

**A STUDY ON DETERMINANTS OF SEXUAL HARASSMENT AMONG  
FEMALE EMPLOYEES AND IT'S EFFECT ON TURNOVER  
INTENTION & WORK ENGAGEMENT.**

by

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## DEDICATION

... to my

beloved parents,

Idris Bin Zakaria

Allahyarhamah Kamarunisa Binti A. Zaladin

Dearest sisters, colleagues, friends...



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Bismillahirrahmannirrahim... Alhamdulillah...

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## ABSTRAK

Gangguan seksual adalah satu tingkahlaku salah yang boleh menjejaskan kesejahteraan dan produktiviti di sesebuah organisasi dan ia adalah satu amat memudaratkan, memakan masa dan penyebab serius kepada ketegangan di tempat kerja dan ketidakpuasan dalam kerja. Oleh itu, kajian ini berhasrat untuk memberikan gambaran mengenai apa yang dimaksudkan dengan gangguan seksual dan mengenalpasti penentu-penentu atau faktor-faktor seperti tahap pengurusan organisasi (tanggungjawab organisasi, dasar dan polisi organisasi dan latihan), kemahiran kepimpinan, personaliti (*Neurotism, Agreeableness, Openness, Consciencetiouness* dan *Extroversion*) dan keselamatan kerja di kalangan pekerja wanita dan kesannya terhadap keinginan berkenti kerja dan juga dan pengekatan dalam kerja. Data telah dikumpulkan daripada 151 pekerja wanita di tempat kerja dari pelbagai jenis pekerjaan di Pulau Pinang dengan dua belas hipotesis telah dirangka bagi mencapai objektif kajian. Sebagai hasil, kajian ini bertujuan untuk melihat pengurusan organisasi (tanggungjawab, polisi dan latihan), gaya kepimpinan, personaliti dan keselamatan kerja dan gangguan seksual di kalangan pekerja wanita di tempat kerja. Lanjutan dari itu, kajian ini juga bertujuan untuk melihat pautan gangguan seksual dan hubungkaintnya dengan keinginan untuk berhenti kerja dan pengekatan kerja seseorang itu di sesebuah organisasi. Di samping itu, dapatan kajian menunjukkan bahawa terdapat perhubungan positif tetapi tidak ketara bagi tanggungjawab organisasi, dasar/polisi organisasi dan personaliti (*Agreeableness*) untuk Gangguan Seksual yang menunjukkan bahawa komitmen dan sokongan organisasi untuk menghentikan gangguan seksual dalam organisasi. Hasil kajian juga menunjukkan bahawa gangguan seksual adalah signifikan dengan keinginan untuk berhenti kerja dan juga pengekatan seseorang pekerja itu dalam sesebuah organisasi.

## ABSTRACT

Sexual harassment is a misconduct behaviour that affects the wellbeing and productivity on an organization and it was an extremely detrimental, time consuming and a major cause of workplace tension and job dissatisfaction. Thus, this study intends to give an overview on what is the sexual harassment and to identify the determinants Organization Climate (Organization's Responsibility, Organization's Policy and Training), Leadership Skill, Personalities (Neurotism, Agreeableness, Openness, Conscientiousness and Extroversion) and Job Insecurity of Sexual Harassment among female employees and the effect of Sexual Harassment on Turnover Intention and Work Engagement. Data were collected from 151 female employees in various workplace and profession in Penang with twelve hypotheses were formulated in order to achieve the objective of the study. As an outcomes, this study designed to examine the Organization Climate (Organization's Responsibility, Organization's Policy and Training), Leadership Style, Personalities (Neurotism, Agreeableness, Openness, Conscientiousness and Extroversion) and Job Insecurity as a physical outcomes of sexual harassment among female employees in the workplace. Further to that, this study also designed to examine the links of Sexual Harassment toward Turnover Intention and Work Engagement. In addition, the finding reveal that there are positively related but not significant for Organization's Responsibility, Organization's Policy and Agreeableness to Sexual Harassment which shows that the commitment and support of the organization to stop sexual harassment in organization. Findings also revealed that the sexual harassment has significantly related to Turnover Intention and also Work Engagement.



## **Chapter 1**

### **INTRODUCTION**

#### **1.1 Introduction and Background of Study**

Sexual harassment is a problem that universally being faced by all workers all over the world. Sexual harassment is one of the most common forms of sexual violence faced by women especially in the workplace. It refers to any unwelcome sexual behavior includes unwanted touching, lewd remarks, displaying pornographic photos, blackmails for sexual favors and others. Other than in the workplace, women are sexually harassed in the streets, in public transport and also at other places. Unfortunately, the reality shows that only very few women report as being sexually harassed and most of them are shy to report. It is because most of them feel that there will be no or very little action can be taken against the harasser by the management (workplace). They also feel fear or worry that they might lose their job if they lodge the report. Further to that, they may worry about their safety if they lodge the report.

