012). In

contrast, Law et al. (2012) revealed that PSC has a negative relationship with workplace bullying and harassment. PSC was also not associated with psychological health problems. PSC also has a positive relationship with work rewards, work engagement, and motivation of employees (Dollard et al., 2012).

Definition of Sexual Harassment

Sexual harassment is a term that emerged in the 1970s in North America from the works of researchers who brought the issue to light (MacKinnon, 1979; Farley, 1978; Gutek, 1985). More than one definition of sexual harassment exists, especially regarding specific behavior or the circumstances in which it occurs (Bimrose, 2004; Fitzgerald, Gelfand, & Drasgow, 1995; Fitzgerald & Ormerod, 1991; Stockdale & Hope, 1997). Researchers have posited that it represented a problem to define what constituted sexual harassment (Bimrose, 2004; Fitzgerald et al., 1995; Fitzgerald & Ormerod, 1991; Stockdale & Hope, 1997). Due to the complexity of defining sexual harassment, there is no single universal definition agreed upon by everyone, including researchers, legal scholars, and policy makers (Pina, Gannon, & Saunders, 2009). It is difficult to give a single universal definition to sexual harassment, as this sets boundaries and distinguishes it from sexual interest (Gutek, 1985). One of the issues about defining sexual harassment is the question of whether negative effects should be present on the part of the victim before it becomes harassment, or whether it should include bystanders and co-workers.

MacKinnon (1979) and Benson and Thomson (1982) defined sexual harassment in relation to power and authority. MacKinnon (1979) stated that sexual harassment is about the unwanted nuisance of sexual requirements in a relationship wherein there is no

equal power between two individuals. This definition focuses on the concept of power. Through sexual harassment, there is power to either control the benefits of an individual or withdraw benefits from the individual. In the workplace scenario, the harasser is usually the one in power, meaning the harasser has a position of power, and the victim has no power over the harasser. Benson and Thomson (1982) made a distinction between sexual harassment and sexual coercion. They also stated that sexual harassment could be understood with the convergence of an individual with authority and having sexual interest towards another individual. In this definition, sexual interest was highlighted. Both definitions of sexual harassment are more general and do not focus on harassment in specific environments.

In a conference on the topic of eliminating all forms of discrimination against women (United Nations WomenWatch, 2015), the United Nations (1981) General Assembly also provided a definition of sexual harassment as containing:

> such unwelcome sexually determined behavior as physical contact and advances, sexually colored remarks, showing pornography and sexual demands, whether by words or actions. Such conduct can be humiliating and may constitute a health and safety problem; it is discriminatory when the woman has reasonable ground to believe that her objection would disadvantage her in connection with her employment, including recruitment or promotion, or when it creates a hostile working environment. (para. 2)

The International Labor Organization (ILO) is an agency of the United Nations (1981) that addressed sexual harassment under the category of prohibited practice of sex

discrimination. The ILO stated that sexual harassment is a health and safety problem that leads to unacceptable working conditions for the employees (United Nations, 1981). The ILO also emphasized that sexual harassment is a form of violence especially against women (United Nations, 1981).

The Employment Equality (Sex Discrimination) Regulations in UK was amended to include sexual harassment workplace behavior that is often difficult to prove (Hunt, Davidson, Fielden, & Hoel, 2010). In the regulation, sexual harassment is defined as unwanted conduct (verbal, non-verbal, or physical conduct of a sexual nature) that intends to violate his/her dignity and/or creating an environment that is hostile, degrading, humiliating or offensive (Hunt et al., 2010).

The European Commission (1998) of the European Union (EU) also defined sexual harassment as "unwanted conduct of a sexual nature or other conduct based on sex affecting the dignity of women and men at work. This includes unwelcome physical, verbal, or nonverbal conduct" (para. 2). The European Commission (1998) also provided a distinction between the kinds of sexual harassment that could occur. These kinds of sexual harassment include physical, verbal, and nonverbal:

> Conduct is considered sexual harassment if it is (1) unwanted, improper, or offensive; (2) if the victim's refusal or acceptance of the behavior influences decisions concerning her employment; or (3) the conduct creates an intimidating, hostile, or humiliating working environment for the recipient. (para. 2)

Definitions from the ILO and European Commission (1998) focus on the definition of sexual harassment in the workplace because these two organizations are

concerned about sexually harassed employees. Both definitions see sexual harassment as unacceptable working conditions and “intimidating, hostile, or humiliating” (European Commission, 1998, para. 2) working environment. This kind of environment would not be conducive to working effectively.

DiLorenzo and Harshbarger (1999) stated that the law of sexual harassment could be found in Title VII of the Civil Rights Act of 1964:

> Title VII prohibits discrimination against an individual with respect to compensations, terms, conditions, or privileges of employment, because of such individual's race, color, religion, sex, or national origin'. Although the statute does not expressly prohibit harassment, the courts eventually came to view sexual harassment as a form of sex discrimination. (p. 37)

However, DiLorenzo and Harshbarger (1999), proports that the specific conduct for sexual harassment continued as a problem because people have different views. Specifically, most interpretations of sexual harassment are based on how the victim perceives sexual harassment. Initially, DiLorenzo and Harshbarger (1999) defined sexual harassment conduct as only actual demands for “sexual favors” (p. 37). Today, the definition of sexual harassment in the workplace includes “any unwanted term or condition imposed on an individual's employment because of unwelcome conduct of a sexual nature” (DiLorenzo & Harshbarger, 1999, p. 37).

The United States was one of the first countries to provide a definition of sexual harassment because it is a prohibited act of sex discrimination (EEOC, 2015). This prohibited act of sex discrimination is a violation of the Title VII of the Civil Rights Act,

which is a federal law. The EEOC (2015) is the agency that enforces the Civil Rights Act of 1964. The Civil Rights Act of 1964 defined workplace sexual harassment as:

> "Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when (1) submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment, or (2) submission to or rejection of such conduct by an individual is used as a basis for employment decisions affecting such individual, or (3) such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment. (29 CFR § 1604.11)

The keyword in the EEOC's (2015) definition is *unwelcome*. Unwelcome does not necessarily mean involuntary. The victim of sexual harassment may consent to a certain degree of conduct even if the conduct is offensive or objectionable. Sexual harassment becomes unwelcome when the individual subjected to it would consider it unwelcome (EEOC, 2015).

The EEOC's (2015) definition of sexual harassment also includes different types of sexual harassment, include are physical sexual harassment, verbal sexual harassment, and nonverbal sexual harassment. Physical sexual harassment might include touching the individual's clothing or body, standing very close to another individual, giving a massage, hugging, patting, and touching oneself in a sexual manner around the individual (EEOC, 2015). Verbal sexual harassment might include giving labels to another employee in the workplace, such as "hunk" or "honey," making catcalls, making sexual

comments, making sexual innuendos, asking personal questions about the person's sexual life, repeatedly asking another employee out even if the other individual has rejected prior requests, and spreading rumors about another person's sexual life. Nonverbal sexual harassment might include "elevator eyes," looking at the person from head to toe, following the person, stalking the person, making sexual gestures through movements, winking, staring at the other person, and throwing kisses (EEOC, 2015). While looking at the EEOC (2015) definition, one can see that its definition is not sex-specific, as opposed to the definition of ILO that specially mentions that sexual harassment is a form of violence against women.

The EEOC (2015) definition also emphasizes that the victim of sexual harassment may be a man or a woman, and that the harasser could be a man or woman. It is also important to note that victim and harasser do not necessarily indicate individuals of opposite sex (EEOC, 2015). Moreover, in the EEOC (2015) definition, the victim does not have to be the target of the sexual conduct. The victim could also be any individual adversely affected by the unwelcome and offensive sexual conduct.

The EEOC (2015) reiterated that the responsibility to maintain a safe and sexual harassment free workplace remained with the employer. As such, in cases of sexual harassment, the employer may be held liable, when employees participate in the offensive sexual conduct. The employer may also be held liable for sexual harassment caused by non-employees of the workplace. It is in the interest of the employer to make sure that sexual harassment does not occur in the workplace (EEOC, 2015).

Under U.S. federal law, there are two types of sexual harassment: quid pro quo and hostile work environment (EEOC, 2015). Quid pro quo occurs when the decision to hire, fire, or promote depends on the employee giving in to sexual favors (EEOC, 2015). This type of harassment is based on the harasser ensuring that the recipient benefits from the sexually harassing behaviors through promotion, pay raise, or favorable work schedules for example (EEOC, 2015). One instance would be when a supervisor or manager threatens to fire an employee when he or she rejects the sexual advances (EEOC, 2015). Another example includes when the supervisor or manager promises a promotion for sexual favors.

Based on the Civil Rights Act of 1964, there are four requirements to be met before a sexual harassment case can be established:

1. The victim was subject to unwelcome harassment in the form of sexual advances or request for sexual favors.
2. The harassment was based on sex of the victim.
3. Submission to the unwelcome sexual advances resulted in job detriment to the individual who claims harassment.
4. The victim is part of a protected group. (Kane-Urrabazo, 2007)

Hostile work environment refers to instances where the work atmosphere is "intimidating, hostile, or offensive" (EEOC, 2015, para. 2) because of unwelcome sexual conduct, and this unwelcome sexual conduct negatively affects the work performance of the employee or the victim in this situation. A hostile work environment may involve sexual advances or no sexual advances at all and unwarranted behaviors, such as

touching, sexual comments, jokes, and sexually oriented pictures (Idris et al., 2012). One instance of a hostile work environment is when there is an employee who makes offensive sexual comments or sexual innuendos that makes other employees uncomfortable.

There are many national and international efforts to eradicate sexual harassment whether in the workplace or not; however, there is no single definition of what constitutes sexual harassment (Hutagalung & Ishak, 2012; Jahan, 2013). Based on the definitions discussed, international organizations focus on the fact that sexual harassment is unwelcome and unwanted by the victim, and that it is a form of violence against women (EEOC, 2015). United States' laws focus on the legal basis of the definition to define the illegal conduct. Some national lawmakers, such as EEOC (2015) and the European Commission (1998), focus on the working conditions of an employee in the context of sexual harassment and describe it as an intimidating and hostile working environment. In the next section, the topic is workplace harassment. The adverse effects of sexual harassment are examined.

Workplace Sexual Harassment

Sexual harassment remains a sensitive and relevant issue in the workplace. The absence of sexual harassment complaints does not mean the absence of sexual harassment (Jahan, 2013). Victims of sexual harassment may feel that there is no point in complaining due to (a) fear of social implications, (b) fear that nothing will be done about it, (c) concern that the complainant will be subjected to being ridiculed, and (d) fear of reprisals (Jahan, 2013). For most individuals, sexual harassment is taboo because of the

traditional hierarchies in sex. Based on the literature, women who have low-ranking positions in companies are the majority victims of sexual harassment (Hutagalung & Ishak, 2012). The victims could also be men, as found by some studies. However, the number of women who become victims of sexual harassment in the workplace is far greater compared to men (Hutagalung & Ishak, 2012). Researchers have also suggested that sexual harassment was more prevalent in jobs that were male-dominated (European Commission, 1998).

In the United States, many studies on sexual harassment have been done, particularly studies about workplace sexual harassment (Hutagalung & Ishak, 2012; Idris et al., 2012; Veale & Gold, 1998). Researchers noted that sexual harassment in the workplace can occur to both male and female employees from all age brackets; however, there is a higher risk for young individuals or individuals who look young (Hutagalung & Ishak, 2012; Idris et al., 2012; Veale & Gold, 1998). Studies have revealed that young, attractive women are at the highest risk (Hutagalung & Ishak, 2012; Idris et al., 2012; McLaughlin et al., 2012). Sexual harassment tends to be prevalent when there is an increased power differential between men and women (Veale & Gold, 1998).

Previous researchers noted that 40% to 70% of victims of sexual harassment are women (Hutagalung & Ishak, 2012; Idris et al., 2012). These victims are single women, young women, single mothers, unmarried women, new workers, less educated women; moreover, supporting staff groups such as clerks, experienced more sexual harassment than their seniors who are highly educated (Renzetti & Curan, 1999). In a study,

participants also noted that most of the perpetrators are older married men (Johnson, 2010). One participant shared,

> "I have to take care of my boss sexually knowing fully well that he is happily married. If I do not, I would lose my job. If this is what it takes to keep the job, I would continue to please him sexually." (Johnson, 2010, p. 2903)

Sexual harassment in the workplace involves the use of power (McLaughlin et al., 2012). With power, harassers may threaten or conduct actions to penalize if the victim rejects sexual favors (Hutagalung & Ishak, 2012; McLaughlin et al., 2012). In this way, the harasser is punishing the victim for rejecting him or her (Hutagalung & Ishak, 2012; McLaughlin et al., 2012). Several studies have explored mostly the employees rather than employers or bosses who are victims of sexual harassment, especially individuals in entry-level positions, because they hold no power (Hutagalung & Ishak, 2012; Johnson, 2010; McLaughlin et al., 2012).

Based on a workplace harassment study by Johnson (2010), 51% of the participants said that the potential harassers were married middle-aged men and that most were supervisors of their units. However, the results of Murthy (2013) showed about 90% of the participants disagreed that supervisors use their power for sexual favors. Furthermore, they also noted that supervisory relations have the lowest impact on the prevalence of sexual harassment. Murthy (2013) noted that approximately 79% of the participants named their co-workers as their harassers compared to just 40% who named their supervisors as their harassers.

