

SEXUAL HARRASEMENT PRACTICES IN SERVICE SECTOR OF PAKISTAN

¹ Zaeem Ahmad ² Nadeem Ahmed

¹Accounts Department, Lahore Garrison University, Lahore,
No 00923234850064, Email: zaeem.ahmad432@gmail.com

²Department of Management Sciences, University of South Asia , Lahore,
Phone No 00923244926692, Email: nadeemahmed714@gmail.com

ABSTRACT: *This research is designed to check the status of sexual harassment service sector like IT industry, Consulting, Banking, Health Sector, Management Consulting, Airline, Audit, Quality Control, Sales, and Education. Hundred questionnaires were distributed to both male and female participants for the purpose of data collection with the help of convenient sample of in fifteen organizations. Out of 85 questionnaires returned 26 were male and 59 were female. The response rate was 85%. Data collection is done by a modified questionnaire designed by the DEOC Task Force on Discrimination and Sexual Harassment, USA. Data analysis is done using SPSS. Surveys use two methods to draw responses on experiences of sexual harassment: direct enquiry, in which respondents are requested to report if they have been sexually harassed according to their own perception of what behaviors constitute harassment; and a behavioral experiences survey, which asks respondents to indicate whether they have experienced any of the behaviors on a list identified by the researchers as sexual harassing behavior. Among other questions, respondents to behavioral surveys are typically asked to report whether they have encountered any of the following unwanted or uninvited behaviors within a specified time period: sexual teasing, jokes, remarks, questions; sexual looks, gestures; deliberate touching, leaning, cornering; pressure for dates; letters, calls, sexual materials; stalking; pressure for sexual favors; and actual or attempted rape or assault. This study also validates that the most prevalent form of sexual harassment is gender harassment and unwanted sexual attention. This finding is consistent with prior research that demonstrated a similar outcome. No case of sexual assault was reported in this study. However one respondent identified CEO as the harasser in the category "Others" in the harasser demographics. The major challenge in the sexual harassment research studies is that participants feel hesitant to fully disclose the hostilities experienced. Those who report only report the subtleties instead of actual severity and gravity of the problem to protect their personal image.*

Key Words: Sexual Harassment Service Sector Like It Industry, Consulting, Banking, Health Sector, Management Consulting, Airline, Audit, Quality Control, Sales, Education Sector, Gender Harassment, Unwanted Sexual Attention

1. INTRODUCTION

We are living in a time where the dynamics are changing every moment, and the pace of life has become very fast. The canvas of Pakistani workplace is also changing with more and more women entering into the labor force from all walks of life. With the hit of the inflation and other socio-economic factors, there is a rise in the number of women workers today than five years from now or a decade before. Owing to this situation, there will be more victims of workplace sexual harassment, as sexual harassment is a global problem and is present everywhere around the world. Various surveys and researchers are conducted now, and then that indicates that this problem still exists in very progressive societies like US [11], UK, Canada, Europe [9]. Likewise, the same problem exists in Pakistan. Most of the times the problem is not reported. A poll found that only 33% of the victims reported about being sexually harassed at the workplace [4]. 1 in 3 women has been sexually harassed at work according to a survey [11].

Everyone ought to be treated with dignity and respect at work. Harassment of any kind forestalls this. Any such conduct can have an overwhelmingly negative impact on an employee/victim, influencing both their work and personal life. Therefore a better understanding is required to address the problem.

Problem Definition

In Pakistan, there are various researches on the impact of workplace sexual harassment on employees such as employee turnover intention absenteeism and job dissatisfaction [10]. An overview of the literature indicated various areas to be explored, out of one such area is to find the type of workplace sexual harassment in Pakistan. Therefore this research aims

to look at the type of workplace sexual harassment found in the service sector of Pakistani organizations. The study further drills down as to who is the harasser in the context of work.

Research Objectives

Following are the objectives of this study:

- To find out the type of sexual harassment prevalent in the workplace
- To identify as to who is the harasser in the workplace

Research Significance

The research fills the gap of an unexplored area and at the same time identifies the culprits involved in the workplace harassment. The systematic approach is to know what sort of workplace sexual harassment is prevalent and who the harasser in the work environment is. Once both these elements are identified, it is easier to look into the problem areas along with the proper policies and redressal procedures. If for instance a manager, Supervisor, a co-worker or a subordinate or any other person is involved in the line of work for any alleged physical, verbal, visual, emotional abuse or any other kind of unwelcome or intimidating act of harassment, a mere identification can result into designing of processes that can put some filters in the way of direct victimization of an employee at the hands of the harasser.