According to Sabitha (2008), sexual harassment is an unwelcome or uninvited behaviour or sexual nature, which identifies as offensive, embarrassing, intimidating or humiliating and may affect an employee's working performance, health, career or livelihood. Sexual harassment actually was permitted in the act. According to Sabitha (2005), in Malaysia the act of sexual harassment violates Article 8(2) in the Federal Constitution that reads "there shall be no discrimination against citizens on the ground of religion, race, descent, place of birth or gender ...". In Malaysia, the Code of Practice and Eradication of Sexual Harassment in the Workplace was established by the Human Resources Ministry in 1999. It was implemented on a voluntary basis and is a practice guideline for employers to establish an internal mechanism to handle issue of sexual harassment at the workplace. It also



acts as a guideline to employees, trade unions and other relevant parties on the protection of the dignity of men and women at workplace (Sabitha, 2005).

The Code of Practice also recommends that the in-house mechanism should have a policy statement prohibiting sexual harassment in the organization, a clear defined what is the sexual harassment, the grievance procedure, disciplinary rules and penalties against the harasser and those who make false accusation, protective and remedial measures for the victim, promotional and educational program to explain the organization's policy towards the sexual harassment and to develop awareness of sexual harassment and its diverse consequences among the all the level such as employees, supervisors and managers. Hence, the Malaysian Panel Code made special provision for sexual harassment offences and listed out appropriate punishment.

According to Mohd Nazari et al. (2007), in view of this rising trend of women in the workforce in Malaysia, where almost half of them were economically active by the year 2000, considerable attention from management and policymakers on sexual harassment issue is important. At the same time, more women are entering occupations traditionally regarded as male-oriented such as engineering, medicine, management, etc. (Mohd Nazari et al., 2007). Therefore, based on above statement it shows in current situation, there is no obligation towards work between women and men. As such, they (the female workers) are increasingly exposed to the situation of sexual harassment in their workplace (Mohd Nazari et al., 2007).

According to Sabitha (2008), in Malaysia quite recently it has been recognized as uncontrollable and demoralizing organizational problem. The issue regarding sexual harassment caught the public eye when the Ministry of Human Resources in Malaysia came up with a Guideline For Sexual Harassment in the Workplace 1999 (Ministry of Human

Resources, in Sabitha, 2005). Since sexual harassment in Malaysia was only recognized in 1999, it is difficult to determine the pervasiveness accurately at workplace.

From the past studies by Sabitha (2005), results has indicates that sexual harassment taken place on the large scale than is generally acknowledged and that the consequences to the victims can be quite dramatic and severe such as consequences in terms of both psychological stress and loss of tangible job benefits. In the past, such unwanted sexual remarks and advances have been taken for granted in the workplace. It was regarded as so much a part of normal working life that few people, apart from the victim are aware of its happening (Sabitha, 2005).

According to the guidelines by Ministry of Human Resources in Malaysia, sexual harassment seen in accordance to the two main legal criteria, whereby the definition is quite similar to the one developed in the United States. The first looks at harassing behaviour in purely contractual terms sometimes called quid pro quo harassment. It means in order to obtain a job, win the promotion, or gain access to training opportunities or other benefits the granting of sexual favours becomes a contractual term, either explicitly or implicitly. Failure to conform may lead to non-employment, denial of training and promotional opportunities, demotion, poor work assignments, or dismissal (Department of Women's Development, Ministry of Women, Family and Community Development in Sabitha, 2005).

The second is related to the creation of unreceptive working environment that is sexual annoyance where there might be no direct contractual dimensions involved. It is where there may be no clear contractual gain or penalty, but where a pattern of behaviour based on sex develops and creates an uncomfortable and hostile work situation for the victim. Such behaviour has the purpose or effect of unreasonably interfering with a person's performance on the job or creating an intimidating, hostile or offensive working environment (Sabitha,



2008). Despite these guidelines, sexual harassment remains an occupational hazard for workers in an organization. This was evidenced whereby there were 32 cases were referred to Ministry of Women, Family and Community (Department of Women's Development, Ministry of Women, Family and Community Development, in Sabitha, 2008).