Even though there are many sexual harassment cases reported to the EEOC (2015) each year, some researchers suggested that there were still many unreported workplace sexual harassment cases because the victims of sexual harassment did not report it for fear of reprisal (Jahan, 2013). Victims of sexual harassment are often humiliated or uncomfortable to tell other people that they have been victims of sexual harassment in the workplace (Jahan, 2013). A participant in the study of Johnson (2010) noted that she was harassed but did not report it because she was afraid to lose her job. Another participant supported this by saying:

> "In our society, sexual harassment is seen as a normal way of life in the workplace. We have a long way to go in solving this issue; although, most of the ladies are giving in to such harassment these days in order to save their jobs but in the long run they still lose the job they are trying to protect, because when the boss satisfies himself, he still pressures the victims out of the company." (Jahan, 2013, p. 2912)

A guarantee of job security does not include hesitancy over reporting sexual harassment because of fear losing a job.

McDonald (2012) found in his review of the studies about sexual harassment that victims did not make formal complaints to either internal process of the organization or to external agencies. There are policy initiatives that have been successful in raising awareness about the problems of sexual harassment and the problems of not reporting sexual harassment cases (McDonald, 2012). To prevent sexual harassment from

happening in the workplace, there should be further workplace actions and policies (McDonald, 2012).

Sexual harassment cannot only occur in private rooms in the workplace but also in public places and trips abroad (Murthy, 2013). As such, one must consider having an anti-sexual harassment workshop because there are some individuals who believe that workplace sexual harassment is limited to the physical space of the office (Hutagalung & Ishak, 2012; McLaughlin et al., 2012). Several negative effects of sexual harassment, such as health, social, economic, psychological, and career development, have been identified (Willness, Steel, & Lee, 2007).

Effects on the Victim

Sexual harassment at work affects the victims and the organizations in various ways. Several studies have investigated the negative outcomes of sexual harassment (Fitzgerald, Drasgow, Hulin, Gelfand, & Magley, 1997; Gettman & Gelfand, 2007; Hitlan, Schenider, & Walsh, 2006; Willness et al., 2007). Some of the outcomes of harassment that have been examined included psychological well-being, coworker satisfaction, supervisor satisfaction, work satisfaction, global job satisfaction, life satisfaction, organizational commitment, work group productivity, job withdrawal, post-traumatic stress disorder, and work withdrawal (Street, Gradus, Stafford, & Kelly, 2007).

Studies have shown that sexual harassment at work can negatively affect physical, psychological, and organizational well-being (Berdahl & Moore, 2006). Victims of sexual harassment in the workplace suffer both direct and indirect adverse effects that include difficulties in health, social, economic, psychological, and career development.

These difficulties lead to employees feeling unmotivated and unsafe in their own workplace (Willness et al., 2007).

At the individual level, job satisfaction is one of the main negative outcomes. (Willness et al., 2007). As an employee experiences sexual harassment, he or she becomes dissatisfied staying in the job. In addition, employee stress and detrimental psychological states (e.g., degradation, depression) are also results of sexual harassment at the workplace (Fitzgerald et al., 1997; Langhout et al., 2005; Willness et al., 2007). A study by Hutagalung and Ishak (2012) showed that sexual harassment is a significant predictor of decreased job satisfaction and increased work stress in the workplace. Results by Fister-Gale (2003), Kronos Incorporated (2005), Merkin (2013), and Wolfe (2003) are similar. They noted that there are lost workdays due to job dissatisfaction and stress brought about by experiencing sexual harassment at work. In terms of psychological effects on the individual, Nielsen and Einarsen (2012) conducted a study of the differences between the sexes in sexual harassment and psychological distress in representative sample of Norwegian employees. Nielsen and Einarsen (2012) concluded that sexual harassment contributed to subsequent psychological distress among women.

McDonald (2012) stated that individuals who experience workplace sexual harassment suffer significant psychological, health, and job-related consequences. Some of the job-related consequences are turnover intentions, high levels of absenteeism, and low levels of job satisfaction of employees (McDonald, 2012). Moreover, Merkin (2013) revealed that there is a relationship between sexual harassment and turnover intentions, absenteeism, and job satisfaction of employees.

Effects on the Organization

There are also direct and indirect adverse effects on the organization when there are sexual harassment cases or perceptions of sexual harassment (Langhout et al., 2005; Lengnick-Hall, 1995; Raver & Gelfand, 2005). Adverse effects include a reduction in the productivity of the employees due to low morale, which can affect profitability (McDonald, 2012). The institutional reputation of the company is also damaged (Raver & Gelfand, 2005). There is a high likelihood of high job turnover rates for the employees (McDonald, 2012). Another disadvantage of perceptions of sexual harassment, or a high number of sexual harassment cases, to the company is when it pays for the costs of the case. For instance, Buckner, Hindman, Huelsman, and Bergman (2014) found that employers spend millions of dollars each year because of the liability costs of sexual harassment cases.

The organizational outcomes from sexual harassment include business and team performance, workgroup productivity, and recruiting, retaining, and motivating employees (Dionisi et al., 2012; Langhout et al., 2005; Lengnick-Hall, 1995; Raver & Gelfand, 2005). Lawsuits and hostile work environment are also effects of sexual harassment issues and the accusations, which greatly affects the organization (Fine, Shepherd, & Josephs, 1994; Mainero & Jones, 2013). In addition, the image and reputation of a company is also at risk when there are sexual harassment issues in the organization (Terpstra & Baker, 1986).

Reducing Sexual Harassment

Some studies focused on the ways organizations could reduce and prevent sexual harassment in the workplace: promote more women to visible positions of leadership (Cortina & Berdahl, 2008), satisfaction with the reporting process (Bell, Street, & Stafford, 2014; Buchanan & Fitzgerald, 2008), and send clear and consistent anti-harassments messages from organizational leaders that are communicated through written and extensively circulated policy on sexual harassment (Buchanan, Settles, Hall, & O'Connor, 2014) terminating perpetrators' employment (Nelson, Halpert, & Cellar, 2007). Regular education training for all the employees of the organization also helps in the reduction of sexual harassment cases (Buchanan et al., 2014; Goldberg, 2007; Reese & Lindenberg, 2004), giving perpetrators verbal/written reprimand (Nelson et al., 2007). Buchanan et al. (2014) recommended regular self-assessment of sexual harassment and perceptions of the organizational climate to determine the source of the sexual harassment cases and effectively intervene so no further instances of sexual harassment occurred in the workplace. Chelliah (2015) stated that sexual harassment cases were costly to Australian employers. In the study, the researcher emphasized that the responsibility to implement programs and measures to avoid sexual harassment remained in the management of the organization (Buckner et al., 2014; Chelliah, 2015; EEOC, 2015).

Employees' Perception of Safety from Sexual Harassment

Previous studies have shown that a relationship existed between the sex of the employee and the tendency of the employee to feel safe in the workplace (Jiang et al.,

2015). Only a few studies showed the effect of sexual harassment experience on employees' ability to feel safe in the workplace (Bunk & Magley, 2013; Cortina & Magley, 2009). Most studies I found focused on the psychological effects of sexual harassment on the individual, such as psychological distress (Buchanan & Fitzgerald, 2008; de Haas, Timmerman, & Höing, 2009; Schneider, Swan, & Fitzgerald, 1997; Wiener, Gervais, Allen, & Marquez, 2013). One study confirmed that perceived anti–sexual harassment practices and anti-sexual harassment incidents are related to higher levels of employee engagement that are directly and indirectly influenced through psychological distress (Jiang et al., 2015). Moreover, psychological distress and employee engagement mediate the relationships of perceived anti-sexual harassment practices and anti-sexual harassment incidents with affective commitment and intentions to stay. This means that when there are perceived anti-sexual harassment practices and anti-sexual harassment incidents, then the employees are more engaged and motivated with their work and intend to stay (Jiang et al., 2015).

Previous studies have shown that most of the time it is male employees who are the harassers and that most of the time the victims are female employees (Lee, 2014; McLaughlin et al., 2012). Some studies have also showed that women perceive a wide range of behaviors as sexual harassment more compared to men (McDonald, 2012; McLaughlin et al., 2012). The management of an organization also places a great deal of difference on the working conditions that could manifest with the organizational climate as conducive to sexual harassment or an organizational climate that have strong anti-sexual harassment policies.

Fitzgerald, Drasgow, and Magley (1999), believed “harassment occurs less frequently in groups whose members perceive that the organization's upper levels will not tolerate such behaviors, as well as in more gender-balanced workgroups”" (p. 330). Other studies showed that when the management and administration ignored sexual harassment, sexual harassment became a norm in the workplace (Abbott, Elkins, Phillips, & Madera, 2014; Ineson, Yap, & Whiting, 2013; McDonald, 2012). However, studies have also shown that individual characteristics, as well as organizational characteristics, influence the conditioning of sexual harassment at the workplace (McDonald, 2012; McLaughlin et al., 2012).

Employee Workplace Sexual Harassment Experiences

Sexual harassment represents a complicated issue; however, individuals must remain aware of the fact that “sexual harassment is made possible and condoned by all of us, including those who decry it as reprehensible” (McDonald, 2012, p. 2). Analogous to “institutional racism and sexism, sexual harassment may be institutionalized in our society, maintained by a much wider range of attitudes, values, behaviors, and traditions that we have recognized” (Tinsley & Stockdale, 1993, p. 2). One of the factors that may influence the perception of the employee regarding safety from sexual harassment in the workplace is previous sexual harassment experience of the employee (McLaughlin et al., 2012). However, even with a comprehensive search through the various journal databases, I could find no studies that explicitly explored how the previous sexual harassment experience of the employees affected the employee’s perception of safety from sexual harassment in the workplace.

One study showed the relationship between child sexual assault, child nonsexual assault, and subsequent sexual harassment (Stockdale, Logan, Sliter, & Berry, 2014). The researchers found that posttraumatic stress symptoms mediate the relationship between child asexual and nonsexual assault and subsequent sexual harassment (Stockdale et al., 2014). Thus, individuals with a history of sexual harassment were more prone to detect sexual harassment behaviors (Stockdale et al., 2014).

Sex of the Employee

Several studies, found in the literature review, were about how the sex of the employee influenced the perception of safety from sexual harassment (Cortina & Leskinen, 2013; Holland, Rabelo, Gustafson, Seabrook, & Cortina, 2015; Jahan, 2013). Men and women have different perception of what sexual harassment is. Given the greater power of men most of the time, men's ideas of what sexual harassment is are likely to prevail (Cortina & Leskinen, 2013; Holland et al., 2015; Jahan, 2013). Attribution theory suggests that men will more likely engage in sexually harassing behaviors due to a situational cause and that women are the provoking behaviors of being sexually harassed (Jahan, 2013). Many students believe that women are more likely to be sexually harassed compared to men (Wiener & Hurt, 2000), while approximately 15 to 20% of men reported that they experienced some form of sexual harassment (Bell et al., 2002).

Street et al. (2007) investigated gender differences in sexual harassment in a male-dominated environment of the military and the effects of this on mental health. Street et al. (2007) investigated male-female differences in frequency of sexual

harassment and determined whether psychological outcomes differ by sex. Consistent with the results of other studies (Berdahl & Moore, 2006; Rotundo & Sackett, 2002), they established that women experienced heightened sexual harassment compared to men. A similar study by Berdahl and Moore (2006) on gender and sexual harassment used a sample that came from a male-dominated manufacturing organization. Their assumption was that women would experience more harassment compared to men. These findings were in line with the findings of other studies, indicating that sex could play a role in experiencing sexual harassment.

Kohlman (2004) showed that sexual harassment is not specific to male or female dominated occupations. He found that regardless of the sex that dominated the profession, sexual harassment remained prevalent. This suggests that the sex of the victim is not a causal effect. However, Jahan (2013) showed that many females experience sexual harassment at work.

Two types of harassment have been studied: verbal and nonverbal (Cortina & Leskinen, 2013; Wang et al., 2012). Verbal harassment included sexual comments about their clothing, looks, whistling or suggestive sounds, unwanted email, phone calls or text messages (Cortina & Leskinen, 2013; Wang et al., 2012). Nonverbal harassment included unwelcome touching, patting, leering, and demands for sexual favors (Cortina & Leskinen, 2013; Wang et al., 2012). Cortina and Leskinen (2013) stated that one out of every two women is sexually harassed during her working life. More female employees also encounter more harassing behaviors on the job and thus they report more symptoms of depression, anxiety, and posttraumatic stress. Moreover, female receivers of the

harassing behavior experience eating disorders and turn to alcohol and drug use to cope with the hostile environment at the workplace. Cortina and Leskinen (2013) also found "negative mood, self-blame, reduced self-esteem, emotional exhaustion, anger, disgust, envy, fear, and lowered satisfaction with life in general" (p. 139) among females experiencing harassment. Moreover, "these patterns apply even to victims of milder forms of harassment (e.g., gender harassment) and to victims who do not attach the 'sexual harassment' label to their experiences" (Wang et al., 2012, p. 56). Wang et al. (2012) also stated that females were the frequent victims of sexual harassment and that telling sex jokes was the most common type of sexual harassment.

Researchers also investigated the experiences of men with sexual harassment that includes "sexually advancing harassment (e.g., unwanted touching) and gender harassment (e.g., derogatory comments)" (Holland et al., 2015, p. 17). The results showed, "Sexual harassment was perceived as a form of punishment for men who deviate from the prescriptions of traditional masculinity" (Holland et al., 2015, p. 17). The study findings suggested that men conducted sexual harassment to punish other men who did not exhibit characteristics of the traditional masculine.