2. LITERATURE REVIEW

The literature review is about Workplace Sexual Harassment of women in particular and men in general. Since all research studies indicate that women are more prone to Sexual Harassment at work, the focus will remain on women in this paper. Following are some staggering figures from around the world to show that Sexual harassment at work is a persistent

and prevalent problem. In US one in three women has been sexually harassed at work [11]. A survey published in Hong Kong in February 2007 demonstrated that about 25% of workforce met sexual harassment with 1/3 out of the 25% were men, which constitutes 33% of the harassed population in the survey. Among them, only 6.6% reported their grievance (in contrast to 20% of women) since they felt excessively humiliated, making it impossible to face "deride," "mock." As per a 2004 report in Italy, 55.4% of women in the 14-59 age slot have been a victim of sexual harassment. One out three females faced sexual intimidations for career progression with 65% blackmailed weekly by the same harasser, usually a co-worker or supervisor. Resulting in 55.6% of these harassed women resigning from their workplace. In the European Union, 40-50% of women have reported some form of sexual harassment at the workplace; According to a survey carried out by the Australian Equal Opportunity Commission in 2004, 18% of interviewees aged between 18 and 64 years said they had experienced sexual harassment in the workplace. Of those who experienced sexual harassment, 62% were physically harassed, and less than 37 % were likely to report the abuse; International Labour Office Declaration on Fundamental Principles and Rights at Work. In Pakistan 41 cases of Sexual Harassment at work were reported to the Federal Ombudsman for Protection against Harassment of Women at Workplace in just six months since its inception in July 2011 [1]. Research indicates that the type of women most vulnerable to sexual harassment are young, financially dependent, single, or divorced and with a migrant status. For men, those most harassed are young, gay, and members of ethnic or racial minorities. Sexual harassment between people of the same sex is a recent but growing trend.

Definition of Sexual harassment at workplace

Sexual Harassment can be characterized as an inappropriate behavior which is undesirable, unwelcome and sexual, rehearsed and meddles with the employment of the harassed. The issue with sexual harassment at work is that it starts as an understated act of subtle nature which puts the harassed in confusion whether to term it harassment or not, then the act becomes regular and more visible and offending making the harassed uncomfortable, embarrassed, disgraced and intimidated. The Equal Employment Opportunity Commission(EEOC) has defined sexual harassment in its guidelines as Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when: · Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment, or · Submission to or rejection of such conduct by an individual is used as a basis for employment decisions affecting such individual, or · Such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment [3]. Unwelcome Behavior is the critical word. Unwelcome does not mean "involuntary." A victim may consent or agree to certain conduct and actively participate in it even though it is offensive and objectionable.

Definition of Sexual harassment at work in Pakistani Law

"Harassment" means any unwelcome sexual advance, request for sexual favors or other verbal or written communication or physical conduct of a sexual nature, or sexually demeaning attitudes, causing interference with work performance or creating an intimidating, hostile or offensive work environment, or the attempt to punish the complainant for refusal to comply with such a request or is made a condition for employment; The above is unacceptable behavior in the organization and at the workplace, including in any interaction or situation that is linked to official work or official activity outside the office.

"Workplace" means the place of work or the premises where an organization or employer operates and includes building, factory, open area or a larger geographical area where the activities of the organization or employer are carried out and including any situation that is linked to official work or official activity outside the office.

2.4 Components, Types and Forms of Workplace Sexual harassment

Sexual harassment has been commonly parsed into three main components: sexual coercion, gender harassment, and unwanted sexual attention[20]. In the legal construct, Sexual harassment may take two forms: (i) Quid Pro Quo, meaning this for that and (ii) Hostile environment. QUID PRO QUO HARASSMENT is when employment and employment decisions for an employee are based on that employee's acceptance or rejection of unwelcome sexual behavior. For example, a supervisor fires an employee because that employee will not go out with him or her. HOSTILE WORK ENVIRONMENT is a work environment created by unwelcome sexual behavior or behavior directed at an employee because of that employee's sex that is offensive, hostile and intimidating and that adversely affects that employee's ability to do his or her job. For example, pervasive unwelcome sexual comments or jokes that continue even though the recipient has indicated that those behaviors are unwelcome. These two terms are explained further in a more simplified manner as follows;

1) Quid Pro Quo, when a job benefit - such as a pay rise, a promotion, or even continued employment - is made conditional on the victim acceding to demands to engage in some form of sexual behavior.