According to Ponmalar and Sabitha (2013), there was total of 99 articles in various categories which were related to sexual harassment issue were published in Malaysian's newspaper from the years 2003 to 2011 and this would be an average approximately atleast 1 news article in a month (Refer to Table 1.1).

Table 1.1

*Total number of news articles according to the category and year*

Catogery	2003	2004	2005	2006	2007	2008	2009	2010	2011	Total
Cause and effect of sexual harassment	1	1		1		2		1		6
Need for sexual harassment Act	1		1	2	5	2	3	3	2	10
Sensationalized sexual harassment case	13		1			6				20
Coping with sexual harassment	1		5	3	2	1	2	1		15
Employment Act 1955		3	1		2	4	1	6	1	18
Victims voice		2		1	1		1	1		6
Sexual harassment outside the workplace		1	3					11		15
Total	16	7	11	7	10	15	7	23	3	99

Source: Ponmalar and Sabitha (2013)

## 1.2 Occurrence of Sexual Harassment in Malaysia

In Malaysia, the sexual harassment is becoming an issue that many companies in all over Malaysia are experiencing regularly (Sabitha, 2005) . The sexual harassment issue in



Malaysia started to catch the eye of the public in 1997 when Lillian Therera de Costa alleged Jennico Associates Sdn. Bhd. that she was constructively dismissed or forced to resign due to sexual harassment issue (Sabitha, 2005). Start from there, the sexual harassment issue is increasing and starts to be published in the news papers and media such in a local Malay newspaper was highlighted that 10% of the women in Malaysia are suffering from sexual harassment in the form of threats, another 10% experienced the misconduct in the form verbal harassment, while the remaining 80% were subjected to non-verbal harassment such as hand signal, lips licking, blowing kisses, winking and ogling (Hariyati, 2010).

Recognising that sexual harassment is a widespread problem, the Ministry of Human Resources (MOHR) Malaysia, launched the Code of Practice on the Prevention and Eradication of Sexual Harassment in the Workplace (Code of Practice) in August 1999 and this Code of Practice is the first and the was known as the only official definitive document to address the issue of sexual harassment in Malaysia (Bernama, 2013).

### **1.3 Problem statement**

The issue on sexual harassment has only recently gained some serious attention from various parties involving researchers, academicians, policy makers and publics. According to Weeks et al. (1986), the first mentioned of it were from case studies in mid 70s. Despite its invisible existence, sexual harassment has always plagued women for years because society considered it more some sort of private problem rather than public issue sexual harassment in the workplace is actually an experience excruciating feelings experience and its will effect to the victims feeling. The victim will face oppression, hate, anger, anxiety, and irritability, passive, humiliated and lost control that can affected to the emotional, psychological, and physical health of the victims (Weeks et al., 1986).

Over the last decade, there has been a growing awareness worldwide of the existence and the extent of sexual harassment in the workplace. Governments, employers and employees in organizations in both industrialized and developing countries have introduced the range of laws, policies and procedures aimed to preventing and combating the sexual harassment. Given this proliferation of methods planned to prevent sexual harassment, it is useful to review their development and consider the range of issues encountered in designing them, as an aid to identifying the most effective ways to battle sexual harassment at the workplace in the national and international levels (Weeks et al., 1986).

The last decade has seen a considerable growth in awareness of harassment at work, leading to widespread recognition that this is a problem that must be addressed if the promise of equal work partnership between the males and the females employees are to be implemented. As more women enter the workforce world, levels of sexual harassment appear to have increased and increased from time to time. According to Weeks et al. (1986), mentioned that there is a study conducted at United Kingdom indicated that between 16 percent to 75 percent of women at work report the existing of sexual harassment experience, while 95 percent of female students report the existing of sexual harassment experience. Based on the above statement, it can be concluded that even the percentage women employees experience's the sexual harassment in workplace is less compared to female student experience, however it can't be denied as the percentage is quite high also.

Currently, the Malaysian government is now working towards having 55 percent of female participation in the country' labour force by 2015 (Ponmalar & Sabitha, 2013). As more women are start to begins the workforce, it sets the stage for sexual harassment threat (Ismail & Lee, 2005). Therefore, based on the statement, there is a strong need to protect all these women in the workplace as they deserve a safe workplace that free from sexual



harassment and discrimination. Moreover, according to Ponmalar and Sabitha (2013), there are women's activist groups in Malaysia that have been working to bring greater awareness to the issue of sexual harassment since the 1980s in particular the need for a Sexual Harassment Act.