Synthesis and Research Gap

There are many national and international efforts to eradicate sexual harassment whether in the workplace or not; however, there is no single definition of what constitutes sexual harassment. Based on the definitions discussed, international organizations focus on the fact that sexual harassment is unwelcome and unwanted by the victim, and it is a form of violence against women (Bimrose, 2004; EEOC, 2015; Fitzgerald et al., 1995;

Fitzgerald & Ormerod, 1991; Hunt et al., 2010; Stockdale & Hope, 1997). National laws focus on the legal basis of the definition to define the illegal conduct. Some national lawmakers, such as EEOC (2015) and the European Commission (1998), focus on the working conditions of an employee in the context of sexual harassment and describing it as an intimidating and hostile working environment.

In the literature, there were no studies found that explored the psychological climate of the workplace in the context of sexual harassment. There was also no study found about the psychological climate of the workplace and the employee's perception of safety from sexual harassment in the workplace. Most studies I found focused on the psychological effects of sexual harassment on the individual, such as psychological distress (Jiang et al., 2015; McDonald, 2012; McLaughlin et al., 2012).

One of the factors that could influence the employee's perception of safety from sexual harassment in the workplace is previous sexual harassment experience of the employee (McLaughlin et al., 2012). However, even with a comprehensive search through the various journal databases, no studies explicitly explored how the previous sexual harassment experience of the employees affected the employee's perception of safety from sexual harassment in the workplace.

The gender of the employee could also be a factor in the employee's perception of safety from sexual harassment (Cortina & Leskinen, 2013; Holland et al., 2015; Wang et al., 2012). There were several studies found in the literature about how the gender of the employee influenced the perception of safety from sexual harassment (Cortina & Leskinen, 2013; Holland et al., 2015; Wang et al., 2012). Some research studies showed

that the sex of the employee is a contributing factor as to why sexual harassment occurs while other studies show otherwise (Cortina & Leskinen, 2013; Holland et al., 2015; Wang et al., 2012). Based on sexual harassment that has been reported, where gender was one of the driving factors, perception of an employee on safety from sexual harassment could be shaped by the gender of the employee, as well as surrounding employees (Cortina & Leskinen, 2013; Holland et al., 2015; Wang et al., 2012).

Based on the literature review, no study was found that directly explored how the psychological climate and previous sexual harassment experiences related to the employees' perception of safety from sexual harassment. There were studies related to the gender of the employee and the employees' perception of safety from sexual harassment (Cortina & Leskinen, 2013; Holland et al., 2015; Wang et al., 2012). The results of the current study could provide knowledge that might be useful in developing awareness programs. By understanding employee perceived safety from sexual harassment, management could develop and implement policies that would promote the feeling of safety from sexual harassment in the workplace. Moreover, this research provided recommendations on how sex affected employee's perceived safety from sexual harassment in the workplace.

Summary and Transition

In this chapter, sexual harassment was defined in terms of its general meaning and specific to the workplace. Different theories have been discussed in the literature to explain sexual harassment. Psychological safety climate was discussed comprehensively, as was how this theory could explain the occurrence of sexual harassment. The factors

that are perceived contributors to the perception of employees' safety from sexual harassment were also discussed.

A specific gap appeared in the research. The research gap identified was that no studies explored the psychological climate of the workplace and previous sexual harassment experiences and its impact on the employee's perception of safety. The researcher decided to explore the impact of the sex of the employee because these variables are important in the topic of sexual harassment in the workplace.

Chapter 3 contains the research methodology, including research design, appropriateness of the design, population and sample of the study, sampling method, informed consent, an explanation of instruments used, data collection method, and the type of data analysis used for the study. Chapter 4 includes results of the data collected. Demographic information is presented along with various types of analysis that were done as well as findings derived from the study. Finally, results of the research are presented for each of the five research questions. Chapter 5 consists a summary of the results and compares them with findings from the Literature Review. This chapter also identifies limitations of this study, recommendations for future studies, and implications. I discuss what the data means for the current study and how the results could be used for future studies.

Chapter 3: Research Method

Introduction

The purpose of this quantitative study was to: (a) examine the effect that employee workplace sexual harassment experience and the perceived workplace sexual harassment climate have on perceived safety from sexual harassment, and (b) to determine whether sex of the employee moderates the relationship between employee workplace sexual harassment experience, perceived workplace sexual harassment climate, and perceived safety from sexual harassment. The study provided insight into the relationships between employee workplace sexual harassment experience, the perceived workplace sexual harassment climate, and perceived safety from sexual harassment. This insight led to knowledge in assisting in the development of awareness programs in the context of sexual harassment in the workplace.

This chapter begins with the presentation of the research methodology and design that was deemed appropriate for the study. After which, the appropriate steps essential to the data collection with the selected methodology are discussed, with the procedure including identification of the population, authorization for carrying out the study, the appropriate data sample for collection, selection and discussion of the survey instrumentation used, and the statistical techniques used for analyzing the data collected.

Research Design and Rationale

In this study, I examined the effects of employee workplace sexual harassment experience and perceived workplace sexual harassment climate on perceived safety from sexual harassment. Such insights yielded valuable information for the development of

awareness programs of sexual harassment in the workplace. A quantitative approach was appropriate for this study because such a methodology assisted in explaining trends, perceptions, or attitudes with quantifiable information (Williams, 2007). This method also helped me to explore the effects of employee workplace sexual harassment experience and the perceived workplace sexual harassment climate on perceived safety from sexual harassment of employees. In addition, the demographic variable, sex of the employee, was explored to determine if sex moderated the relationships between the IVs and the DV, as opposed to ascertaining a more in-depth understanding that would necessitate a qualitative study (Curry, Nembhard, & Bradley, 2009).

A qualitative approach would have allowed for a more in-depth examination of a phenomenon with the use of data collection techniques that require some degree of direct involvement with the participants (Creswell, 2012; Sukamolson, 2007). As the purpose of this study was to determine the predicting relationship of the IV's to the DV and infer the results to a larger population, the formulated research required a survey instrument appropriate in explaining workplace sexual harassment experience, perceived workplace sexual harassment climate, and perceived safety from sexual harassment.

The two widely used quantitative study methodologies are either experimental or nonexperimental research (Imai, Tingley, & Yamamoto, 2013). As this study was concerned with experience, it did not warrant an experimental design but a nonexperimental design instead. In the study, the objective was to determine the effect of two IVs on the DV and investigate the moderating effect of sex to these stated relationships. Correlational research measured two or more variables and determined

whether the relationship between the variables was significant or not, and the degree of their relationship (Leedy & Ormrod, 2010). This research entailed a quantitative, correlational study, with a nonexperimental design. The design consisted of a survey methodology that used moderated multiple regression to analyze data.

Methodology

Population

As I was constrained regarding both resources and time to conduct the study, the target population for this research included part-time and full-time employees in the United States. Selecting a subset of the target population agreed with previous research methodologies (Martirosyan, Arah, Haaijer-Ruskamp, Braspenning, & Denig, 2010). I identified potential participants meeting these criteria by answers to demographic questions. The answers indicated potential participants were 18 years of age or above and employed full-time or part-time in the United States. I ensured that potential participants were employed in the United States by utilizing SurveyMonkey's ability to send invitations only to individuals in the United States.

Sample and Sampling Procedures

Convenience sampling includes a nonprobability sampling technique dependent on potential participants' willingness and availability to voluntary participate in the research (Leedy & Ormrod, 2010). There were no restrictions on sex, ethnicity, marital status, educational background, and income level of the potential participants. The required sample size of the study was calculated with the G*Power 3.1.7 software for multiple linear regression with two predictors (two IVs of perceived workplace sexual

harassment climate and employee workplace sexual harassment experience, and MV of sex). For the G*Power 3.1.7 statistical test, a power of 0.80, Cohen's medium effect size of 0.15 and a level of significance of 0.05 were used as parameters of the sample size computation (Faul, Erdfelder, Lang, & Buchner, 2009; Gravetter & Wallnau, 2009). With the above parameters, the computed minimum sample size was $N = 55$ to achieve at least 80% power. This meant that a minimum of 55 employees as study participants was required to have a power of at least 80%. However, though the minimum sample size had to be $N = 55$ to achieve the stated power, $N = 414$ employees were recruited as the study participants to add to the strength of the study.

Participant Recruitment

The sample was selected from SurveyMonkey, an online data collection and survey company that has access to millions of survey takers. When survey takers signed up, they completed a profile containing key demographic, attitudinal, and behavioral information (Fowler, 2013). The demographic information of age, sex ethnicity, marital status, employment status, and education background (see Appendix A) was used to characterize the actual sample. When the time for data gathering arrived, SurveyMonkey invited individuals from their participant pool to participate in the survey. Individuals had the freedom to decline.

SurveyMonkey also relieved me of the burden of providing incentives. In exchange for participation in a survey, participants could choose to have $0.50 donated on their behalf to a charity of their choosing. In addition, SurveyMonkey entered the participant's name into a drawing with the potential to win a $100.00 Amazon gift card.

This incentive took me out of the loop of providing incentives, as well as reduced the possibility of survey takers providing false or inaccurate data. This compensation helped to ensure that the American Psychological Association's guideline for *Offering of Inducements for Research Participants* remained followed. (APA, 2009)

Data Collection

I uploaded questions for the survey to SurveyMonkey and questions were made available for SurveyMonkey participants to complete. The predetermined criteria to select participants for this study included either part-time or full-time employment and 18 years of age or older. Only individuals fitting the predetermined criteria were contacted to complete the survey. I used this online method of data collection because it allowed large numbers of participants to complete surveys in a short period (Hall & Hord, 2011). Completed results to surveys can typically be received in as little as 2 days. In addition, it was easier for the study participants to access the survey questionnaires. Other advantages of online data collection procedures include easy access, lower cost, and the promise of anonymity (Michaelidou & Dibb, 2006). Finally, another reason I conducted online data collection was to ensure anonymity of the study participants.

Informed consent was presented prior to the appearance of the survey questions on screen (see Appendix E). Participants had the opportunity to read the informed consent form and either decline to participate or agree to participate prior to moving on to the survey. If an individual declined to participate, the survey was not administered. Only a choice of "agree to participate," led the participant to the beginning of the survey. Participants also, at any time during the survey, had the opportunity to opt out of the

survey. There was no time limit set in the administrations of the survey. Data collection stopped at the end of the third day. After I removed incomplete surveys, there remained 414 completed employee surveys.

Instruments and Operationalization

Data to determine the IV of perceived workplace sexual harassment climate of the organization was measured by the Psychological Climate for Sexual Harassment Scale (PCSH; Estrada, Olson, Harbke, & Berggren, 2011); data on the IV of employee workplace sexual harassment experience was gathered using the Sexual Experiences Questionnaire (SEQ-W; Fitzgerald et al., 1995); and the DV of perceived safety from sexual harassment was measured by using a modified Psychosocial Safety Climate Scale-12 (PSC-12; Hall et al., 2010). I considered sex, the moderator, as a binary variable (male/female). I collected this data using the demographic questionnaire (Appendix A). In addition, the demographic questionnaire also collected information on the participants' age, ethnicity, marital status, employment status, and highest educational attainment. The next section reviews the main survey instruments.

Perceived workplace sexual harassment climate. The independent variable, perceived workplace sexual harassment climate, was measured using the PCSH instrument (Estrada et al., 2011). The development of the PCSH was due to alternatives, particularly the OTSHI, being quite lengthy and taking up to three complete pages (Estrada et al., 2011). This PCSH, developed by Estrada et al. (2011), was used to measure the psychological climate of the organization in relation to sexual harassment. The PCSH is a nine-item questionnaire with a five-point Likert-type scale ranging from 1

(strongly disagree) to 5 (strongly agree). The value for this IV, perceived workplace sexual harassment climate, was obtained by calculating the average scores of the nine items. As such, the computed values for this variable ranged from 1 to 5, where a score of 1 indicated least intolerance of sexual harassment, and a score of 5 indicated highest intolerance of sexual harassment.

Estrada et al. (2011) reported good validity and reliability of the PCSH scale, with a Cronbach alpha value of 0.83 for the total scale. Estrada et al. (2011) reported that the PCSH had strong evidence of convergent validity with another instrument that assesses sexual harassment climate in the workplace, the Organizational Tolerance for Sexual Harassment Inventory (OTSHI; Hulin, 1993; Hulin, Fitzgerald, & Drasgow, 1997). There was also strong evidence for predictive validity with the job and psychological outcomes (Estrada et al., 2011). In their evaluation of the PCSH, Estrada et al. (2011) found that the assessments were consistent with the theoretical conceptualization of the psychological climate for sexual harassment construct by Hulin (1993) and Hulin et al. (1997).

Employee workplace sexual harassment experience. The independent variable, employee workplace sexual harassment experience, was measured using the SEQ-W instrument, developed by Fitzgerald et al. (1995). The SEQ-W questions were geared toward asking whether the respondents have experienced any unwanted sex-related behaviors from coworkers or supervisors in the previous 12 months. The SEQ-W is a 19-item questionnaire used to measure three subscales of sex harassment, unwanted sexual attention, and sexual coercion, and includes a separate item to measure the participant's subjective perceptions of sexual harassment. The responses were measured using a five-

point Likert scale of 0 (Never) to 4 (Many Times). As such, the computed values for sexual harassment experiences ranged from 0 to 4, where 0 indicated the lowest (or none) degree of past sexual harassment experiences, and 4 indicated the highest degree (or more) of past sexual harassment experiences. The value for this IV was obtained by calculating the average scores of the 20 items.

As reported in previous research (Fitzgerald et al., 1997), the SEQ-W had good validity and reliability, with alpha values for the overall subscales ranging from 0.78 to 0.88. In a study conducted by the Center for Disease Control and Prevention (CDC; 2008), researchers stated that the SEQ-W is the best validated scale for assessing experiences of sexual harassment, and has also been used by a wide range of researchers. The SEQ-W was found to moderately correlate with the OTSHI, while being weak to negligible, but significantly correlated with other measures related to job and health outcomes (CDC, 2008).

