

Sexual Harassment at Workplace: An Overview of Antecedents, Outcomes, and Interventions

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Abstract

Many women are often tormented by instances of sexual harassment (SH), in varied forms. Owing to an unfortunate escalation in the number of sexual harassment cases, introspection is pivotal in recognizing the organizational impact of such cases. This research paper seeks to explore the antecedents, examine the possible devastating outcomes, and reviews interventions of SH at the workplace. By reviewing existing literature we expose the unfavorable repercussions for various companies who are the employers and their employees. The coping literature delves into the victims' responses to sexual harassment experiences and their relative impact on the work environment. We offer a few recommendations for pushing ahead in science and practice, with an accentuation on its impact on victims. The paper also aims to facilitate the functioning of the sexual harassment committee's in various organizations, thereby fostering action avenues and the concept of a safe workplace.

Keywords: *Sexual Harassment, Women Employees, Corporate, Organizational Committees, Personal Space, Antecedents, Outcomes, Policy, Safe Workplace, Interventions.*

Introduction

The modern-day woman has to fulfill multiples roles both in her family and workplace. This increased responsibility has led to increased exposure to the outer world and duality in her roles. Independence, economic constraints, status enhancement, and social engagement are considered to be a few of the many reasons for women to enter into a professional sphere. Considering women's employees and work environment, sexual harassment has become ubiquitous (Gutek, 1985). A majority of working women experience sexual harassment in some form or the other at different phases of their careers. Considered to be an undesired physical action, sexual harassment fiddles with the self-respect of an individual. and creates a daunting, unfriendly, degrading, and offensive environment for women (Fitzgerald, 1993). The most common forms of sexual harassment are undesirable physical contact, comments, and compliments of sexual nature, help in return of favor in sexual nature, making colored remarks of sexual nature, and displaying pictures that are graphic and sexual. Sometimes even though the behavior of unwanted nature does not cause distress, it can still harm a person's self-respect and create an offensive work environment.

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The victim's perspective and the reactions are very important in judging whether the individual's self-respect is hampered or not in such a work environment (Pina, et al., 2009). Quite often circumstances that begin off guiltlessly wind up in improper and amateurish practices. It is very essential to keep in mind that harassment at the workplace is primarily sexual, unwelcome and the experience is subjective. It is the effect and not the aim that issues and it quite often happens in a matrix of authority and power. It is conceivable that a woman may encounter a solitary occasion of sexual harassment or a progression of episodes over some undefined time frame (Fitzgerald, 1996). It is critical likewise to recollect that each case is special and ought to be inspected in its specific situation and as per the encompassing conditions all in all.

Sexual harassment comprises of a breach in women's pride and equity. The base in a male-centric society and its expert judgment is those male co-workers are far more superior than their female counterparts and certain types of behavior towards women are tolerable. One such behavior includes sexual harassment at the workplace, which sees different types of such harassment, as safe and minor (Dekker and Barling, 1998). Regularly it is considered as the common behavior of their male coworker or innocent tease which the woman tends to enjoy. If this behavior is opposed, this is considered as gender discrimination in the working environment. It is an encroachment of the essential privileges of women and it disintegrates equity and puts the self-respect, psychological and social wellbeing of employees in danger (Fitzgerald, 1993). This promotes poor efficiency and a pessimistic result in their life and work. To additionally intensify the issue, profound established social personal standards of behavior, which develops a workplace gender hierarchy, victim-blaming, expanding disparity in the work culture, and the society too (Grainger and Fitzner, 2006). Even though workplace harassment has crossed a certain extent, women do not complain about such behavior to higher authorities because of dread of revenge from the assailant, fear of being fired from the job, being slandered, losing individual dignity (York et al, 1997).

Globally, sexual harassment at the workplace is usually considered as an infringement of the basic rights of a woman and brutality against females. Patriarchy prevalent in society permits brutality against females in both work and personal life. Generally, such unacceptable workplace behavior is just a reflection of male dominance over females. Socially speaking violence against women is a result of patriarchy and its value system where women are expected to adjust to their gender-specific roles. (Stockdale, 1998). These man-centric qualities and attitudes of both males and females represent the best test in determining and taking counteractive action of sexual harassment. Workplace harassment can be a type of violence, including social, financial, and human costs, which reflects how developed a country is.

Considering the hindrances in archiving the experience of victims of sexual harassment at the workplace, the full scale of the issue is still unknown. In any case, available research in the area demonstrates that it is common globally this is the only reason the validation is critical about the larger dynamics of woman's rights, as it handles the security of privileges of female employees the world over (Fitzgerald, Swan, and Magley, 1997). While the official figures for women's workplace participation are meager, a great part of the work that women perform is not recorded in official information accounts. Taking into account, that a majority of women workforce is utilized in the unorganized sector, they stay unprotected by laws. Without any laws or instruments to ensure them, proactive measures are required to make their work surroundings safer (Bajema, 1999).

Research Objective

The problem of sexuality in the workplace has been carried over from the societal concepts of gender-specific behavior and gender socialization. Women find this to be unwelcome, derogatory, and discriminatory and often identify this form of sexual aggression with SH. The effect of SH at the workplace has been found to negatively affect the psyche of the harassed (Fitzgerald, 1993). There has been substantial quality research examining the

phenomena and their impact on women. The objective of the paper is to highlight and discuss the possible antecedents, outcomes, and interventions on SH at the workplace. This research article focuses on individual aspects and aspects at the organisational level of why SH by conducting a review of literature on the antecedents of SH (Cleveland & Kerst, 1993). In the context of recent developments in SH, this study also stresses women's encounters with SH (Gutek, 1985). The study aims at facilitating organizations in identifying loopholes in SH redressal and developing effective anti-harassment policies and protective mechanisms.