#### **1.4 Research Objectives**

This study is to contribute towards enhancing the understanding of the nature sexual harassment situation in Malaysian workplace. Therefore, the main objective of the study is focussing to investigate what would be the degree of sexual harassment happen in Malaysia and to examine whether the Independent Variables (Organizational Climate, Leadership Style, Personality and Job Insecurity) are related to Dependent Variables (Turnover Intention and Work Engagement) in addressing Sexual Harassment among female employees.

Based on the above statement, the present study is aimed at addressing the following objectives:

- (1) To study whether Organization Climate is related to Sexual Harassment.
- (2) To study whether Leadership Style is related to Sexual Harassment.
- (3) To study whether Personalities (Neurotism, Agreeableness, Openness, Conscientiousness and Extroversion) are related to Sexual Harassment.
- (4) To study whether Job Insecurity is related to Sexual Harassment
- (5) To study whether Sexual Harassment is related to Turnover Intention.
- (6) To study whether Sexual Harassment is related to Work Engagement.

#### **1.5 Research Questions**

The present study is aimed at addressing the following questions:



- (1) Is there any significant relationship between Organization Climate and Sexual Harassment?
- (2) Is there any significant relationship between Leadership Style and Sexual Harassment?
- (3) Is there any significant relationship between Personalities (Neurotism, Agreeableness, Openess, Consciencetiouness and Extroversion) and Sexual Harassment?
- (4) Is there any significant relationship between Job Insecurity and Sexual Harassment?
- (5) Is there any significant relationship between Sexual Harassment to Turnover Intention?
- (6) Is there any significant relationship between Sexual Harassment to Work Engagement?

#### 1.6 Definition of Keys Terms

Table 1.2:

*The definition of the keys terms.*

Key Terms (variables)	Definition
Sexual Harassment	Sexual harassment is define as“unwanted conduct of a sexual nature, or other conduct based on sex affecting the dignity of women and men at work which include physical verbal and nonverbal conduct” (Equal Opportunities Commission (EOC), 2005).
Organization Climate	An organization’s climates are the concepts people share about the organization (Schneider, 1975). According to Zohar and Luria (2005), organizational climate can be defined as the

	<p>shared perception of what behaviors are expected and rewarded inside the organization. However, it has been further defined as a manifestation of the deeper elements of culture (values, beliefs, and assumptions commonly held), and a reflection of the collective attitudes and behavior of the organization member (Burnes &amp; James, 1995).</p>
Leadership Style	<p>Leadership style depicts the way in which a leader attempts to influence the behavior of subordinates, makes decisions regarding the direction of the group, and keeps a balance between the goal attainment function and the maintenance function of the group (Fertman &amp; Van Linden, 1999).</p>
Personality	<p>Personality was describe as an abstraction used to explain the consistency and coherency in an individual's pattern of affects, cognitions, desires and behaviors (Revelle et al., 1980). What ones feels, thinks, wants and does changes from moment to moment and from situation to situation but shows a patterning across situations and over time that may be used to recognize, describe and even to understand a person (Revelle et al., 1980).</p> <p>There are five dimensions of Personality will be included in the present study. According to Costa and McCrea (1992), the five-factor model of personality includes traits of extroversion, conscientiousness, agreeableness, neuroticism, and openness to experience. Extroversion describes an individual who is</p>



	<p>comfortable with social relationships. Extroverts are viewed as warm, gregarious, assertive, active, and exhibiting positive emotion. Conscientiousness refers to a characteristic involving goal focus, dutifulness, self-discipline, and competence. Openness to experience suggests an attraction to new ideas, concepts, actions, or feelings. Neuroticism is defined as the degree to which stimuli elicit negative emotions from the person. Agreeableness is defined as the number of sources from which an individual takes his or her norms for appropriate behavior. Costa and McCrae (1992) describe an agreeable person as trustworthy, compliant, modest, and altruistic.</p>
Job Insecurity	<p>According to Greenhalgh and Rosenblatt (1984), job insecurity was defined as powerlessness to maintain desired continuity in a threatened job situation.</p>
Turnover Intention	<p>According to Carmeli and Weisberg (2006), turnover intentions refer to three particular elements in the withdrawal cognition process (thoughts of quitting the job, the intention to search for a different job, and then intention to quit). Turnover is an employee's permanent movement beyond the boundary of the organization (Rahman &amp; Nas, 2013).</p>
Work Engagement	<p>Schaufeli et al. (2002) define work engagement as a persistent and pervasive affective-cognitive state of being characterised by vigour, dedication and absorption.</p>

## 1.7 Significance of Study

As stated earlier, the sexual harassment at work is recognized as an unwelcome or uninvited behavior of sexual nature, which is offensive, embarrassing, intimidating and its affected employee's work performance, motivation in work, health, career or livelihood. According to Keyton and Rhodes (1997), sexual harassment is considered as an ethical issue primarily because it can create harms to others. Thus, organizations must to create a secure workplace environment for the working place.