Perceived safety from sexual harassment. The dependent variable, perceived safety from sexual harassment, was measured using the modified PSCS-12 by Hall et al. (2010). The PSCS-12 is a 12-item questionnaire used to measure four subscales of management commitment to psychological health and safety, management priority for psychological health and safety, organizational communication in the organization about psychological health and safety, and organizational participation and involvement in the organization in relation to psychological health and safety. The responses for PSCS-12 were measured using a five-point Likert scale of 1 (Strongly Disagree) to 5 (Strongly Agree). The value for the DV, perceived safety from sexual harassment, was obtained by

calculating the average of the 12 items. The values for this IV, perceived safety from sexual harassment, ranged from 1 to 4, where 1 indicated the lowest level of psychological safety climate, and 4 indicated the highest level of psychological safety climate.

As reported in previous research (Hall et al., 2010; Idris, Dollard, & Winefield, 2011), the PSCS-12 scales have good validity and reliability, with alpha values for the subscales ranging from 0.81 to 0.89. The PSCS-12 was correlated to other measures from the Australian Workplace Barometer Questionnaire (AWBQ, 2009; Dollard et al., 2009; Dollard & Skinner, 2007). The PSCS-12, as a single factor and four factors, had moderate to weak significant correlations with other relevant variables of the AWBQ2009, such as psychological and emotional outcomes (Hall et al., 2010).

Demographic questionnaire. The demographic questionnaire consisted of questions pertaining to the following information: sex, age, race/ethnicity, marital status, employment status, and highest educational attainment (Appendix A). These demographic variables were used to develop a profile of the participants to characterize the actual sample. From these demographic variables, only sex was part of the actual analysis, as a possible MV to the relationship between the IVs and DV.

Data Analysis

Upon the collection of the completed surveys, the data were encoded in a spreadsheet program, such as Excel. The study variables were then computed from the collected data; after which, these were transferred to the SPSS v.22 software for data analysis. The participants were assigned unique identifiers, and these identifiers could not

be traced back to any personal details of the participants, to maintain anonymity. Cases that have missing data were removed.

The research questions and the respective hypotheses for this study tested in the data analysis section included:

RQ1: Does perceived workplace sexual harassment climate predict an employee's perceived safety from sexual harassment?

H_o1: Perceived workplace sexual harassment climate, as assessed by the Psychological Climate or Sexual Harassment (PCSH), does not predict an employee's perceived safety from sexual harassment, as assessed by the Psychosocial Safety Climate Scale (PSCS-12).

H_a1: Perceived workplace sexual harassment climate, as assessed by the PCSH, predicts an employee's perceived safety from sexual harassment, as assessed by the PSCS-12.

RQ2: Do employee workplace sexual harassment experiences predict their perceived safety from sexual harassment?

H_o2: Employee workplace sexual harassment experiences, as assessed by the Sexual Experience Questionnaire (SEQ-W), do not predict their perceived safety from sexual harassment, as assessed by the PSCS-12.

H_a2: Employee workplace sexual harassment experiences, as assessed by the SEQ-W, predict their perceived safety from sexual harassment, as assessed by the PSCS-12.

RQ3: Does employee sex moderate the relationship between perceived workplace sexual harassment climate and perceived safety from sexual harassment?

H_o3: Employee sex does not moderate the relationship between perceived workplace sexual harassment climate, as assessed by the PCSH, and perceived safety from sexual harassment, as assessed by the PSCS-12.

H_a3**:** Employee sex moderates the relationship between perceived workplace sexual harassment climate, as assessed by the PCSH, and perceived safety from sexual harassment, as assessed by the PSCS-12.

RQ4: Does employee sex moderate the relationship between employee workplace sexual harassment experience and perceived safety from sexual harassment?

H_o4: Employee sex does not moderate the relationship between employee workplace sexual harassment experience, as assessed by the SEQ-W, and perceived safety from sexual harassment, as assessed by the PSCS-12.

H_a4: Employee sex moderates the relationship between employee workplace sexual harassment experience, as assessed by the SEQ-W, and perceived safety from sexual harassment, as assessed by the PSCS_12.

RQ5: Does perceived workplace sexual harassment climate and employee workplace sexual harassment experiences predict employee's perceived safety from sexual harassment?

H_o5: Perceived workplace sexual harassment climate, as assessed by PCSH, and employee workplace sexual harassment experiences, as assessed by SEQ-W, do not predict an employee's perceived safety from sexual harassment, as assessed by PSCS-12.

H_a5: Perceived workplace sexual harassment climate, as assessed by PCSH, and employee workplace sexual harassment experiences, as assessed by SEQ-W, predict an employee's perceived safety from sexual harassment, as assessed by PSCS-12.

Descriptive Statistics

First, descriptive statistics analysis was done to summarize the data of the IVs and DV. Central tendency measures of means and standard deviation were used to summarize the data for the continuous measured study variables. In addition, frequency and percentage summary were used to summarize the data of the categorically measured study variable of sex and the other demographic information of the employees (e.g., age, ethnicity, marital status, employment status, and highest educational attainment). Normality testing of the study variables was also conducted. This testing represented a required assumption of the parametric statistical analysis that was used to address the research questions of the study. Investigation of the skewness and kurtosis statistics and histograms of the study variables were obtained to verify whether the data were normally distributed or not. In addition, scatter plots were generated to investigate presence of anomalies or outliers in the data before conducting the statistical analysis.

Hypothesis Testing

Hypotheses 1 and 2 were tested using a multiple regression. Regarding the first hypothesis, multiple regression was used to determine the effect of the IV--perceived workplace sexual harassment climate--with the DV--perceived safety from sexual harassment. Regarding the second hypothesis, multiple regression was used to determine the effect of the IV—employee workplace sexual harassment experience --to the DV--

perceived safety from sexual harassment. The moderating effect of sex on the relationship between the IVs of perceived workplace sexual harassment climate and employee workplace sexual harassment experience, and the DV of perceived safety from sexual harassment (for Hypotheses 3 and 4) was tested using moderated multiple regression. Each of these were investigated using one regression model. The effect and the relationships of the different IVs and the moderation effects to the DV were analyzed in a single regression model to compare the effects of the different IVs. Hypothesis 5 was tested using multiple linear regression. Regarding the fifth hypothesis, multiple linear regression was used to determine the combined effect of the IV's--perceived workplace sexual harassment climate and employee workplace sexual harassment experience--with the DV--perceived safety from sexual harassment.

A level of significance value of 0.05 was used to determine the statistical significance of relationships in the regression analysis. A statistically significant effect by the IVs on the DV and a significant moderation effect was determined if the probability value of significance (*p*-value) of the regression was less than or equal to the level of significance value. If the parameter estimate was significant at the 0.05 significance level, the null hypothesis was rejected, which implied that there was a statistically significant effect by the IV to the DV. Then, the beta coefficient of the regression was investigated to determine how strongly the IVs affected the DV and the degree of the moderating effected sex (H3/H4). A positive regression coefficient meant a positive effect, indicating that the DV increased as the IV increased. A negative regression coefficient meant a

negative effect, indicating that the DV decreased as the IV increased. The moderation model is represented in Figure 2.

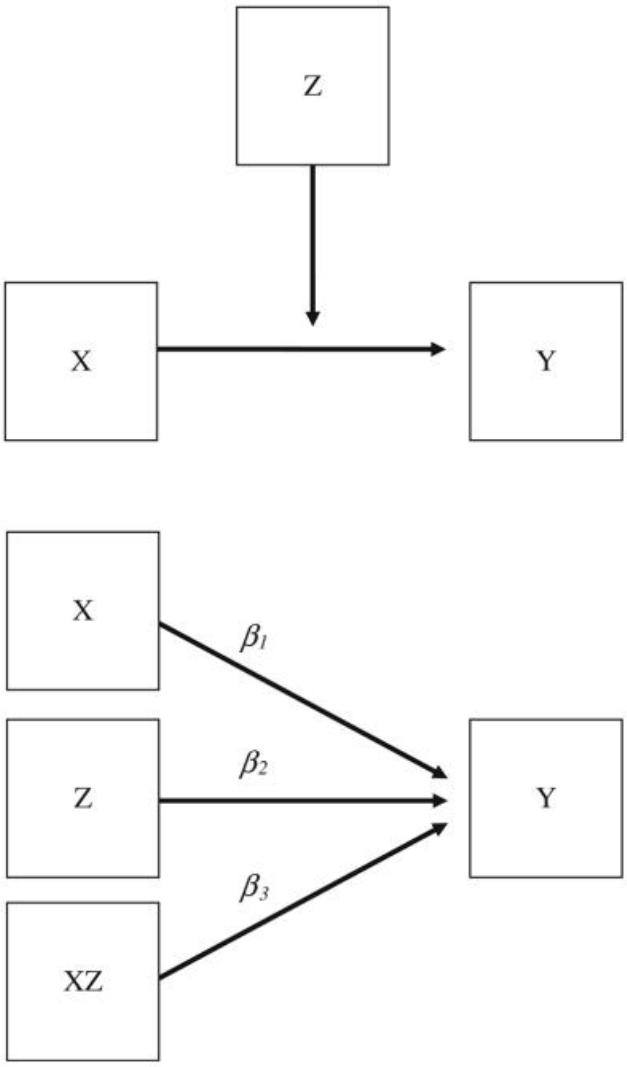

Figure 2. Representations of the moderation model, as adapted from Fairchild and MacKinnon (2009) models.

The following represents a key for Figure 2:

- X – Independent variable (employee workplace sexual harassment experience or perceived workplace sexual harassment climate)

- Y – Dependent variable (perceived safety from sexual harassment)
- Z – Moderating variable (sex)
- XZ – Interaction of IV and MV
- β – Beta coefficient

In summary, (a) individual variables of employee workplace sexual harassment experience and perceived workplace sexual harassment climate were tested for the directional hypotheses using separate linear regression models on how these would, if statistically significant, predict the DV of perceived safety from sexual harassment; (b) IVs of employee workplace sexual harassment experience and perceived workplace sexual harassment climate were combined into a single multiple linear regression model to determine the impact, if any, on the DV of perceived safety from sexual harassment; and (c) moderated multiple regression determined if sex of the employee behaved as a moderator between the IVs and DV.

Threats to Validity

In conducting research, threats to the study's validity were considered (Onwuegbuzie, 2000; Onwuegbuzie, Leech, & Collins, 2012). Onwuegbuzie (2000) determined these threats to validity can be internal or external. Internal validity refers to how accurately the study's results and findings can be interpreted (Campbell & Stanley, 1966). Internal validity refers whether significant changes to a DV would truly be attributable to the conducted intervention or experiment, rather than from external variables. As such, internal validity would be more applicable to experimental or quasi-experimental research methodologies than a non-experimental study. However, a threat to

internal validity for this study included the aspect of history. Although the research was non-experimental in design, history might affect the results of the administered survey. Participants' responses to the survey questions might be affected by the point in time when they completed the surveys. For example, a participant might have a sexual harassment experience right before completing the survey. This experience may lead the participant to score the questions more harshly than they would have had the experience not been so soon.

Conversely, external validity refers to how generalizable the results and findings of the study would be to situations outside of the study population (Cook & Campbell, 1979). Generalizability could be categorized to other settings, other people, and over time. With the sampling technique of convenience sampling, results of the data collection could be threats to external validity, notably to setting and people, while time had a more inherent nature. While sampling included the whole of the United States, the collected samples might be skewed towards certain demographics, depending on availability, such as the geological locations, age range, or sex. As such, I gave suggestions through recommendations for future iterations of the study based on the demographic characteristics of the samples gathered in this study.

Ethical Procedures

Cozby (2009) stated several ethical concerns that a researcher must account for when conducting research involving human beings. As such, addressing these ethical concerns were accounted for prior to gaining approval from the Institutional Review Board (IRB) to move forward with the study. Only after gaining IRB approval did I

proceed with selecting participants, followed by providing them with letters of informed consent (Appendix E). Subsequently I administered the survey instruments and collected data. The informed consent form contained the main purpose of the study. In addition, the informed consent provided the prospective participants the details of how the results and findings of the study contributed towards research and society. Included in the informed consent was the data that the researcher would gather and the expected length of time the administered survey would take to complete. It was explicitly made known to the prospective participants that participation in the study remained voluntary, and they had the option to back out of the study at any point if they chose. Prior to official participation in the study, participants had to have submitted the informed consent form, confirming that they understood what was expected of them. Participants who submitted their informed consent form indicating their willingness to participate—checking "YES"—were then taken to the survey where they could complete the survey instrument.

In gathering demographic information, no identifiable information was gathered from the participants. Specifically, no names, telephone numbers, addresses, places of employment or any other information that can potentially identify participants were solicited. Rather, participants' data were assigned reference numbers to further protect the confidentiality of the participant. I collected the data from the SurveyMonkey website, which was then encoded into a password-protected spreadsheet program – Excel. For back-up purposes, a copy of the spreadsheet was stored in a secure portable hard drive accessible only to me. Data will be kept for a minimum of 5 years after

completing the study. Immediately after the fifth year, stored data will be deleted from the researcher's computer and portable storage device.