Review of Literature

Definitions of Sexual Harassment

While evidence from current research reports SH in an occupational health setting, Quick (1999) neglected to explicitly characterize the same. This issue of characterizing the expression has turned out to be one of the more explored areas in the SH literature. Subsequently, Some researches show that more efforts are invested in examining the meaning and definition rather than the phenomenon itself (Mc Donald, 2012). Unmistakably the collection of literature on sexual harassment has expanded in the past 30 years and so has the rundown of meanings and definitions of the construct. However, one of the biggest troubles of examining SH is the absence of a comprehensive meaning. (Fitzgerald et al., 1988). A long audit was conducted by Cortina and Berdahl (2008) for 30 years by examining papers from 1998 and 2008 and offered that SH can be divided into three points of view - public, social-psychological, and legal. We quickly characterize and talk about each underneath.

Legal: The Equal Employment Opportunity Commission defines SH, 1980 (EEOC,1980), characterizes it as sexually unwelcome gestures, asking for sexual favors, and other sorts of physical and verbal abuse which influences a person's business and interferes with a person's assigned work or makes it frightening, negative, or a difficult workplace. As of late, the EEOC refreshed the actual definition to incorporate same-gender SH and currently also specifies that the victim and the harasser need not be employed by the same employer and the victim of the harassment can be anybody influenced by the lead, not the person straightforwardly focused on (Cortina and Berdahl, 2008).

Socio-psychological - The socio-psychological definition of SH is the highest enquired about definition than the legal one and it does not need negative results for guaranteeing SH. The definition centers under elucidation of the victim's story and is characterized as "undesirable sex-related conduct at work that is evaluated by the beneficiary as hostile, surpassing her assets, or undermining her prosperity" (Fitzgerald, Drasgow, Hulin, Gelfand, and Magley, 1997). Extensively, SH conduct, because of the socio-psychological definition, for the most part, fits into one class and one of the other five classes: completely sexist comments as well as to conduct, improper lewd gestures, requesting of sexual action, or remunerated sexual favors, constrained sexual movement that incorporate danger of discipline or rape (Till, 1980).

Public/Lay – The lay point of view impacts the management approach and how workers see what are the components of SH, the most enquired about of the other definitions (Cortina and Berdahl, 2008). The public definition developed as the perspectives of the overall population of how SH change after some time and is likewise in light of the women's subjective description of the frequency. More research has been directed because of the lay definition than alternate definitions. Further, it is this meaning of SH that impacts the workers and the senior employees and management perspectives of SH in the working environment (Cortina and Berdahl, 2008). This view of SH further demonstrates that females tend to incorporate a more extensive scope of practices that are sexually pestering as compare to male workers. (Rotundo, Nguyen, and Sackett, 2001).

Individual's Perceptions of sexual harassment at the Workplace

Despite several studies exploring SH and its definition, — a person's behavior is highly subjective when it comes to meet the standards for SH. (Ware Bolagh et al., 2003). Research conducted in examining individual's view of SH is suggestive of the following: Gender assumes a part, by and large, females are highly disposed than males to my practices in the work environment as a case of SH (Konrad and Gutek, 1986, York et al, 1997) and to see a more extensive assortment of practices as inappropriate behavior (Gutek, 1995), although not only so (Icengole et al., 2002). Even though an audit of the proof on gender differences because of provocation found that in general, women are more probable than men to see practices as sexually irritating. The status of the harasser does not impact perceptions; some of the studies found out that huge power differences between the victim and the harasser improve the probability of the circumstance being seen as workplace harassment. (Blumenthal, 1998). Icengole et al. (2002) found that the respondents were not inclined to recognize the practice of co-workers, contradicted to the seniors, as inappropriate workplace behavior.

Directionally, perceptions of SH are also impacted by the nature of the job, an investigation in an American manufacturing plant found that manual workers were more improbable than to name various commonly followed practices as SH (Icengole et al., 2002). A reasonable gap between various employers' understanding was revealed this was the situation for male and female workers both. Perceiving the distinctions would help in revising the policies, procedures, and individual employee development programs that consider the view of the workers. The duration of service also affects perceptions of SH. Rutherford et al. (2006) conducted a research and found that more extended the survey respondents had been in the job, the discernment was higher and that there was an issue of SH. The total figure to ascend from a mere 29% for the people with service of 2 years or even less, 40% with people having 3 to 6 years of service experience and increased about 48% of those who have an experience of 23 years or more of service.

Models Identifying Sexual Harassment at Workplace

Upon subsequent scrutiny of existing literature based on the public and the perception of the observer of SH, in 1995, Stockdale et al defined five different models for elucidating how an individual identifies certain behaviors as sexual harassment. They outlined five models called attribution, organizational power, experience, affect, and personal characteristics. Utilizing a self-report survey Stockdale et al. (1995) started testing all the five models individually - in which elaborate understanding of previous SH occurrences was gathered from US University students and staff. Multiple regression is well performed on specifically those respondents who had experienced some kind of SH to inspect how well the variables created under all the individual models anticipated acknowledgment of SH.