In view of globalization and diversity for tomorrow's workforce, women and men are required to work closer or work together. Therefore, the tendency of the sexual harassment being occurred is high. Additionally, the fact that the sexual harassment has become a legal issue simply confirms its ethical foundation. In other words, sexual harassment creates such harmful significances that it must be brought to the attention of both (organization and employees) by providing legislation to make it legally wrong.

According to Kamal and Tariq (1997), the topic of sexual harassment in the workplace was virtually unstudied until past two decades. However, the focus on sexual harassment has led to research on two questions (1) how do people define sexual harassment? (2) How common is sexual harassment? These questions are important for doing research, and for making laws and regulations for sexual harassment, and for the establishment of procedures to remedy the problem, which are ought to reflect public consensus. Further, it deserves study because it has negative consequences for women workers and organization (Gutek & Dunwoody inside Kamal & Tariq, 1997).

As stated in previous, the sexual harassment is becoming an issue that many companies in all over Malaysia are facing. According to Hariyati (2010), there are 10% of the women in Malaysia are suffering from sexual harassment in the form of threats, another 10%



experienced the misconduct in the form verbal harassment, while the remaining 80% were subjected to non-verbal harassment such as hand signal, lips licking, blowing kisses, winkling, ogling and other.

Thus, as an overall the sexual harassment is an issue which has become a crisis in Malaysian society especially for those who really concerns on high moral behavior. It is therefore necessary studies to be conducted on this issue. Findings from this study may increase understanding of the phenomenon and the real scenario of the sexual harassment. The results obtained will be benefited to many parties including educators, counselors, industry managers, policymakers, voluntary organizations, NGOs, and other parties whether to develop policies, improves coding practices, adapting methods, to develop the next steps for further study and any other solutions.

## **1.8 Organization of Chapter**

This study was organized and designed by chapters. The first chapter, which is Chapter 1, is focusing on an overview and the background of the study conducted in sexual harassment. Also in this chapter was touched a bit about the history and scenario on the occurrence of the sexual harassment in Malaysia. Other than that, this chapter also includes the purpose and the objective together with the research questions for the study. The objective and the rationale of the study present, explain and to provide the readers the idea and the rationale behind of conducting this study, on the determinants of sexual harassment and the effect towards turnover intention and work engagement.

In Chapter 2, the literature review on the sexual harassment was briefly reviewed. Also, the literature review on the dependent variables and independent variables are presented. This helps to develops and illustrated the theoretical framework and followed by

the hypotheses. There are ten (10) hypotheses was develops by this study. Next, Chapter 3 illustrates and explained the methodology applied to the study which emphasize on the samples collected, measurements, statistical analysis and others. This is parallel with Chapter 4, which presents the result of the statistical analysis for the data that been collected and the findings that was generated based on the analyses.

Finally, Chapter 5 provides discussions, implications and the limitations of the study's findings. It also highlights and proposes some suggestions for future research. At the end, this chapter was closed by the conclusions.



## **Chapter 2**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

Sexual harassment which generally refers to physical behavior may also include emotional as well as verbal and psychological and it can include overt propositions which are patently degrading and offensive, but also occasional, less obvious messages (Rahman & Nas, 2013).

#### **2.2 What is Sexual Harassment?**

According to Kiely and Henbest (2000), sexual harassment can be defined as any unwanted sexual behaviour which are repeated and can be interferes the mood of work. Many of the legislations internationally which have prohibit sexual harassment in the workplace which see this issue as situations where a person engages in conduct that is unwelcome or of a sexual nature towards another individual or in the alternative engages in conduct which causes the victims to feel offended, humiliated or intimidated.

According to Kiely and Henbest (2000), the legal test of unwelcome behaviour is subjective as it is based on the perceptions, reactions and feelings of the victim and not the intention of the harasser. The intention and the motive are not necessary or relevant elements in establishing the sexual harassment. It is important to distinguish this unwelcome behaviour from other forms of behaviour, which do not constitute sexual harassment such as actions in the context of friendship, consensual sexual relationships and conduct that is invited or reciprocated and it is crucial to understand that eventhough a person does not reported or take

some form of action against the objectionable behaviour, this does not indicate consent (Kiely & Henbest, 2000).