Summary and Transition

This chapter discussed the methodology for this study. The purpose of this study was to examine the effect that employee workplace sexual harassment experience and the perceived workplace sexual harassment climate has on the employee perceived safety from sexual harassment; and to determine whether the sex of the employee moderates the relationship of the IVs of employee workplace sexual harassment experience and perceived workplace sexual harassment climate to the DV of perceived safety from sexual harassment. Quantitative methods were used to answer the research questions. Specifically, a correlational, non-experimental research design using survey questionnaires was used to collect the data of the study variables. The different survey questionnaires that were used included the PCSH, SEQ-W, and PSCS-12. Responses or the data from the selected study participants were collected using an online survey tool of SurveyMonkey. The sample of study participants included individuals who were currently employed part-time or full-time and 18 years of age or older. The data collected were analyzed using descriptive statistics and moderated multiple regression to address research questions and hypotheses of the study.

To summarize, Chapter 3 presented a detailed discussion of the study methodology and design. The procedure of the data collection and analysis was presented as well. The sample population, sample size computation, and sampling plan were

described in detail. In addition, the data collection and analysis process that occurred, including the linkage between the data and the research questions, were presented.

Chapter 4 includes a description of the data collected. Demographic information is presented along with various types of analysis that were done as well as findings derived from the study. Finally, results of the research are presented for each of the five research questions. Chapter 5 contains a summary of the results and compares them with findings from the Literature Review. This chapter also identifies limitations of this study, recommendations for future studies, and implications. I discuss what the data means for the current study and how the results could be used for future studies.

Chapter 4: Results

Introduction

The purpose of this quantitative study was to: (a) examine effect that employee workplace sexual harassment experience and the perceived workplace sexual harassment climate have on perceived safety from sexual harassment, and (b) to determine whether sex of the employee moderates the relationship between employee workplace sexual harassment experience, perceived workplace sexual harassment climate, and perceived safety from sexual harassment. The study provides insight into the relationships between employee workplace sexual harassment experience, the perceived workplace sexual harassment climate, and perceived safety from sexual harassment. This insight might lead to knowledge in assisting in the development of awareness programs in the context of sexual harassment in the workplace. The independent variables (IV) considered in this study included employee workplace sexual harassment experience and perceived workplace sexual harassment climate. The dependent variable (DV) considered in this study included perceived safety from sexual harassment, and the moderating variable (MV) was sex.

This chapter starts with the presentation of the research questions and hypotheses. After which, a description of sample demographics and the study variables used for analysis are discussed. Following this, each research question explored is described detailing the statistical tests used and results. Chapter 4 concludes with a summary section.

Research Questions and Hypotheses

The study addressed the following research questions and hypotheses:

RQ1: Does perceived workplace sexual harassment climate predict an employee's perceived safety from sexual harassment?

H_o1: Perceived workplace sexual harassment climate, as assessed by the Psychological Climate or Sexual Harassment (PCSH), does not predict an employee's perceived safety from sexual harassment, as assessed by the Psychosocial Safety Climate Scale (PSCS-12).

H_a1: Perceived workplace sexual harassment climate, as assessed by the PCSH, predicts an employee's perceived safety from sexual harassment, as assessed by the PSCS-12.

RQ2: Do employee workplace sexual harassment experiences predict their perceived safety from sexual harassment?

H_o2: Employee workplace sexual harassment experiences, as assessed by the Sexual Experience Questionnaire (SEQ-W), do not predict their perceived safety from sexual harassment, as assessed by the PSCS-12.

H_a2: Employee workplace sexual harassment experiences, as assessed by the SEQ-W, predict their perceived safety from sexual harassment, as assessed by the PSCS-12.

RQ2: Does employee sex moderate the relationship between perceived workplace sexual harassment climate and perceived safety from sexual harassment?

H_o3: Employee sex does not moderate the relationship between perceived workplace sexual harassment climate, as assessed by the PCSH, and perceived safety from sexual harassment, as assessed by the PSCS-12.

H_a3**:** Employee sex moderates the relationship between perceived workplace sexual harassment climate, as assessed by the PCSH, and perceived safety from sexual harassment, as assessed by the PSCS-12.

RQ4: Does employee sex moderate the relationship between employee workplace sexual harassment experience and perceived safety from sexual harassment?

H_o4: Employee sex does not moderate the relationship between employee workplace sexual harassment experience, as assessed by the SEQ-W, and perceived safety from sexual harassment, as assessed by the PSCS-12.

H_a4: Employee sex moderates the relationship between employee workplace sexual harassment experience, as assessed by the SEQ-W, and perceived safety from sexual harassment, as assessed by the PSCS_12.

RQ5: Does perceived workplace sexual harassment climate and employee workplace sexual harassment experiences predict employee's perceived safety from sexual harassment?

H_o5: Perceived workplace sexual harassment climate, as assessed by PCSH, and employee workplace sexual harassment experiences, as assessed by SEQ-W, do not predict an employee's perceived safety from sexual harassment, as assessed by PSCS-12.

H_a5: Perceived workplace sexual harassment climate, as assessed by PCSH, and employee workplace sexual harassment experiences, as assessed by SEQ-W, predict an employee's perceived safety from sexual harassment, as assessed by PSCS-12.

Demographics

I collected survey data from 494 part-time and full-time employees in the United States who were 18 years of age. Data from this survey were collected over a 3-day period between April 23, 2016 and April 26, 2016. Only surveys in which participants responded to 100% of the survey questions were considered. Surveys that were incomplete or surveys in which any data were missing were removed. This resulted in *N* = 414. Table 1 shows a summary of the demographics for the study participants.

Table 1

Summary of Demographics

(*n* = 414)	*N*	*Percent*
Sex of Employee		
Female	232	56.0
Male	182	44.0
Age Groups		
18 – 24 Years Old	26	6.3
25 – 30 Years Old	69	16.7
31 – 35 Years Old	51	12.3
36 – 40 Years Old	46	11.1
41 – 45 Years Old	50	12.1
46 – 50 Years Old	39	9.4
51 – 55 Years Old	30	7.2
56 – 60 Years Old	37	8.9
More Than 60 Years Old	66	15.9

(continued)

(n = 414)	*N*	*Percent*
Race/Ethnicity		
Asian	12	2.9
Black or African American	14	3.4
Latino, Hispanic	20	4.8
Native Hawaiian or Other Pacific Islander	2	0.5
White, Non-Hispanic	359	86.7
Other	7	1.7
Relationship Status		
Married/living with partner	285	68.8
Separated, divorced, or widowed	32	7.7
Single	97	23.4
Employment Status		
Employed, Part Time	71	17.1
Employed, Full Time	343	82.9
Highest Level of Education		
Less Than High School Diploma/GED	2	0.5
High School Diploma/GED	47	11.4
Certificate	5	1.2
Diploma	12	2.9
Associate's Degree	38	9.2
Bachelor's Degree	180	43.5
Master's Degree	98	23.7
Education Specialist	2	0.5
Doctorate (Ph.D., M.D., Ed.D., J.D., etc.)	29	7.0
Other	1	0.2

The demographic data collected indicated that these data represented the sample of the population being studied. In the United States, women make up close to half of the workforce (Bureau of Labor Statistics, 2016), as compared to 56% in the sample. Additionally, the number of full-time employees in the U.S. workforce equates to 83.4% (Bureau of Labor Statistics, 2016), when compared to 82.9% of those surveyed being

full-time employees. This study did not place any restrictions on sex of the employee, ethnicity, marital status, educational background, or income level of the potential participants. The only criteria for participation in this study included that the individual must be 18 years of age or older and employed either part-time or full-time in the United States.

Study Variables

The DV was measured using participant responses to the PSCS-12. The PSCS-12 is a 12-item questionnaire used to measure four subscales: (a) management commitment to psychological health and safety, (b) management priority for psychological health and safety, (c) organizational communication in the organization about psychological health and safety, and (d) organizational participation and involvement in the organization in relation to psychological health and safety. Participant responses for PSCS-12 were measured using a five-point Likert scale of 1 (Strongly Disagree) to 5 (Strongly Agree).

To obtain a value for the DV perceived *safety from sexual harassment*, an average of the 12 items was obtained. Possible values ranged from 1 to 5, where 1 would indicate the lowest level of an employee's perception of safety from sexual harassment (low perception of safety), and 5 indicates the highest level of perception of safety from sexual harassment (high perception of safety). *Perceived safety from sexual harassment* had an average score of 3.07 (SD = 0.98), which showed that average *perceived safety from sexual harassment* scores were neutral. Reliability for this DV was calculated using Cronbach's Alpha, where the alpha value was 0.96 (see Table 2). This is an indication of high reliability.

Two of the IVs used for analysis were perceived workplace sexual harassment climate and employee workplace sexual harassment experience. Perceived workplace sexual harassment climate was measured using the PCSH instrument. The PCSH is a 9-item questionnaire with a five-point Likert-type scale ranging from 1 (strongly disagree) to 5 (strongly agree). To obtain the value for this IV, *perceived workplace sexual harassment climate*, average scores of the nine items were obtained, where negatively worded items were reverse scored. As such, the computed values for this variable could range from 1 to 5, where a score of 1 indicated least intolerance (less strict climate) of sexual harassment, and a score of 5 indicated highest intolerance (more strict climate) of sexual harassment. Table 2 shows a summary of *perceived workplace sexual harassment climate* scores, where scores ranged from 1 to 5, with an average score of 3.7 (*SD* = 0.79). On average, *perceived workplace sexual harassment climate* scores were neutral, but closer to a level of high intolerance. Reliability was calculated using Cronbach's Alpha, where the alpha value was 0.86 (see Table 2). This shows an indication of high reliability.

Employee workplace sexual harassment experience was measured using the SEQ-W instrument. The SEQ-W is a 20-item questionnaire used to measure three subscales of sexual harassment: unwanted sexual attention, sexual coercion, and includes a separate item to measure the participant's subjective perceptions of sexual harassment. Participant responses were measured using a five-point Likert scale of 0 (Never) to 4 (Many Times). As such, the computed values for sexual harassment experiences could possibly range from 0 to 4, where 0 would indicate the lowest (or none) degree of past sexual

harassment experiences, while 4 would indicate the highest degree (or more) of past sexual harassment experiences. To obtain the value for this IV, the average scores of the 20 items were obtained. Table 2 also shows a summary of *workplace sexual harassment experience* scores, where scores ranged from 0 to 3.4, with an average score of 0.24 (*SD* = 0.51). On average, *workplace sexual harassment experience* scores were close to 0, indicating low experience. Reliability for this IV was calculated using Cronbach's Alpha, where the alpha value was 0.95 (see Table 2). This shows an indication of high reliability.

Table 2

Summary and Reliability for Dependent and Independent Variables

	Mean	SD	Number of Items	Alpha
Perceived safety from sexual harassment	3.07	0.98	12	0.96
Perceived workplace sexual harassment climate	3.67	0.79	9	0.86
Workplace sexual harassment experience	0.24	0.51	20	0.95

Test of Assumptions

Following the model, model assumptions were tested for each of the five RQ's by observing a normal P-P plot of standardized residuals. For each of the five RQ's, points were almost completely on the line (Appendix F). The scatterplot of standardized residuals was plotted against standardized predicted values for each of the five RQ's. The scatterplots showed that the data met the assumptions of homogeneity of variance and linearity for all five RQ's (Appendix F). In addition, Variance Inflation Factor (VIF) tests were conducted to determine if data met the assumption of collinearity for RQ3, RQ4 and RQ5 indicated that multicollinearity was not a concern (Appendix F).

Research Question 1

Research Question 1 asked, does perceived workplace sexual harassment climate predict an employee's perceived safety from sexual harassment? To examine this research question, simple linear regression was used to observe the association between the dependent variable of employee's perceived safety from sexual harassment, and the independent variable of perceived workplace sexual harassment climate. Results of the analysis showed that the overall model was significantly associated with perceived safety from sexual harassment ($F = 249.46$, $p < 0.001$, $R^2 = 0.38$). Specifically, perceived workplace sexual harassment climate was significantly associated with perceived safety from sexual harassment ($\beta = 0.76$, $p < 0.001$), where an increase in intolerance was associated with an increase in perceived safety from sexual harassment (see Table 3). In addition, 38% of the variability in perceived safety from sexual harassment could be attributed to perceived workplace sexual harassment climate. Overall, results of the analysis showed that the null hypothesis could be rejected, concluding that perceived workplace sexual harassment climate, as assessed by the PCSH, was significantly associated with an employee's perceived safety from sexual harassment. as assessed by the PSCS-12.

Table 3

Summary of Simple Linear Regression Analysis for Perceived Safety from Sexual Harassment

Variable	*β*	*SE(β)*	*T*	*p*	*F*	*p*	R^2
Overall Model					249.46	<0.001	0.38
Workplace Harassment				<0.001			
Climate	0.76	0.05	15.79				
Constant	0.29	0.18	1.59	0.112			

Research Question 2

Research Question 2 asked, do employee workplace sexual harassment experiences predict their perceived safety from sexual harassment? To examine this research question, simple linear regression was used to observe the association between the dependent variable of employee's perceived safety from sexual harassment, and the independent variable of workplace sexual harassment experiences. Results of the analysis showed that the overall model was significantly associated with the employee's perceived safety from sexual harassment ($F = 19.7$, $p < 0.001$ $R^2 = 0.05$). Specifically, workplace sexual harassment experiences were significantly associated with perceived safety from sexual harassment ($\beta = -0.41$, $t = -0.21$, $p < 0.001$), where a decrease in workplace sexual harassment experience was associated with a significant increase in employee's perceived safety from sexual harassment (see Table 4). Although this model was statistically significant, it should be noted that the R-Squared value of 0.05 was fairly low. Overall, results of the analysis showed that the null hypothesis could be rejected, concluding that, employee workplace sexual harassment experiences, as assessed by the SEQ-W, was

significantly associated with their perceived safety from sexual harassment, as assessed by the PSCS-12.