In the context of the experience, a victim gets, stockade proposed acts of SH traverse from inconspicuous comments and jokes on sexuality, to coordinate the physical ambush, naming an ordeal as a search for delay upon the sort and seriousness of the victim's experience. In the words of Fitzgerald & Hesson-McInnis (1989), there is trouble in perceiving such a scope of practices as having a place with a continuum, so individuals frequently botch harassment of both sexual nature and gender as contrasting with regards to classification. As per Baker, Terpstra, and Larnz (1990), introspecting research involving situations of SH reliably demonstrates that the seriousness of the hostile conduct will show whether observers label it as SH. Strikingly while testing the model, Stockdale et al. (1995) stated that victims who had encountered some looks from the colleagues in a sexual nature or contacting, presumably to having been harassed sexually. However, some individuals were forced to do favors or who were assaulted sexually did not. Consequently, seriousness as such did not seem to anticipate the affirmation of SH.

Regarding attribution, Stockdale et al. (1995) speculated that people would probably describe the conduct as SH if the occasion was viewed as consistent in recurrence and persistency, if related practices were rare in the workplace, and if the occurrence included distinctive conduct towards the victim. The results did without a doubt demonstrate that consistent and distinctive behavior improved the probability of acknowledgment of SH. Interestingly the respondent of the study was more likely to accept sexual harassment at the workplace if a similar kind of behavior was more frequent.

As far as affect is concerned, Stockdale et al. (1995) hypothesized that a few reports of undesirable conduct might be pretty much irritating to the victim then what it would appear to an eyewitness. For instance, Fitzgerald and Hesson-McInnis (1989) demonstrated that some observers found physical involvement in SH to be more intense than gender provocation or enticement of sexual nature. In any case, the assessments and encounters of real casualties did not concur with the observers' assessments. Therefore, the seriousness of experience may not be linked to even acknowledgment as SH. After testing the affect model, it was found out by Stockdale et al. (1995) that people who went through a negative effect experience were more likely to recognize SH. In this way, it appears that the negative affect is experienced because of the experience of harassment. (e.g., outrage, fear, perplexity, threatening vibe) can be more essential than real undesirable sexual conduct.

Organizational power alludes to an authority inside the organization. Pryor (1985) found that behaviors utilized as a part of situations will probably be marked as harassment of sexual nature if the position of the harasser was higher professionally than the victim. Stockdale et al. (1995) found out that if the professional status of the harasser was above the victim, respondents were more likely to accept the fact that they have been harassed sexually. After this model was tested, Stockdale et al. (1995) found that people who received attention from the senior management in a sexual way were most likely to view this as harassment. Sexualized consideration from peers even with was likewise a huge indicator, but still a lower degree than that of seniors. Along these lines, this model can show some clarification for the negative affirmation and reporting of SH at the workplace.

Finally, the personal characteristics model, by Stockdale et al. (1995) proposed that people have diverse views about SH and hence their response towards it varies diversely. They categorized a few conceivable variables, namely; background of education, marital status, the ethnicity of the individual, gender, and age. After this model was tested, Stockdale et al. (1995) found out that gender was the main factor predicting differences and acknowledgment, with women more prepared to accept SH more than males.

Antecedents of Sexual Harassment at Workplace

Recognizing the seriousness and pervasiveness of SH there have been numerous investigations concentrating its the antecedents and outcomes in the past twenty five years (Glomb, Munson, Hulin, Bergman and Drasgow, 1999; Willness et al. (2007) Rotundo,; Nguyen and Sackett, 2001 Lapierre et al., 2005; conducted a meta analysis exploring direct experience of SH, specifically the antecedence. The results proposed that tolerance of SH and the setting of job according to the gender of an organisation (ratio of women in the composition of the workgroup) have a higher impact in encouraging SH it is the most vital predictor of SH. According to Hulin et al. (1996), the leniency of the workplace climate can decide the visible danger seen by the victim of sexual harassment to complain to the senior officials about the act. Moreover, as per Williams et al. (1999), the stringent policies of the organization and methods for effective handling of SH specifically prompt employee encounters with related health and occupation-related outcomes.

Gender Ratio and Organizational Climate

In the words of Willness et al., (2007), the male-female ratio in the work environment has appeared to have a definite role in SH instances. The literature encompassing this problem has concentrated on the conventional part of the work with working environment conditions where females are all minority numerically (i.e masculine jobs) confronting more gender

conduct (i.e. showcases of manliness, animosity, sexism) and an improved probability of SH (Gutek and Morasch, 1982). According to Ragins and Scandura, (1995), females working in male-dominated environments frequently become targets of inappropriate behavior as they are seen as digressing from their sexual orientation part by going up against a man's job- role.

At a point when the females at the workplace are a minority, what is generally named as "token", they turn out to be unequivocally salient (Pryor and Whalen, 1997) and may experience hostility on this premise (Gutek, 1985). Hence, women might be less inclined to take a stand in opposition to SH, dreading alienation, more visibility, and reprisal from senior men co-workers (Carothers and Crull, 1984). It can be thus assumed, that occupations that are mostly influenced by women should have less pervasiveness of SH as compared to male-dominated occupations. In any case, as indicated by Gutek and Morasch (1982), occupations that are dominated by women are not safe from SH either. The distinctions appear to lie in who commits SH in the workplace environment (Lach and Gwartney-Gibbs, 1993), and it gives the idea that in women-dominated occupations, the provocation appears to probably originate from seniors. It is fascinating to take a look at the contradiction that specifically in the profession of nursing, the dominant part of attendants are in all probability hassled by male patients.