Sexual harassment is a multidimensional construct consisting of three related but conceptually distinct and non overlapping dimensions; gender harassment, unwanted sexual attention, and sexual coercion (Gelfand et al., 1995). Sexual harassment is a common occupational hazard for women, primarily manifesting as sexist and gendered hostility (Leskinen et al., 2011). Sexual harassment is defined as behaviours that create a hostile, intimidating, or disrespectful work environment but which are not based upon legally protected characteristics such as gender, age, race, disability, and national origin (Bowling & Beehr, 2006).

Sexuality in the workplace is a phenomenon that carries over the already existing societal structures of gender conduct and gender socialization in the workplace (Gutek, 1985). Problems, however, can arise with expressions of sexuality in the workplace because for some women, this type of attention is often unwanted and discriminatory. Therefore, expressions of sexuality at work become an issue for workers, organizations, and policy makers alike (Gutek, 1985).

Sexual harassment can be ranged from an obvious act such as fondling or it can be portrayed as subtle as an innocent brush against a person. However, if the person is taking every opportunity to brush against the other person, then that person's behaviour should be seen as sexual harassment. Another form of sexual harassment can come in the form of suggestive remarks. Remarks that attack a person's intelligence and abilities based on his or her gender is sexual harassment. For example like a comment such as "women should be at home raising the children and not to be at the workplace and trying to do business..." is a form of sexual harassment (Kiely & Henbest, 2000).



Sexual harassment is harassment if the unwanted behaviour falls into one or all of these categories such as relates to your gender or sexuality, an intentional and not repeated, or the unwanted and not returned or to interferes with your ability to do your job, or has an effect on your working conditions (Gonzales & Kleiner, 1999). If these conditions occur and remain continue, the employer and the employee who is involve in conducting the harassment can be responsible. Sexual harassment is not only unethical and inappropriate behavior but it is illegal, and it is major corporations are feeling the impact of lawsuits that stem from this type of behaviour. The corporations can no longer ignore when this type of behaviour occurs in the workplace (Kiely & Henbest, 2000).

### **2.3 Types Of Sexual Harassment**

Under the Human Rights Act as developed by the Human Rights Commission, there two types of sexual harassment which are the first is a request for sex together with an implied or overt promise of preferential treatment or a threat of detrimental treatment and the second is known as sexual behaviour, language or visual material which is unwelcome or offensive and either repeated or significant enough to have a detrimental effect on the person subjected to it.

It is the responsibility of the employer to provide safe working environment and the conducive environment which free from sexual harassment and any other violences. In Malaysia, the Code of Practice and Eradication of Sexual Harassment in the Workplace, which was established by the Human Resources Ministry in 1999 and implemented on a voluntary basis, is a practical guideline for employers to establish an internal mechanism to handle problems of sexual harassment at the workplace (Sabitha, 2005).

According to the Code of Practice and Eradication of Sexual Harassment in the Workplace, sexual harassment categorize in three (3) behaviours category such as the first is the unspoken behaviors such as gaping and staring at a person, inappropriate display of items and decor, including t-shirts with sexual message or pictures, sexual calendars and any other lewd pictures or inappropriate facial expressions including blowing kisses and winking. The second category is spoken behavior such as calling person by pet name, example like "honey", "sweetheart" or "*sayang*", spreading gossip and making open comments about an employee's personal life, inappropriate sounds and comments like passionate kissing sounds, comments about an employee's body or dressing or inappropriate conversation, like talking about an employee's sex life. The last is physical behavior which are purposely touching any part of the person's body.

According to the United States Supreme Court and the Equal Employment Opportunities Commission there are two types of sexual harassment are recognized quid pro quo and hostile environment. Quid Pro Quo ("This for That") claims in which a supervisor offers a job promotion or raise in return for sexual favours, or threatens retaliatory action if you do not comply with his advances. In this situation, the sexual behaviour does not have to be physical and it is illegal even if the 'offers' is merely understood and never stated outright. For an example, a supervisor might give the best work assignments to employees who flirt with him.

While Hostile Environment refers to where an employee engages in unwelcome sexual behaviour that creates hostile or abusive work atmosphere for any other employee. The employee who repeatedly makes sexual jokes in front of a colleague even though he knows she does not like it is sexually harassing her by creating a hostile environment (Gonzales & Kleiner, 1999).



In general most jurisdictions have identified two basic form of sexual harassment such as quid pro quo where employees were offer a job promotion, favourable work assignments or raise if they return sexual favours and vice versa and the other is unpleasant working condition where employees feel threaten to continue working at the specific organization or workplace.