Table 4

Summary of Simple Regression Analysis for Perceived Safety from Sexual Harassment

Variable	*β*	*SE(β)*	*t*	*P*	*F*	*p*	R^2
Overall model					19.71	<0.001	0.05
Workplace harassment experience	-0.41	0.09	-0.21	<0.001			
Constant	3.17	0.05	61.01	<0.001			

Research Question 3

Research Question 3 asked, does employee sex moderate the relationship between perceived workplace sexual harassment climate and perceived safety from sexual harassment? To examine this research question, multiple linear regression was used to observe the association between the dependent variable of perceived safety from sexual harassment and the independent variable of perceived workplace sexual harassment climate, while checking for sex moderation using an interaction. Results of the analysis showed that the overall model was significantly associated with perceived safety from sexual harassment ($F = 83.8$, $p < 0.001$, $R^2 = 0.38$). Nevertheless, the interaction term between perceived workplace sexual harassment climate and sex was not statistically significant ($\beta = 0.04$, $t = 0.37$, $p = 0.712$) (see Table 5). The non-significant interaction showed that the association between perceived workplace sexual harassment climate and perceived safety from sexual harassment was the same for males and females. Regardless of sex, increased workplace sexual harassment intolerance was associated with higher perceived safety from sexual harassment ($\beta = 0.71$, $t = 4.9$, $p < 0.001$; see Table 5). This

effect is illustrated in a graph of model predicted safety score values by climate scores and sex (Appendix F, Figure F5). Overall, results of the analysis showed that the null hypothesis failed to be rejected, concluding that employee sex did not moderate the relationship between perceived workplace sexual harassment climate, as assessed by the PCSH, and perceived safety from sexual harassment, as assessed by the PSCS-12.

Table 5

Summary of Multiple Regression Analysis for Perceived Safety from Sexual Harassment

Variable	*B*	*SE(β)*	*t*	*p*	*F*	*p*	R^2
Overall Model					83.75	<0.001	0.38
Workplace Harassment Climate	0.71	0.15	4.85	<0.001			
Sex (Male)	-0.24	0.37	-0.64	0.525			
Harassment Climate*Sex	0.04	0.10	0.37	0.712			
Constant	0.60	0.55	1.09	0.276			

Research Question 4

Research Question 4 asked, does employee sex moderate the relationship between employee workplace sexual harassment experience and perceived safety from sexual harassment? To examine this research question, multiple linear regression was used to observe the association between the dependent variable of perceived safety from sexual harassment, and the independent variable of perceived workplace sexual harassment experience, while checking for sex moderation using an interaction. Results of the analysis showed that the interaction term between perceived workplace sexual harassment experience and sex was not statistically significant ($p = 0.192$; see Table 6). Specifically, as workplace sexual harassment experience increases, perceived safety from

sexual harassment decreases, for males and females. This effect is illustrated in a graph of model predicted safety score values by experience scores and sex (see Appendix F, Figure F8). Overall, results of the analysis show that the null hypothesis fails to reject, concluding that employee sex does not moderate the relationship between employee workplace sexual harassment experience as assessed by the SEQ-W and perceived safety from sexual harassment as assessed by the PSCS-12.

Table 6

Summary of Multiple Linear Regression Analysis for Perceived Safety from Sexual Harassment

Variable	β	$SE(\beta)$	t	p	F	p	R^2
Overall Model					7.25	<0.001	0.05
Workplace Harassment Experience	-0.80	0.31	-2.59	0.010			
Sex	-0.004	0.11	-0.03	0.973			
Harassment Experience *Sex	0.24	0.19	1.31	0.192			
Constant	3.18	0.16	19.95	<0.001			

Research Question 5

Research Question 5 asked, do perceived workplace sexual harassment climate and employee workplace sexual harassment experiences predict employee's perceived safety from sexual harassment? To examine this research question, multiple linear regression was used to observe the association between the dependent variable of employee's perceived safety from sexual harassment, and the independent variables of perceived workplace sexual harassment climate and employee workplace sexual harassment experiences. Results of the analysis showed that the overall model was significantly associated with perceived safety from sexual harassment ($F = 125.1$, $p <$

0.001, $R^2 = 0.38$). Specifically, when controlling for perceived workplace sexual harassment experience, perceived workplace sexual harassment climate was significantly associated with perceived safety from sexual harassment ($\beta = 0.78$, $t = 14.83$, $p < 0.001$), where an increase in perceived workplace sexual harassment intolerance was associated with a significant increase in perceived safety from sexual harassment (see Table 7). When controlling for perceived workplace sexual harassment climate, workplace sexual harassment experience was not significantly associated with perceived safety from sexual harassment ($\beta = 0.07$, $t = 0.90$, $p = 0.369$; see Table 9). Overall, results of the analysis showed that the null hypothesis failed to be rejected, concluding that perceived workplace sexual harassment climate, as assessed by PCSH and employee workplace sexual harassment experiences, as assessed by SEQ-W do not predict an employee's perceived safety from sexual harassment, as assessed by PSCS-12.

Table 7

Summary of Simple Linear Regression Analysis for Perceived Safety from Sexual Harassment

Variable	*β*	*SE(β)*	*t*	*p*	*F*	*p*	R^2
Overall Model					125.08	<0.001	0.38
Workplace Harassment Climate	0.78	0.05	14.83	<0.001			
Workplace Harassment Experience	0.07	0.08	0.90	0.369			
Constant	0.20	0.20	0.98	0.328			

Summary and Transition

The purpose of this quantitative study was to (a) examine effect that employee workplace sexual harassment experience and the perceived workplace sexual harassment climate have on perceived safety from sexual harassment and (b) to determine whether

sex moderates the relationship between employee workplace sexual harassment experience, perceived workplace sexual harassment climate, and perceived safety from sexual harassment. Results of the analyses showed that perceived workplace sexual harassment climate and employee workplace sexual harassment experience were both significantly associated with perceived safety from sexual harassment. Both the workplace perceived as having a high intolerance for sexual harassment and the one with low employee workplace sexual harassment experience were significantly associated with an increase perceived safety from sexual harassment. Additionally, results showed that sex of the employee did not moderate the relationship between perceived workplace sexual harassment climate and perceived safety from sexual harassment, nor did sex moderate the relationship between employee workplace sexual harassment experience and perceived safety from sexual harassment. For both males and females, high intolerance for sexual harassment and low employee sexual harassment experience were significantly associated with increased perceived safety from sexual harassment. When observing both perceived workplace sexual harassment climate and employee workplace sexual harassment experience together, only perceived workplace sexual harassment climate associated with increased perceived safety from sexual harassment.

Chapter 5 consists a summary of the results and compares them with findings from the Literature Review. This chapter also identifies limitations of this study, recommendations for future studies, and implications. This researcher discusses what the data means for the current study and how the results could be used for future studies.

Chapter 5: Discussion, Conclusions, and Recommendations

Introduction

The purpose of this quantitative study was to (a) examine the effect that employee workplace sexual harassment experience and the perceived workplace sexual harassment climate have on perceived safety from sexual harassment and (b) to determine whether sex moderates the relationship between employee workplace sexual harassment experience, perceived workplace sexual harassment climate, and perceived safety from sexual harassment. The insight gained from the findings presented in this chapter may assist in further research into organizations' climates and the influence on perceived safety from sexual harassment, as well as the development of awareness programs in the context of sexual harassment in the workplace. The IVs considered in this study included employee workplace sexual harassment experience and perceived workplace sexual harassment climate. The DV was perceived safety from sexual harassment, and the MV was sex of the employee.

This chapter starts with a presentation of the research findings and a discussion of the findings in the context of current research. Study limitations are described, followed by recommendations for future research. The potential implications for positive social change and organizational practices are presented. The chapter concludes with a summary of the study's contributions to a deeper understanding of the effects of employee workplace sexual harassment experience and employees' perception of workplace sexual harassment psychological climate on perceived safety from sexual harassment moderated by sex.

Key Findings

This section contains the main findings for each research question. In research Question 1 I attempted to find whether perceived workplace sexual harassment climate predicted an employee's perceived safety from sexual harassment. Findings revealed that, for the 414 survey respondents, perceived workplace sexual harassment climate significantly predicted perceived safety from sexual harassment. Specifically, an increase in intolerance associated with an increase in perceived safety from sexual harassment.

In research Question 2 I attempted to find whether employee workplace sexual harassment experiences predicted their perceived safety from sexual harassment. Results showed that workplace sexual harassment experiences significantly predicted perceived safety from sexual harassment. Respondents indicated that a decrease in workplace sexual harassment experience was associated with a significant increase in employee's perceived safety from sexual harassment. However, although this association was statistically significant, its demonstrated effect was smaller, as compared to RQ1.

In research Question 3 I attempted to find whether employee sex moderated the relationship between perceived workplace sexual harassment climate and perceived safety from sexual harassment. While the results for RQ1 showed that employees' overall perceived workplace sexual harassment climate significantly predicted perceived safety from sexual harassment, there was no significant association between perceived workplace sexual harassment climate and sex. Regardless of sex, increased workplace sexual harassment intolerance is associated with higher perceived safety from sexual harassment.

In research Question 4 I attempted to find whether employee sex moderated the relationship between employee workplace sexual harassment experience and perceived safety from sexual harassment. As with the results for perceived workplace sexual harassment climate, results indicated that employee sex does not moderate the relationship between employee workplace sexual harassment experience and perceived safety from sexual harassment. For both men and women, as perceived workplace sexual harassment experience increases, perceived safety from sexual harassment decreases.

In research Question 5 I attempted to find whether perceived workplace sexual harassment climate and employee workplace sexual harassment experiences predicted employee's perceived safety from sexual harassment. When observing both perceived workplace sexual harassment climate and employee workplace sexual harassment experience together, only perceived workplace sexual harassment climate associated with increased perceived safety from sexual harassment. To explore these findings further, the following section includes an interpretation of findings based on the literature reviewed.

Interpretation of the Findings

The results of this study expanded on previous sexual harassment studies in two ways: (a) inclusion of male and female employees and (b) examination of how perceptions of workplace sexual harassment climate and the workplace sexual harassment experience affected an employee's perception of safety from sexual harassment in the workplace. Several researchers have investigated the negative psychological effects of sexual harassment on employees (Fitzgerald et al., 1997; Gettman & Gelfand, 2007; Hitlan et al., 2006; Willness et al., 2007). However, their studies focused on how sexual

harassment affects the individual. Sexual harassment at the workplace results in employee stress, psychological distress, and depression (Fitzgerald et al., 1997; Langhout et al., 2005; Willness et al., 2007), which could lead to employees feeling unmotivated and unsafe in their own workplace (Willness et al., 2007). This study's findings on sexual harassment revealed that the perceived sexual harassment climate of an organization could predict employees' perceived safety from sexual harassment in the workplace. The relationship between perceived higher intolerance and increased perceived safety also supported Jiang et al.'s (2015) findings that when employees perceived anti-sexual harassment practices from management, they were more engaged, motivated, and likely to stay with the organization.

Currently, only a few studies exist on the effect of sexual harassment experiences on employees' perceptions of safety in the workplace (Bunk & Magley, 2013; Cortina & Magley, 2009). Moreover, while past researchers indicated that previous sexual harassment experience might influence employees' perceptions of safety from workplace sexual harassment (McLaughlin et al., 2012), no prior studies were found exploring this relationship in depth.

This study's results indicated that previous sexual harassment experience predicted perceived safety from sexual harassment in the workplace, confirming the limited previous research in this area. However, the association of experience and perceived safety was not as strong as perceived climate and perceived safety. This result does not seem to support the findings of other researchers strongly, such as Stockdale et

al. (2014), who claimed that individuals with a history of sexual harassment were more prone to detect sexual harassment behaviors.

In Research Questions 3 and 4, I attempted to address a gap in current research regarding inclusion of male and female employees in studies of sexual harassment. In contrast to other recent research (Cortina & Leskinen, 2013; Holland et al., 2015; Wang et al., 2012), this study's results indicated that the sex of the employee did not significantly influence employees' perceptions of safety from workplace sexual harassment. These findings might support past research into organizational theory and power differentials theory, which emphasized the role of power, status, and vulnerability in the workplace over sex (Cleveland & Kerst, 1993; Gruber, 1992; Tangri et al., 1982; Waldner et al., 1999; Wilson & Thompson, 2001). These theories might be relevant because, as women increasingly hold positions of power in the workplace, they might perceive themselves as less vulnerable to and experience less sexual harassment at work. Conversely, they might also become perpetrators of sexual harassment at the workplace (Gruber, 1992; Tangri et al., 1982). However, the findings might also support a growing awareness among men and women of the negative effects of sexual harassment. Holland et al.'s (2015) study on sexual harassment as punishment for men who demonstrate "atypical" gender behavior highlights how sexual harassment affects both men and women, influencing both sexes' awareness of its effect on perceived safety in the workplace. In this study, while an increase in intolerance was associated with an increase in perceived safety from sexual harassment, a significant amount (38%) of overall

variability in perceived safety (positive and negative) from sexual harassment could be attributed to perceived workplace sexual harassment climate, for both men and women.

Perhaps most surprising, when considering this study's findings, was the difference in significance between perceived sexual harassment climate and sexual harassment experience, when the two variables were observed together, for employees' perceived safety in the workplace. Only perceived workplace sexual harassment climate (in cases with perceived higher intolerance) associated with increased perceived safety from sexual harassment. This corresponds to the stronger individual association between perceived workplace sexual harassment climate and perceived safety, as compared to sexual harassment experiences and perceived safety, and may suggest that an organization's psychological climate has a greater impact on perceived safety than individual harassment experiences. If so, these findings showed the importance of previous research, indicating that sexual harassment could become a norm in the workplace when ignored by management (Abbott et al., 2014; Ineson et al., 2013; McDonald, 2012), as well as management's responsibility to implement programs and measures to prevent sexual harassment (Buckner et al., 2014; Chelliah, 2015; EEOC, 2015).