According to Carothers and Crull (1984), SH experienced by women in traditionally female occupations will probably follow the rule of "quid-pro-quo". They state that the accused disguises the role that society recommends for females and subsequently behaves improperly with female workers inside the work environment. Alternatively, in some nontraditional careers, females will probably face severe workplace hostility from male colleagues, at different levels of the work environment. In any case, it must be considered that types of SH are mutually related, and all forms can co-exist in the workplace.

As per Hatch-Maillette and Scalora (2002), even though SH is co-related with practices in corporate culture or scholastic set up, individuals who can deal with people of anti-social nature additionally encounter SH and are in danger of encountering sexualized conduct from the offenders. According to Brown (1998), SH seems to penetrate all occupations encompassing police and military officials, wellbeing and clinical, transport and taxi drivers, and restaurant service staff. As showed by Ragins and Scandura (1995), women involved in blue-collar jobs report higher SH encounters as compared to white-collar female workers, however, were more averse to respond to it, and decided to just overlook it. At the end of the day, blue-collar women workers tend to assent SH as a part of their work roles. In conclusion, the organizational setting as far as laxity and perceptions of resistance of SH, and adherence to guidelines and inhibition techniques assume a vital part in the rate and commonness of SH (O'Connell and Korabik, 2000). In the words of Riger (1991), when strategies are not defined, ladies will be hesitant to frame their experiences as badgering, provoking underreporting of the occurrence. As stated by O'Connell and Korabik (2000), if a company holds unequivocally to their strategies against SH, there is a drop in serious SH occurrences (i.e., sexual intimidation). This is a clear indicator that the mere presence of a policy against SH isn't sufficient to protect the privileges of women at work or to keep SH from occurring.

Organizational Power and Sexual Harassment at Workplace

It is widely recognized that one of the central antecedents SH, is power (Cleveland and Kerst, 1993). As per female researchers, SH is the maltreatment of power used to subordinate ladies (MacKinnon, 1983). The excellent definitions recognize social force as the ability of a person to impact the prizes and costs of another person without the other having any authority over the situation (French and Raven, 1959). If the harasser has no control over the work and finances of the victim then the affected could enjoy reprisal, official crying, or simply leave the condition to no individual expense. Along these lines, it is clear why SH can be seen as an example of the mistreatment of power.

Authoritative power may be viewed as the systematization of the recently referenced socio-cultural power hierarchy within associations (Ragins and Sundstrom, 1989). Exploration coordinated by Eagly and Mladinic (1989), has highlighted the way that sexual orientation related complexities in, formal statuses may be the purpose behind differentiations in impact among individuals. Men tend to possess even more high-status positions, however, ladies will most likely hold less skilled situations, as such having fewer opportunities to practice control over men. Eagly (1983), moreover saw that the individuals enjoying higher legitimate positions are required to set expectations of people possessing lower status positions. Directionally, harassing practices of the higher-status people come into the picture. The irrefutable consequence of such feelings is that men holding higher status positions maybe all the more enduring of such feelings and, increasingly inclined to bug ladies having a lower status.

A study by O'Connell and Korabik (2000), demonstrates that the status of the guilty as for the objective of the incitement prompts various issues. Bosses can practice control in two different ways: (1) by controlling business-related results, for example, advancements, assessments, pay rates and work schedules, or (2) by debilitating conceivable rebelliousness with organizational guidelines, demotions, and termination in certain cases. Along these lines, the supervisor's status and authority inside the association may be abused considering the end goal to accomplish sexual favors from women targets inside their domain. In reality, Gutek (1985) states that it is administrators who as frequently as conceivable will partake in these most extraordinary types of provocation.

According to Schulz (1998), contrasts in perceived power can be obvious among colleagues, and even though it tends to be of the less serious kind (i.e., threatening condition); SH among colleagues gives off an impression of being the most frequent type of inappropriate behavior. This revelation is rather perplexing as the distinction of power between the perpetrator and the target, and it possibly indicates that forms other than power do exist, which could lead to such inappropriate behavior (Cleveland and Kerst, 1993). Several studies are of the view that there also exists a masked approach for practicing power over a colleague, examples can include; downgrading through gender harassment strategy and not extending help or professional support (O'Connell and Korabik, 2000).

Some studies have revealed quite surprising facts, they explored that men occupying lower power positions in organizations tend to sexually harass women enjoying power positions, Benson (1984) named it as "contra power harassment". Although such kind of harassment is of a less serious kind, e.g. sexist jokes, still it creates a negative work environment for women. As per Gutek, (1985), usually aimed at degrading women in powerful positions, such instances are based on the conventional differences in gender. SH by subordinates of such nature can be seen as a strategy adopted by the offender to balance the power differences with the affected (O'Connell and Korabik, 2000).

According to DeSouza and Fansler (2003), as far as gender ratio is concerned, this sort of SH may happen where women in power positions are few. Although such forms of harassment might be an outcome of the strategy by males to balance differences in power, the female co-worker being a mere lesser number at the workplace, is never a reason for them to be pestered by their male counterparts. In their study, DeSouza and Fansler (2003) led an examination on SH encounters of male and female research scholars and the probability of male scholars to sexually harass.