#### **2.4 Past Research on Sexual Harassment**

Although sexual harassment may involve men and women as a victim, men are not subjected to the frequent victims of sexual harassment and in fact become more significant as a harasser ( Mohd Nazari et al., 2007). Previous studies have shown that sexual harassment incidents frequently involve a male harasser and a female victim (Terpstra & Cook, 1985). As such, research on harassment of men is much less conducted (Gutek & Done, 2001). According to Sabitha (2005), one of the reasons was because men were less likely to report incidents when they face sexual harassment. Also, the above statement also was agreed and stated in Konrad & Gutek (1986). Therefore, based on the above reference, this study was done to focus only on women or female employees.

Even though, the sexual harassment issue already occurs for many decades, research on sexual harassment only started off in late 1970s (Mohd Nazari et al., 2007). Most of the initial studies were descriptive, mainly to examine the frequency of occurrence, the characteristics of perpetrators and victims and the effect on victims (Langley, 1999). Other to that, the perceptions of sexual harassment was also been examine and were found to vary by demographic characteristics such as age (Fitzgerald & Ormerod, 1991).

Next, most of the later studies were focused on the consequences of sexual harassment to both organization and to individual. This was because a number of organizations were

increased and were facing lawsuit over the issue. Especially, some of the organizations had to face and payout damages in addition to incurring indirect costs such as high job turnover, rampant absenteeism, low morale or motivation in work as well as low productivity and excessive medical claims. Beside, women who reported sexual harassment suffered lower level job satisfaction compared to women who have not been harassed. They tend to be absent from work using sick leave as an excuse. For individual, it could be bring adverse effects on the victim's emotional state. Emotional distress may manifest in symptoms including anxiety, depression, irritability, anger and insomnia. All these could affect motivation and effectiveness at work (Fitzgerald et al., 1997; Dansky & Kilpatrick, 1997; Ragins & Scandura, 1995; Gutek & Koss, 1993; Fitzgerald & Shullman, 1993; Fitzgerald et al., 1988, inside Mohd Nazari et al., 2007).

Other than that, the others past research on sexual harassment were as per shown in below table.

Table 2.1

*Representative Sample of Published Empirical Studies on Sexual Harassment*

Author(s) & Year of Publication	Subject & Sample Size & Country	Method/Research Design	Dimension	Studied in Relation to	Major Findings	Future Studies
Bruce (2013)	Sample: 107 of working individuals.	Survey and Focus group protocol	None	None	- Need for revision in the content of the indices of F (job codification and job specificity) - have serious problems of convergent & discriminant validity. The	Future research should make efforts to further validate the WSOHM on a variety of larger more diverse samples.
Nor Azimah and Anizan (2012)	Employees: Fleet Supply Depots	Questionnaires to 150 respondents	None	None	Co-workers relationship and work environment influence the	



						changes in workplace violence	
Amin and Darrag (2011).	Sample : 531 employees from 15 departments.	Questionnaires/ Model of antecedences / use of social constructivist research methodologies	Four levels are identified; environmental, organizational, job-gender and individual	None	Sexual harassment in Egypt, received increasing attention from the media during the last few years.	identify some of the future research directions based on Model of Antecedents & Consequences	
Espinoza and Cunningham (2010)	Sample : 183 Voluntarily	Questionnaires	None	Organizational Culture, Personal Characteristics,	Sexual harassment is significantly related to behavioral response	None	
Johnson, K. (2010)	34 women	Questionnaire	None	Reluctance to report of sexual harassment and cultural based issue.	Most of the harasser are married and mostly their supervisor.	Role of culture and education should be focus for.	
Pina and Theresa (2010)	None	Previous literatures review	None	Gender, organization climate, power and context	Organizational climate and power are enables people to make request to subordinates (sexual harassment)	Focus on how women respon to various case of sexual harassment.	
Sipe et al. (2009)	Sample: 1,373 university's students	questionnaires	None	perceptions on sexual harassment of self, sexual harassment of others, potential career impact of sexual	majority of respondents believe sexual harassment is not a serious risk in the modern workplace	None	

				harassment on self, and demographic information		
Huang and Cao (2008).	Sample : police department in Taiwan	Survey	C and F	Two subcategories: quid pro quo and hostile work environment harassment.	Sexual Harassment can be better explained by work environment variables than by demographic variables, but the specific sources differ. Hostile work environment harassment is predicted by the extent to which female officers perceive or experience that deployment and transfer practices are influenced by their gender. Quid pro quo harassment is related to job barriers and dodging from work.	None
Mohd Nazari et al., (2007).	Sample: 657 women employees working in Malaysian Organizations (urban organization)	Questionnaire	Structural variables.	None	Predictions of Four-Factor model are largely true in Malaysian's workplace and sexual harassment behaviors are fairly widespread in Malaysia	To extend the study to organization located outside the Klang Valley, for more wider picture of the sexual harassment situation.
Paramita Chaudhuri (2006)	Sample: Women in health sector in Kolkata, West Bengal companies	Questionnaires	None	None	Sexual harassment in workplace is still very much existence today more than ever.	None
Roumeliotis and Kleiner (2005)	Four person involved in sexual harassment	Interviews	None	None	key to avoiding sexual harassment cases is individual avoidance of sex -	None