The emphasis on the psychological climate of organizations as a predictor of perceived safety from sexual harassment appeared to validate the selection of psychological climate theory for the study's theoretical framework. Using PSC as a lens to focus on the psychological health of employees (Hall et al., 2010) and the need for a workplace free from psychological harm (Law et al., 2011), this study expanded on

current research in perceived safety from sexual harassment in the workplace. The incorporation of employees' sex into the analysis indicated that there was more common ground in perceptions of workplace safety than previous research revealed, supporting research that regular employee education and training may have a positive impact on workplace environments and reduce incidences of sexual harassment (Buchanan et al., 2014; Goldberg, 2007; Reese & Lindenberg, 2004).

Limitations of the Study

There are four potential limitations to this study. The first of which addressed research design. I conducted this research using a quantitative method, which prevented me from exploring the research problem with the depth or breadth that a qualitative approach, with open-ended survey questions or observations, could provide. A qualitative approach may have provided additional insight into the similar results for men and women for perceived safety from workplace sexual harassment. Moreover, in-depth responses may have shed light on the different emphases placed on perceived workplace sexual harassment climate and sexual harassment experiences, which both predict perceived safety from workplace sexual harassment, but not to the same extent. For the purposes of this study, however, the quantitative survey method provided valid, significant findings on the predictive relationships of the independent variables to the dependent variable that may be used to guide future qualitative approaches.

The second limitation was the participants' history as a potential threat to internal validity. The point in time when the participants completed the survey may have affected their responses; specifically, a recent experience of sexual harassment could have

influenced respondents' perceived safety at work. However, because the overall findings indicated that, when observed together, sexual harassment experiences were less significant than perceived workplace climate in predicting perceived safety, this seems unlikely to be the case.

The generalizability of the results and findings was identified as a third limitation, in terms of a threat to external validity. In this case, two demographic characteristics of the sample were homogeneous, which may have affected results. Participants were mostly White (86%) and married or living with a partner (68%). These findings may limit the generalizability of the findings to a more diverse group.

The study's fourth potential limitation relates to the use of self-reported data, which one can rarely independently verify and may reflect biased answers (Brutus, 2013). For this research area, stigma or fear of reprisal may have influenced self-reporting bias. Victims of sexual harassment are often humiliated or feel uncomfortable telling others that they have experienced sexual harassment in the workplace (Jahan, 2013). Verification of results, through qualitative and quantitative methods, was the best approach to determine if stigma or fear may play a role in participant bias.

Recommendations

The present research points to several potential avenues for future study. Modifications could be made to future quantitative research. Surveys that include more diverse ethnic populations may return different results; this may also be true for populations for whom relationship status varies more widely than in the present study. Research tying perceptions of the psychological climate of organizations and sexual

harassment prevention programs may further illuminate best practices to reduce and prevent sexual harassment in the workplace. This may build on previous work, indicating that regular employee education can reduce an organization's number of sexual harassment cases (Buchanan et al., 2014; Goldberg, 2007; Reese & Lindenberg, 2004).

Researchers may also consider a qualitative approach, rather than a quantitative one, to this topic. Qualitative research may result in important insights into why the psychological climate of organizations may be more significant than previous sexual harassment experiences in predicting perceived safety from workplace sexual harassment. Through in-depth interviews, researchers may also further explore this study's unexpected results on sex of the employee, the influence of changing sex roles, or other systemic factors (McDonald, 2012; Tinsley & Stockdale, 1993), such as sexual harassment and perceived workplace safety. A qualitative approach may also help to address any questions of bias that may have affected or suppressed results regarding sexual harassment experiences in the present research.

Implications

By understanding employee perceived safety from sexual harassment, management can develop and implement policies to promote the feeling of safety from sexual harassment in the workplace. Previous research has suggested that when employees perceive anti-sexual harassment practices and anti-sexual harassment incidents at their organizations, employees are more engaged and motivated in their work and are more likely to stay with the organization (Jiang et al., 2015). This study's findings suggest that the increase in intolerance, typically associated with anti-sexual

harassment programs, is associated with an increase in perceived safety from sexual harassment. This finding supports past research (Buchanan et al., 2014), suggesting that organizations can positively contribute to their workplace psychological climate with continued education on sexual harassment and regular implementation and assessment of other sexual harassment reduction and prevention programs.

Because a decrease in workplace sexual harassment experience was also associated with a significant increase in employee's perceived safety from sexual harassment, organizations should ensure educating employees on specific behavior that one could define as sexual harassment. This includes both verbal (e.g., sexual comments, suggestive sounds, and electronic communication) and nonverbal behavior (e.g., unwanted touching, leering, and physical advances; Cortina & Leskinen, 2013; Wang et al., 2012). A workshop setting, rather than written materials, may prove more effective in expanding understanding of the workplace beyond the office to public work events and business trips (Hutagalung & Ishak, 2012; McLaughlin et al., 2012).

Moreover, these findings provide important insights into how to approach anti-sexual harassment education to incorporate current perceptions of men and women. The results indicate that men and women have converging views concerning the impact of perceived psychological climate, as well as sexual harassment experiences, on perceived safety from sexual harassment in the workplace. This may suggest that sexual harassment is based on power, status, and vulnerability in the workplace, as much as sex of the employee (Cleveland & Kerst, 1993; Gruber, 1992; Tangri et al., 1982; Waldner et al., 1999; Wilson & Thompson, 2001). Therefore, while previous studies have shown male

employees are mostly the harassers and female employees are the victims of harassment (Lee, 2014; McLaughlin et al., 2012), anti-sexual harassment programs and interventions should integrate language and examples to demonstrate that both men and women experience harassment. This option may promote an increase in perceived intolerance throughout the organization, perceived safety from sexual harassment, and fewer sexual harassment incidents, reducing their negative effects on the individual, organization, and community.

Conclusion

In closing, sexual harassment has significant adverse psychological and physical effects on employees and it adversely affects the workplace and overall business operations. I identified a gap in current research on whether sex moderates between employees' perceived workplace sexual harassment climate, sexual harassment experience, and perceived safety from sexual harassment. This study examined the effects of employee workplace sexual harassment experience and employees' perception of workplace sexual harassment psychological climate on perceived safety from sexual harassment moderated by sex of the employee. Results showed that perceived workplace sexual harassment climate and employee workplace sexual harassment experience were both significant predictors of perceived safety from sexual harassment. Additionally, the findings revealed that for both men and women, high intolerance for sexual harassment and low employee sexual harassment experience were significantly associated with increased perceived safety from sexual harassment. When perceived workplace sexual harassment climate and employee workplace sexual harassment experience were

observed together, only perceived workplace sexual harassment climate was associated with increased perceived safety from sexual harassment. Further research into diverse populations and anti-harassment programming's impact on perceived safety may provide further insights. This study's findings may assist decision-makers in organizations to promote better safety in the workplace through anti-sexual harassment education practices, thereby reducing sexual harassment and its negative effects.

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Appendix A: Demographic Questionnaire

Background Information: The purpose of this quantitative study is to examine the effects of the sexual harassment experience and the employees' perceptions of the psychological climate at the workplace regarding sexual harassment on the employees' perceptions of safety from sexual harassment. It will also examine whether sex of the employee plays a moderating role in this relationship

Directions: Please fill out or select the appropriate responses to the following questions.

1. Please select your Sex.

   □□Male

   □□Female

2. What is your age?

   __ 17 or younger __18to 20 __21 to 29 __30 – 39

   __40 – 49 __50 to 59 __60 or older

3. Please select one or more of the following choices to best describe your racial/ethnic background.

   □□Alaska Native

   □□Asian

   □□Black or African American

   □□Latino, Hispanic

   □□Native Hawaiian or Other Pacific Islander

   □□White, Non Hispanic

   □□Other (please indicate) _____

4. Which of the following best describes your current relationship status?

□□Single

□□Married/Living with partner or significant other

□□Separated, divorced or widowed

5. What is your employment status?

□□ part-time

□□full-time

□□unemployed

6. What is the highest level of school you have completed or the highest degree you have received?

□□Doctorate (Ph.D., M.D., Ed.D., J.D., etc.)

□□Education Specialist (Ed.S.)

□□Master's Degree (M.A., M.S., M.Ed., etc.)

□□Bachelor's Degree

□□Associate's Degree

□□Diploma

□□Certificate

□□High School Diploma/GED

□□Less than High School Diploma/GED

□□Other

Appendix B: First Permission Letter

Psychosocial Safety Climate Scale-12

PsycTESTS Citation:
Hall, G. B., Dollard, M. F., & Coward, J. (2010). Psychosocial Safety Climate Scale-12 [Database record]. Retrieved from PsycTESTS. doi:10.1037/t01684-000

Test Shown: Full

Test Format:
12 items; 5 point Likert-type rating scale ranging from "Strongly Disagree" to "Strongly Agree".

Source:
Hall, Garry B., Dollard, Maureen F., & Coward, Jane (2010). Psychosocial safety climate: Development of the PSC-12. International Journal of Stress Management, Vol 17(4), 353-383. doi: 10.1037/a0021320

Permissions:

Appendix C: Second Permission Letter

Instrument Title:	The Psychological Climate for Sexual Harassment (PCSH) Questionnaire
Instrument Author:	Estrada, A. X., Olson, K. J., Harbke, C. R. & Berggren, A. W. (2011).
Cite instrument as:	Estrada, A. X., Olson, K. J., Harbke, C. R. & Berggren, A. W. (2011).. (2012) . The Psychological Climate for Sexual Harassment (PCSH) Questionnaire . Measurement Instrument Database for the Social Science. Retrieved from www.midss.ie

Evaluating a Brief Scale Measuring Psychological Climate for Sexual Harassment

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To cite this article: Armando X. Estrada, Kristine J. Olson, Colin R. Harbke & Anders W. Berggren (2011): Evaluating a Brief Scale Measuring Psychological Climate for Sexual Harassment, Military Psychology, 23:4, 410-432
To link to this article: http://dx.doi.org/10.1080/08995605.2011.589353

Appendix D: Third Permission Letter

Nov 26 (4 days ago)

Hello Dr. xxxxx**:**

My name is xxxxxxxx, and I am a PhD student in the Organizational Psychology program at Walden University. I am currently pursuing my dissertation research on sexual harassment experiences and perceptions of safety from sexual harassment in the workplace. The purpose of this study is to examine the employees' perception of safety from sexual harassment in the workplace given experiences with sexual harassment and the psychological climate of the workplace towards sexual harassment. The study will also determine if the sex of the individual has a moderating effect.

To be able to use the Sexual Experience Questionnaire – W (SEQ-W) scale, I need your permission. I hope you will give consent for the use of this scale in my dissertation. I will appreciate any assistance you can afford me in this matter and any direction you might be able to offer. My email address is xxxxx@waldenu.edu. Further, my dissertation committee Chairperson is Dr. xxxxx, Ph.D. (xxxx@xxxxxwaldenu.edu). I am looking forward to hearing from you soon.

With kind regards,
xxxxxx
PhD. Candidate
Organizational Psychology
Walden University

From: xxxxxx
Sent: Thursday, November 26, 2015 9:59 PM
To: xxxxx
Subject: Sexual Harassment Questionnaire - W (SEQ-W)

Hi xxxxx,

Yes, you have permission to use the SEQ…best of luck with your dissertation!

Best,
Xxxxx

Appendix E: Informed Consent to Participate in Research

Informed Consent Form

You are invited to take part in a research study of factors affecting employee perception of safety from sexual harassment on the workplace. I am inviting part-time and full-time employees in the United States to be a part of this study. This form is part of an "informed consent" process which allows you the opportunity to understand this study before deciding whether you choose to be a participant. A researcher named Kenneth C. Barker, a doctoral student at Walden University, is conducting this study.

Background Information

This study will be a significant endeavor in producing knowledge that might be useful in developing awareness programs. By understanding the employees' perception of safety from sexual harassment, management could improve upon the policies that would promote the feeling of safety from sexual harassment in the workplace. Moreover, this research will provide recommendations on how sex of the employee affects the employees' perception of safety from sexual harassment in the workplace.

Procedure for Data Collection

If you agree to be in this study, you will be asked to:

- Answer six eligibility criteria questions, a process to ensure you met the inclusion criteria of this study and to categorize the collected data.
- Complete an electronic questionnaire once, expected to take approximately 10 minutes. These questions will help determine your perception about your job.

Here is a sample of the questionnaire:

Senior Management clearly considers the psychological health of employees to be of great importance.

Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
O	O	O	O	O

Voluntary Nature of the Study

Participation in this study is voluntary. This means that you have total control of whether you will participate in the study or whether you will not. Your decision whether to participate in this study or not is solely up to you and that decision will be respected. If at any time during the study you decide not to continue, you still have the freedom to opt out of it.

Risks and Benefits of Being in the Study

Being in this type of study that requires you to fill electronic survey involves some risk of the minor discomforts you can encounter in daily use of technology, such as stress of a slow-speed internet access. However, being in this study would not pose risk to your safety and wellbeing. This study has potential indirect benefits to all participants. You will be contributing to resolving issues regarding safety from harm at the workplace that may come as a result of sexual harassment. The result of all respondents participating will help to improve the understanding of the employee perception of safety from sexual harassment at the workplace. The results of the study will expand upon sexual harassment studies with the inclusion of male and female employees and how perception of workplace sexual harassment climate and the workplace sexual harassment experience will affect an employee's perception of safety from sexual harassment in the workplace.