Sexual Attraction and Gender Role Spillover

Powell and Jacobs, (1983), were of the view that one of the major antecedents of SH at the workplace could be attributed to the sexual or biological attraction between men and women. Taking this into account SH could be perceived as a natural extension of the process of choosing a mate; where the concept could be rationalized as an expression of interest about sexual attraction in a potential mate (Terpstra and Baker, 1987). Accordingly, the innate sexual drive in men to find a mate would be much more aggressive, and much

higher levels of aggression when expressed and exercised by some males to women who are not interested, would lead to SH. Thus, this urge in men to find a suitable mate and disapproval of the same by women and be considered to set the pattern for SH acts. A noteworthy point is that this antecedent of SH has been tailored to address men as offenders and women as victims, though different research and real-life experiences show that roles are sometimes reversed (Pina, Gannon & Saunders, 2009).

Having a strong link with sexual attraction, gender role spillover suggests that men tend to carry over their high sexual desire and gender-based expectations into their workplace. This leads to the perception of stereotyping women as an object to release the sexual urge instead of considering them as co-workers in a professional role (Gutek and Morasch, 1982). Spillover takes place in organizations dominated by both men and women, however following a different approach (Gutek and Cohen, 1987). In a job role where men are greater in number, the lesser number of females are —role deviates where they are given more sexual attention and are aware of this special attention. On the contrary job roles which are predominantly female-oriented it becomes difficult for women to differentiate between job and gender roles, therefore the extra sexual attention they receive is considered to be a part of the job (Cleveland and Kerst, 1993). According to Ragins and Scandura (1995), this leads to the conclusion that likelihood SH occurrences and would be higher in male-dominated organizations as compared to the female-dominated ones.

Vulnerability of the Victim

Numerous studies have recognized specific characteristics of the victims of SH as far as the issues of vulnerability and risk are concerned (O'Connell and Korabik, 2000). In any case, no methodical investigation of these selves, particularly in terms of SH antecedents. In most of the studies, women have been overwhelmingly spoken to as vulnerable targets of SH. (Lach and Gwartney-Gibbs, 1993). Hence it becomes quite crucial to identify those characteristics, which make them easy targets of SH at the workplace. A few of the individual attributes concerning vulnerability have been recognized, namely; age (Coles, 1986; O'Connell and Korabik, 2000); with more younger workers (less than thirty-five years) will probably be focuses of SH, and marital status (Whaley, 1997), with single or divorced women being more now and again targeted than wedded or widowed women.

The results seem to be perplexing and uncertain when it comes to education levels and victim vulnerability. The study by O'Connell and Korabik (2000) demonstrates that the SH vulnerability of women who are highly educated is comparatively more as compared with those women were had lower levels of educational qualification. In contrast, the research by Timmerman and Bajema (1999) reveals that the SH vulnerability of women with lower levels of academics was more as compared to those who were better educated. Although these outcomes give off an impression of being uncertain, on further scrutiny, it appears to be quite different. It has also been argued that although higher educated women might not be frequent targets, they have a better understanding of SH and are more likely to report the same. Additionally, women above forty were more likely to report such occurrences for men belonging to both higher and lower power statuses (O'Connell and Korabik (2000). This demonstrates that encounters of SH are primarily complex, and attempting to categorize women according to risk factors might be quite pretentious.

Consequences of sexual harassment

Abundant literature has explored the psychological impacts of SH on its victims (Willness et al., 2007). Consequences that are an immediate outcome of SH are typically segmented into two general classifications following the model proposed by Fitzgerald et al. (1995) model; i) job-related results, pertinent to the professional life of the victim, and ii) psychological and health-related consequences that are significant to the personal life of the victim (Pryor, 1995).

Job-related consequences

Concerning job-related resultant variables, the most frequently studied one in SH literature is job satisfaction. A few investigations have demonstrated that this dissatisfaction in job incorporates disappointment towards work, colleagues as well as seniors (Fitzgerald, et al. 1997), and others have demonstrated an immediate impact of increased job satisfaction, with decreased perceptions of SH exploitation (Mueller et al., 2001). Workplace SH was found to enormously diminish the employee's degree of attachment and commitment levels towards the organization (Willness et al., 2007). Employees who have been harassed frequently feel that their organization is equally accountable for such encounters and how frequently these happen, and also in not supporting them, by actualizing strict no-harassment policies (Hogler, Frame and Thornton, 2002).

Occurrences of SH seemed to have been connected to withdrawal from the firm (Gruber, 2003), where two different constructs have been used to measure withdrawal, work withdrawal (being late, careless, staying away from tasks related to work) and employment withdrawal (turnover, or intention to quit the organization; Hanisch and Hulin, 1991). In their meta-analytical study, Willness et al. (2007) demonstrate that SH and both the types of withdrawal are correlated positively, yet work withdrawal is all the more unequivocally identified with SH, with most employees revealing practices, for example, avoiding tasks and remaining absent from work rather than quitting. According to Lengnick-Hall (1995), SH also impacts the employee's productivity and leads to reduced ability in terms of; quality and quantity of work, co-operation, and negative attitude towards the job. As investigated by Williams et al. (1999), SH occurrences were reduced by implementing strong anti-harassment policies, which in turn enhanced the workplace commitment of women.

Research has additionally proposed a connection between SH occurrences and gender discrimination in the working environment. Tangri et al. (1982) have proposed a model of SH that is focused on the notion that; harassment is a result of sexism in the society and prevails to maintain male supremacy over women. A logical extension of this point of view is that the same societal and organizational components that lead to SH also create gender-based employment discrimination. Extending the theoretical connection between SH and gender discrimination, the two constructs are unequivocally connected to the legal point of view, which views SH as a type

of sex discrimination (Whaley, 1997). It is along these lines sensible to expect a positive connection between occurrences of SH and reports of sex discrimination.