cases are discussed.						harassment	
Ishak Ching, (2004)	and	Sample: 50 person victims and 47 perpetrator	50 questionnaires	None	None	The results show that demography factors Can be used to identify who victims and perpetrators are. The results also show that the perpetrator's and victim's understanding of sexual harassment term are limited	None
Kamal Tariq (1997)	and	60 working women in Pakistan (wide range of professionals )	Questionnaire SHEQ	Gender Harassment, Unwanted Sexual Attention and Sexual Coercion	None	Result shows that SHEQ possesses sufficient reliability and validity for research use. SHEQ may useful for increasing understanding of the experiences of sexual harassment faced by women at workplace.	None

## 2.5 The four-factor Model of Sexual Harassment

The first model (the natural/biological model) assumes that sexual harassment in the workplace is an extension of human sexuality. It is based on the idea of the natural attraction between men and women. Men's stronger sex drives and natural propensity for sexual comments and intentions (Tangri & Hayes, 1997).

The second model (the organizational model), stated that the hierarchical structures in an organization as well as the inherent opportunities and positions of power and authority may give rise to a working environment that facilitates sexual aggression. This means that certain

individual could exploit their power to extort sexual gratification from others (Tangri & Hayes, 1997).

The third model, which is the sociocultural model, attributes sexual harassment to the dominant position of men over women in term of economic and political power. Women are in fact degraded to mere vulnerable sexual objects while the traditional inequitable power relationship between both sexes prevails (Tangri & Hayes, 1997). Thus, women who typically have less power and control are more likely to be harassed (Gutek et al., 1990).

The last model, which is the sex-role spillover model, emphasizes the effects of sex-role expectations in the organization. Certain behaviors are expected of workers of both genders, as men are stereotyped to be asexual and women as sexual. This model is even more likely to occur if women are perceived as sex objects and their sex roles take precedence over their work roles. Hence, women's behavior would be interpreted as sexual even though it is not actually intended to be so (Tangri & Hayes, 1997). This means that this model suggests that harassment is more likely in organizations with skewed sex ratios, with women outnumbering men or vice versa (Gutek et al., 1990).

As each of above theoretical explanations presented above is confined to one aspect of sexual harassment, some researchers (O'Hare & O'Donohue, 1998; Fitzgerald et al., 1997) have instead incorporated several measureable factors in the models of sexual harassment. This is actually deemed more comprehensive and more realistic as it covers the sociocultural, organizational and individual causes of sexual harassment.

## **2.6 Organization Climate**

Organizational climate has a long history in organizational psychology and organizational behavior, and is an important topic of study in organizational development



(Siroos & Asghar, 2013). Organizational climate has long been considered an important determinant of an organization's potential to perform as a business entity and excel as a human organization predominantly because of its demonstrable influence on organizational effectiveness (Mudrack, 1989) as well as its relationship to individual motivation toward workplace (Bowers, 1976). According to Glick (1985), climate is defined as a set of attributes specific to a particular organization that may be induced from the way that organization deals with its members and its environment. According to Nitin et al. (2012), over the past decade, the researches in the organizational climate field have focused on several aspects of organizational life. Watkin and Hubbard (2003), observe that organizational climate and performance are linked and that climate can directly account for up to 30 per cent of the variance in key business performance measures. In his research on emotional intelligence, Goleman (2001) also found that organizational climate is linked to individual and organizational performance. James (2007) stated that some organizations even use climate as a proxy measure when performance is difficult to quantify.

Organizational climate is a meaningful construct with significant implications for understanding human behavior in organizations. A number of definitions of organizational climate have been given in the various studies on the concept, and although a precise and unitary definition of organizational climate does not exist, researchers agree that certain characteristics describe the construct and differentiate it from other concepts. These characteristics are as follows: climate is generally considered a molar construct that can change over time; it is perceived by and shared among organizational members, which can result in consensus among individuals; it consists of global impressions of the organization that members form through interacting with each other and organizational policies, structures and processes, climate can potentially influence an individual's behavior (Siroos & Asghar,