Payment

Your participation in this study does not lead to any monetary compensation or incentives beyond what is offered by SurveyMonkey as a participant in the SurveyMonkey participant pool. I will however, be eternally thankful to you for your decision to participate in this study that will contribute to making our workplace safer and a more comfortable place to work.

Privacy

I will keep any information you provide confidential. I will not use your personal information outside of this research project. In addition, I will **NOT** be collecting your name, address, telephone number or email address. I will not collect any information that can identify you with the information you will be giving. As required by the Walden

University, I will keep electronic data secure in Encryption software and electronic copies in bank's safety deposit box for the period of no less than 5 years.

Contacts and Questions

If you have any questions or concerns about your participation in this study, you may contact me via xxx.xxx@waldenu.edu or Tel#. Additionally, you may contact Research Participant Advocate 1-800-xxx-xxxx, extension xxx should you have any questions.

You may wish to print or save this consent form for your records.

Statement of Consent

I have read the above information and I understand the study well enough to make a decision about my involvement. By clicking "YES" on the link below, I consent that I understand and I am agreeing to participate in this study. I also consent to terms described above.

Check your Answer: ☐ YES

Appendix F: Figures for Research Questions Test of Assumptions

Test of Assumptions

For each analysis, the assumptions of regression were tested. After running each model, the expectations of normality, homoscedasticity, and absence of multicollinearity (for multiple regression models), were observed. The assumption of normality conditions was assessed by observing a normal P-P plot of the model standardized residuals. The assumption of homoscedasticity conditions included that scores were normally distributed around the regression line, and it was assessed by examining a scatterplot of standardized residuals plotted against standardized predicted values (looking for no visible pattern). Finally, the absence of multicollinearity meant that the independent variables were not highly correlated with each other, and this assumption was confirmed for RQ3, RQ4, and RQ5, using Variance Inflation Factors (VIF).

Research Question 1 Figures

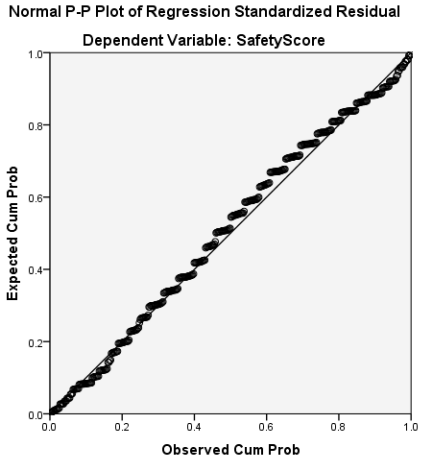

Figure F1. Normal P-P plot of residuals for Research Question 1.

Following the model, model assumptions were tested by observing a normal P-P plot of standardized residuals, which showed points were almost all completely on the line.

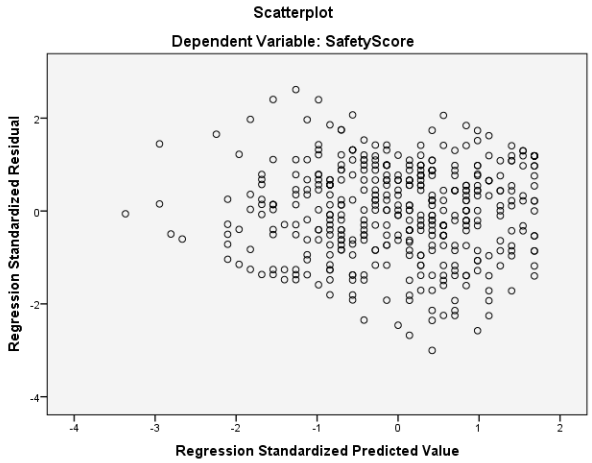

Figure F2. Scatterplot of residuals vs. predicted values for Research Question 1

The scatterplot of standardized residuals plotted against standardized predicted values, showed that the data met the assumptions of homogeneity of variance and linearity.

Research Question 2 Figures

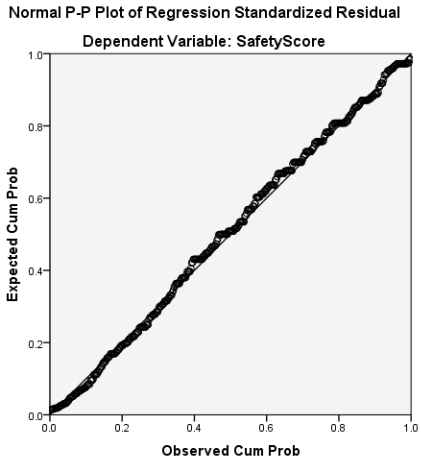

Figure F3. Normal P-P plot of residuals for Research Question 2.

Following the model, model assumptions were tested by observing a normal P-P plot of standardized residuals, which showed points that were not completely on the line, but close.

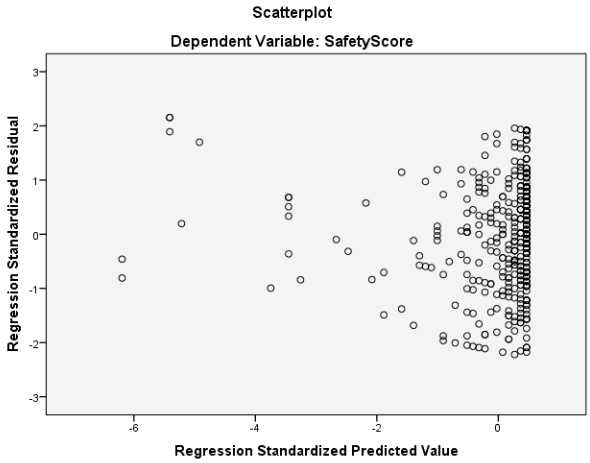

Figure F4. Scatterplot of residuals vs. predicted values for Research Question 2.

The scatterplot of standardized residuals plotted against standardized predicted values, showed that the data met the assumptions of homogeneity of variance and linearity.

Research Question 3 Figures

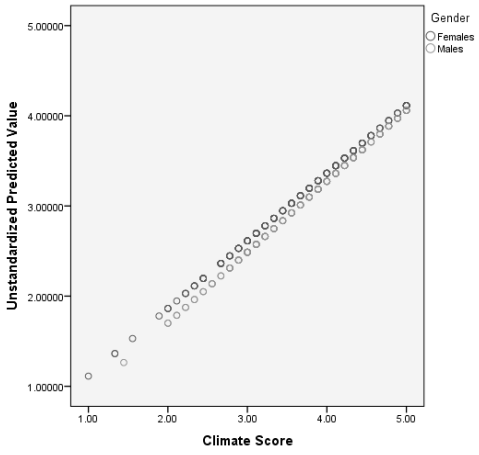

Figure F5. Graph of predicted perceived safety scores by climate score and sex for

Research Question 3.

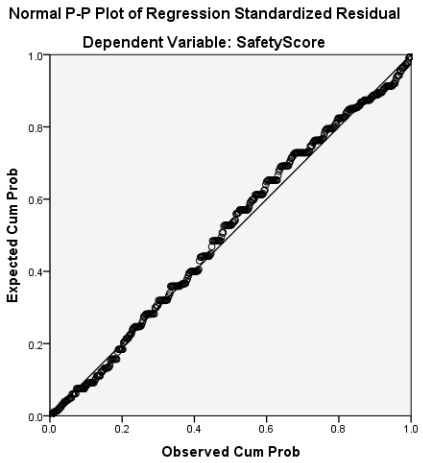

Figure F6. Normal P-P plot of residuals for Research Question 3.

Model assumptions were tested by observing a normal P-P plot of standardized residuals, which showed points that were not completely on the line but close.

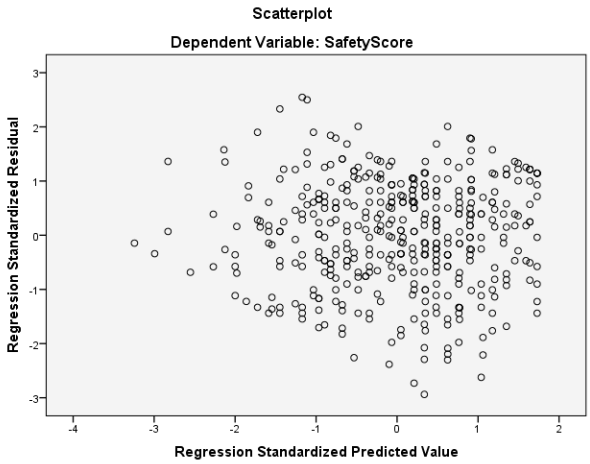

Figure F7. Scatterplot of residuals vs. predicted values for Research Question 3.

The scatterplot of standardized residuals plotted against standardized predicted values, showed that the data met the assumptions of homogeneity of variance and linearity. Moreover, tests to see if the data met the assumption of collinearity indicated

that multicollinearity was not a concern (Workplace Harassment Climate, *VIF* = 1.01; Sex, *VIF* = 1.01).

Research Question 4 Figures

Figure F8. Graph of predicted perceived safety scores by experience score and sex for Research Question 4.

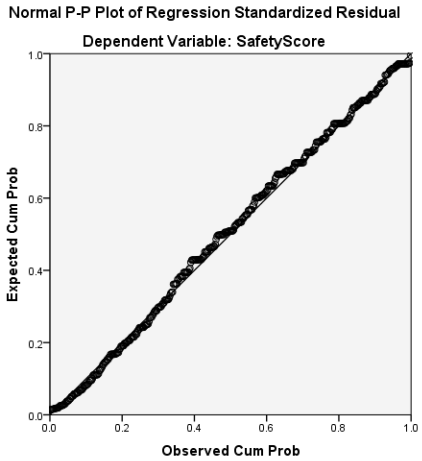

Figure F9. Normal P-P plot of residuals for Research Question 4.

Following the model, model assumptions were tested by observing a normal P-P plot of standardized residuals, which showed points that were not completely on the line but close.

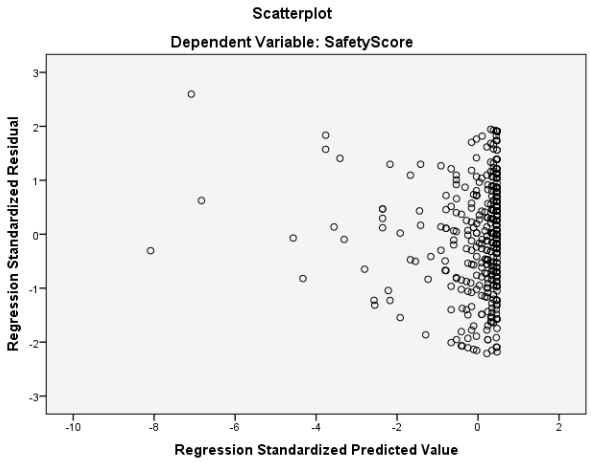

Figure F10. Scatterplot of residuals vs. predicted values for Research Question 4.

The scatterplot of standardized residuals plotted against standardized predicted values, showed that the data met the assumptions of homogeneity of variance and linearity. In addition, tests to see if the data met the assumption of collinearity indicated that multicollinearity was not a concern (Workplace Harassment Experience, *VIF* = 1.01; Sex, *VIF* = 1.01).

Research Question 5 Figures

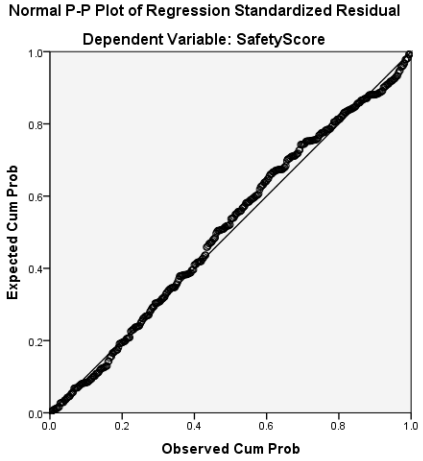

Figure F11. Normal P-P plot of residuals for Research Question 5.

Following the model, model assumptions were tested by observing a normal P-P plot of standardized residuals, which showed points that were not completely on the line but close.

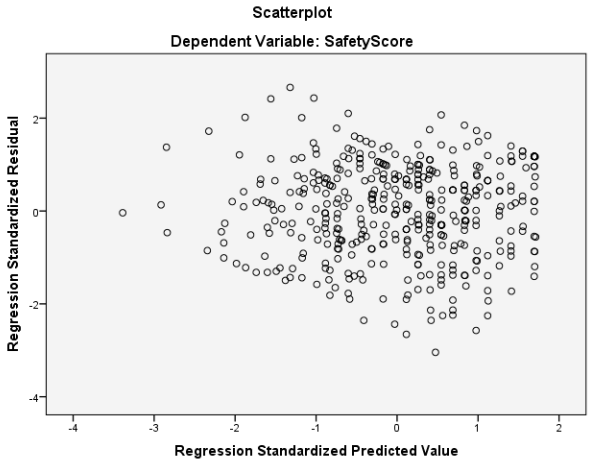

Figure F12. Scatterplot of residuals vs. predicted values for Research Question 5.

The scatterplot of standardized residuals plotted against standardized predicted values showed that the data met the assumptions of homogeneity of variance and linearity. In addition, tests to see if the data met the assumption of collinearity indicated that multicollinearity was not a concern (Workplace Harassment Climate, *VIF* = 1.19; Workplace Harassment Experience, *VIF* = 1.19).