Personal consequences

On an individual level, SH has been found to hurt the victim's mental well-being by comprehensively affecting their responses to traumatic situations and complete subjective well-being (Willness et al., 2007). Generally, a majority of employees who have been sexually harassed consider the negative consequences in their personal lives as an immediate aftereffect of SH (Crull, 1982). Numerous employees who have been harassed report an extraordinary scope of effect, from outrage, dread, and bitterness, to depression, embarrassment, and suspicion (Crocker and Kalemba, 1999). Some of them even report stress-related psychosomatic indications as an immediate outcome of SH at work, including - migraines and muscle pains, nausea, exhaustion, palpitations, and sleeping disruptions (Willness et al., 2007).

Even though some serious types of SH include real bodily risk and damage, which meets a portion of the criteria of PTSD, as indicated by Avina and O'Donohue (2002), more unobtrusive types of SH that may gather to view of physical danger, or sentiments of vulnerability as of now don't meet criteria for PTSD, yet should be additionally investigated to comprehend their full effect.

Coping Strategies Adopted by Victims

Different types of coping strategies are adopted by individuals to deal with sexual harassment in the workplace. Through an analysis of available literature, Knapp et al. (1997) discuss and focus on the varied responses to SH. They combine the categorizations by Gruber (1989), which suggests that the responses can be either self-focused or initiator-focused. The responses which are self-focused do not involve the offender, whereas initiator-focused coping responses directly address the offender. The analysis is illustrated in the figure given below:

Response Mode		
	Own-Response	Response supported by others
Self-Focus	Averting/Rejection: Frequently and the most ineffective in addressing SH.	Social Coping: Assists in dealing with undesirable outcomes but ineffective
	Dodging the perpetrator Job change Ignore the behavior Accepting the behavior Taking it jocularly Blaming oneself	Asking a friend to accompany, when the perpetrator is there Deliberating with sympathetic people Seeking psychological counseling

Figure 1: Target's responses to the harasser

Source: Knapp, Faley, Ekeberg and Durbois (1997)

This typology was supported by Sigal et al. (2003), who in their study explored the reactions of students to SH scenarios. The results revealed while addressing SH, coping strategies essentially active in nature were considered to be the most effective. In contrast, Mann and Guadagno (1999), explored that individuals reporting SH in educational institutions were considered to be less trustworthy and feminine. According to Stockdale (1998), it was more likely for women adopting confrontational to have experienced negative perception towards their jobs and switch jobs as compared to women resorting to passive coping strategies. The study by Sczesny and Stahlberg (2000), exploring SH in a call-center setting suggested that the majority of women either avoided sexual remarks made over the telephone and a few of them even, confronted and threatened the harassers.

Interventions to Address Sexual Harassment at Workplace

To address the issue of SH, organizations need to establish strong policies as far as identification, reporting, and settlement of such cases are concerned. According to Jensen and Kleiner (1999), organizations are faced with significant practical challenges in the implementation of remedial actions, variations in perceptions of SH, and the need to maintain the confidentiality of both the parties involved. Over the years crucial efforts have been made by researchers, administrative heads, and HR practitioners in designing and implementing effective strategies for handling grievances about SH, as the victims rarely make formal complaints according to internal organizational policies (Firestone & Harris, 2003). In the words of Walters (2008), in the context of SH cases, futile complaint-handling and under-reporting can negatively impact the organizational environment and employers can be held liable if proper redressal of the complaints is not facilitated. Originating from SH prevention literature a framework was developed entailing prevention strategies

comprising; primary, secondary, and tertiary prevention (Chamberlain et al. 2008). Providing conceptual objectivity in acknowledging the functions, timing of organization-level avoidance strategies, and offering practical guidance for practicing managers, the framework additionally aids in reducing organizational losses in handling SH. A typology of the primary, secondary, and tertiary prevention strategies are illustrated as under (Figures 2, 3 & 4).

Subject	Suggestions	Selected Studies
Prevention Policies	It also quite pivotal for the organizational members to understand the parameters of SH and directionally adopt a consultative approach.	Near and Miceli (2008),
	Visibility is an important aspect of an effective SH policy and clear behavioral norms and visible statements on tolerance of SH should be displayed.	Bell, Cycyota, and Quick (2002)
	A clear statement of intent specifying the penalties for violation should be enforced.	Masters and Albright (2002)
Prevention Training	Training impacts the organizational culture and leads to greater recognition of SH.	Antecol and Cobb-Clark (2003)
	Training for managers should include conflict management, encompassing the management of emotions and techniques of facilitation.	Cloke (2001)
	Training should address gender-relevant cultural issues and it should be developed from information gathered from organizational assessments.	Zippel (2003)

Figure 2: A typology of Primary prevention strategies

Subject	Suggestions	Selected Studies
Appropriate Manager Responses	Complaints lodged by the harassed were often viewed by managers as clashes in personality or interpersonal differences.	Edelman et al (1993)
Availability of Multiple Channels of Reporting	Employees perceived greater opportunities for procedural justice in the formal dispute processes than through informal grievance processes.	Hoffman (2005)
Mediation	The involvement of a third party is quite essential for to settle the dispute and reach a compromise.	Liebmann (2000)

Speed of Grievance Processing	Employees preferred to complex systems involving longer decision periods, than simple systems, that were quicker or biased.	Harlos (2001)
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Figure 4: Tertiary prevention strategies

Revelations and Legislation in the context of Sexual Harassment

This section highlights the revelations in the form of the #metoo movement and its subsequent impact on organizational policies and outlook. We also discuss the legislations following the movement and the emerging issues which should be considered by firms in ensuring effective identification, reporting, management and resolution of SH occurrences across departments and hierarchies.

The #MeToo movement

The #MeToo movement empowered women and give them confidence and power to come forward and share their experience about workplace harassment, physical assault, and inappropriate behavior from their co-workers. The #MeToo movement gained popularity when Tarana Burke spoke about her experience in 2006 and then famous actress Alyssa Milano shared it on October 15, 2017 (Hu, 2017). This movement gained worst popularity within just 24 hours as the #MeToo phrase was used why around 12 million people across the globe. It was tweeted more than 2,00,000 times, and thus gained mass momentum (Sheyner, 2018). This movement brought into the limelight. The behavior of male co-workers who took advantage of their corporate position. It bought out cases of women where they were placed in compromising positions for hiring and promotion processes even though they were deserving (Robinson et al., 2013). Many women kept quiet rather than complaining to authorities about what they were going through. The #MeToo movement brought about a lot of women together into one platform where they gathered the courage to stand for each other and share their past experiences.

The 2018 Golden Globe awards were inspired by this #MeToo movement and people who were present at the function showed their support to the victims of harassment by wearing black gloves. It was found that the maximum of the survivors were the victims of harassment from their senior colleagues and it also bought out how they dealt with it (Kadvany, 2018). Give me or may not have been employment due to #MeToo but it has changed their careers, The status of the emotional health, and the power to motivate other women. According to Mary Kovach, Miami University, Oxford, Ohio, US; it can be assumed that the accused male co-workers expected a certain degree of respect while exerting their power over the victim (Gamian-Wilk and Madeja- Bien, 2018). Hence the motivation to succeed in the victim would gradually decrease. The #MeToo movement brought into limelight the complicated relationships within corporate sectors, the bond between the higher authorities and employees, and the dynamics of power exerted on the lower-level workers. From the various examples, it can be seen how women have struggled over years and this movement brought about a change in the behavior of male co-workers and also raised standards about how a female co-worker should be treated at the workplace (O'Reilly and Banki, 2016).

#MeToo movement -A demonstration of the complexity of voices:

The phenomenal #MeToo movement has brought about a revolution. Many people who were silently facing the trauma of sexual harassment since so many years, even decades ago, have finally gathered the courage to speak up. This movement has turned all those traumatized voices into a mass movement (Creswell et al., 2018). The main highlight of this #MeToo movement is to bring out those trapped voices engaging in disclosure and also finding out the reactions to such disclosures. Although all the reactions associated with the movement might not have been positive, it has helped in a progressive mindset about how

the society should behave and treat sexual harassment cases (Ferris et al., 2017). According to Tarana Burke (2017), #MeToo is the initial point on the 'trajectory for healing'. And the combination of all such healing points lies ahead. This movement will become even more successful when all the stories are heard and supported. (Human Rights Watch, 2015).

Impact of #MeToo in Organizations

The phenomenal #MeToo movement has also positively affected workplace culture. It started from a forum for experience sharing and has made its way up as a slogan that sets up standards of behavior of co-workers, seniors, and people from higher management (Cortina et al., 2013). This has again given rise to another movement popularly called as #TimesUp. Even though the primary focus of both these movements is Sexual Harassment, the #TimesUp movement also brings into consideration the broader issues of inequality in the workplace, inequality in societal institutions, and fair pay for equal work (Zhang et al., 2017). #TimesUp focuses more on the war waged against workplace inequality that has been there for quite a long time. Workplace inequality has crossed the world of individual stories connected with the #MeToo movement. All because of historic movements like #MeToo and #TimesUp various organizations and higher-level authorities might be unwilling to protect the alleged employees and are more likely to achieve just and equitable settlements (Andrews, 2017).

Male co-workers are focusing more and amending their assumption of acceptable behavior with female co-workers as a result of #MeToo (Porter, 2018). There has been a legal increase in cases of 'hugging' and 'digital harassments on social media platforms' this year as the behaviour of co-workers which was acceptable earlier; as normal; is under focus after the #MeToo movement took place. Various organizations are amending and updating their HR norms and protocols to include more comprehensive policies and procedures for harassment (Grinberg, 2018). Many organizations have refurbished their policies about harassment and they now offer training to all employees and the senior officials. Most of the training focuses on understanding what behavior is coined as sexual harassment and asking the employees to come up and report about such behavior (Scott and Duffy, 2015).

Issues relating to legislation

The main problem of legislation is the effectiveness of the policies. Many organizations have various policies for the protection of employees but they still do not implement it. One of the most important highlights of the #MeToo movement is that it showed a lack of conformity with the present policies, even in countries where the legal framework is strong. Continuous checking is also an uncommon thing. Only when a case is disclosed, the organization monitors the policies and employees. Countries like Belgium, despite having a high level of involvement in various campaigns, still faces issues of compliance. According to the Government of Sweden (2018), they have many policies and tools against discrimination and harassment at the workplace, but the size of petitions of #MeToo and other similar campaigns proves that there are still many lacunas in the field of compliance. Pillinger (2017) added, there is no data present on the total harassment cases supported by "person of confidence" as these remain confidential. In Iceland, the legal coverage and policies against sexual harassment are strict and with the recent ordinance (2015), there is a tremendous pressure on the employers to protect the employees. According to EEOC (2016), many employers do not act in the right way even after getting many complaints from the employees. Employers should be trained better and made aware of how they should deal with such complaints. And financial consequences can be applicable if these employers do not support the employees and their cases.

Legislation needs to be more inclusive

Countries across the globe are choosing more comprehensive labor policies for their organizations, whereas Labor welfare organizations like ILO, have found out loopholes in the legislation about the scope - specifically about which person and at what time and where are they protected legally. The most vulnerable workers are domestic help who are working

around the house (Leung et al., 2011). They are more susceptible to violence as they work at the houses of the employers and most of the time they are not protected under any clause of the legislation. Most of them are on a contractual basis; hence they have limited coverage. Only a few job seekers are covered under violence and sexual harassment provisions although they too are prone to it (Renn et al., 2013). A survey conducted by Edison Research in 2018 found out that the economy where contract-based freelancing work is provided to job seekers has a soaring number of workers who have faced sexual and workplace harassment.

Another survey conducted by Hegeswisch and Hess in 2018 found out that people such as female cleaners, sweepers, farm helps, and housemaids are at severe risks as they are in a male-dominated job domain and they have a temporary work visa. Many of them are immigrants without proper legal documents. In a lot of countries, the term 'workplace' is defined very narrowly. Most of the countries define the workplace as the location where a person works physically. Many people face abuse and harassment while traveling to and from work. Some of the employees face harassment at office events and even on social media platforms from other co-workers. Research by National Women's Law Centre in the US found out that Title VII and state anti-discrimination Laws provide harassment protection only for certain employees.

Employees need to be protected from all kinds of harassment at their work irrespective of the size of the organization or the nature of their work. Title VII only covers organizations that have at least fifteen or more employees (Porath and Pearson, 2013). For the organizations that employ less than 15 people, there is no legal coverage for harassment at the workplace. Hence reducing the minimum employee count for sexual harassment and other anti-discriminatory laws, like many other countries is the need of the hour (Sias, 2009). This would make certain that all employees working for small organizations will also be protected from harassment. Most of the anti-discriminatory policies of the state and Title VII only provide cover to employees working on the job. This leaves the independent contractors and freelancers without any kind of legal coverage against sexual harassment. Some organizations also misclassify some people as independent contractors hence limiting their scope under sexual harassment protection (Wu et al., 2016).

Conclusion and Implications

Sexual Harassment at the workplace is a protracted issue and its repercussions negatively impact the well-being of the individual as well as the organization. Employees who have been subjected to such instances are most likely to experience high levels of stress, feelings of depression, and overall psychological imbalance. In light of the reviewed literature, it can be stated that SH does not refer to any singular undesirable conduct; rather it is a frequent occurrence with increased relentlessness with time. The tenacity of such behavior leads to helpless situations for the victim as a result of their increased vulnerability to the occurrence. The adverse recollections of these situations, often project the perpetrator's mindset that tends to think of women the workplace as easy targets. Our current examination of the antecedents, consequences, and interventions suggests that SH is a persistent occupational issue and although there has been substantial progress in addressing some aspects of the same, still some grey areas also need to be dealt with.

Despite a plethora of studies on SH, its antecedents, outcomes, and impact (both at the organizational and individual level), we still seem to struggle when it comes to providing a sound working definition of SH. This constraint in definition also limits our ability in developing operative strategies to deal with the ominous phenomena at the workplace (McDonald, 2012). The characteristics of both the victim and the offender need to be stressed upon as the very face of the workforce is continuously evolving, which requires profound introspection. This approach would lead to a proper investigation of the antecedents and effective predictability of the outcomes. Providing a more comprehensive

and broad definition is crucial in dealing with SH instances at the workplace. As the participation and leadership of women in their professional domains are increasing at a staggering pace, their perceptions of SH is also evolving. Such changes in perceptions of women employees are resulting in a different attitude toward; work, feminism, sexual conduct, gender-specific roles, and responsibilities. Hence women are more likely to label a particular behavior as a form of SH.

A comprehensive understanding of the relative antecedents is quite essential on the part of organizations to formulate preventive mechanisms and coping strategies. The success of coping mechanisms will depend on proper identification of the precursors of such occurrences, characteristics of the offender, victim vulnerability, and avoiding abuse of organizational power. Such interventions shall ensure that employees who encounter SH are amply supported and encouraged to adopt coping strategies. However, it is pivotal for the organizational strategies to be implemented in the appropriate time and manner to reduce the need for individual action. Considering the complexity of the modern-day workplace organizations must create a climate that is unreceptive to SH in any form yet completely open and supportive for those who come across such instances.

Researchers, practitioners and organizations alike must analyze women's responses to various instances of sexual harassment at the workplace. Such information can be utilized by the concerned authorities in creating a more transparent framework for SH identification and its ramifications. The scope of work based on these developments could aid in forming situation-specific interventions and would adequately equip organizations to combat SH at the workplace. To predict the outcomes of such inappropriate behavior, organizations need to understand the axiological process of SH occurrences in its complete entirety. The time has come for organizations to avoid a bureaucratic approach for addressing SH cases; rather they should develop mechanisms that would encourage women to report such instances without any reluctance whatsoever. Organizations should understand the pain behind victimization and its enduring impact on the life of the affected.

Examinations of several factors, some of which have been studied in much detail by researchers include – gender ratios in organizations, organizational power, and victim vulnerability that have been found to effectively aid policymakers. Hence it is high time for future research to conduct a complete investigation of SH by adopting a more inclusive approach and detect all the factors and multifaceted dynamics that co-exist between the antecedents, perceptions, and outcomes of SH.

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