2) Hostile working environment, in which the conduct creates conditions that are intimidating or humiliating for the victim.

Simply put behaviors that qualify as sexual harassment are as follows:

PHYSICAL (Purposely touching any part of the body): Physical violence, touching, unnecessary proximity

VERBAL (Spoken): Comments and questions about appearance, lifestyle, sexual orientation, offensive phone calls

NON –VERBAL (Unspoken): Whistling, sexually-suggestive gestures, display of sexual materials

FORMS OF SEXUAL HARASSMENT

Sexual harassment can take various forms. There are five forms of sexual harassment. In other words, we can say that

following five shapes or forms of sexual harassment can be used to identify sexual harassment.

i. Physical harassment includes unwelcome touching in a sexual manner such as kissing, patting, pinching, glancing and staring with lust

ii. Verbal harassment includes unwelcome comments about a person's private life, body parts or appearance, sexually suggestive jokes and comments

iii. Gestural harassment includes sexually suggestive body language and gestures, repeated winks, licking lips and gestures with fingers

iv. Written or graphic harassment includes displays of pornographic materials, sexually explicit pictures, screensavers or posters and harassment via emails and other modes of electronic communication

v. Psychological/emotional harassment consists of persistent proposals and unwelcome requests, unwanted invitations to go out on dates, insults, taunts, and innuendos of a sexual nature.

Defining Gender Harassment / Crude Offensive Behavior / Sexism

The behavioral construct of sexual harassment is composed of three related, but conceptually distinct, dimensions:

- Sexual coercion,
- Unwanted sexual attention,
- Gender harassment.

Gender harassment, sexism or crude, offensive behavior, they all mean the same. These terms are interchangeably used to describe the same type of behavior

Theories and Models of Sexual Harassment

Natural/Biological model

The natural / Biological model or often referred as the nature perspective explains that sexual conduct is simply a characteristic expansion of human sexuality. It posits sexual harassment as common sexual fascination between individuals. Its suppositions include a natural, mutual attraction between men and women, a stronger male sex drive, and men in the role of sexual initiators. As per this model, the harassing behavior is not intended to be hostile or prejudicial, but rather only the after effect of biological urges. This model does not consider the outcomes of sexual harassment on women's mental and physical wellbeing and professional stability [7]. Most sexual harassment scholars have dismissed the nature perspective because it gives the harasser an excuse to continue with the violence against women.

The organizational Model or the power perspective suggests that sexual harassment is the outcome of opportunities presented in power and authority relations which are due to hierarchical structures of organizations. Since work organizations are characterized by vertical stratification (Vertical stratification means that women tend to be employed in low ranking positions and are dependent upon the approval and goodwill of males for hiring, retention, and advancement), individuals can use their power and position to gain sexual gratification from their subordinates.

Socio-cultural Theory - Socio-cultural theory suggests that sexual harassment is only one indicator of much larger

patriarchal (male – controlled) system in which men are the dominant group. So sexual harassment is a manifestation of male power based on their sex/gender. Sexual harassment is a way for them to show dominance. Historically cultures and societal norms have developed in a way that males exercise their dominance over women, basically due to physical, economic and political superiority. According to this model attitudes towards women are a predictor of sexual harassment instead of organizational position.

Sex role spill over Theory - This theory is the combination of organizational and socio-cultural theory. When the sex-ratio of an organization is skewed (the organization is either male or female dominated) the sex role of the dominant gender "spills over" the work role expectations of the job. The theory suggested that the proportion of males and females in a workplace determines sexual harassment. The spillover theory suggests that men hold role perceptions of women based on their traditional role in our culture. These traditional role expectations include the nurturing role (as a mother), the sex-object role, and helper role (as wife). What has been traditionally viewed as women's careers are consistent with these role expectations?

Multiple Factor Interaction Models

Person by the situation- Support for a Person by Situation interaction was found in the work of Pryor which showed that men high in the likelihood to sexually harass are more likely to behave in a sexually harassing way toward a woman if they perceived that sexual harassment could occur with no negative consequences. Men who were low on the likelihood to sexually harass were not affected by a

Model's behavior. Sexually harassing behavior may be predicted from an analysis of the social situation and person factors. The social norms in specific organizational settings may "permit" sexual harassment. Certain individuals may possess tendencies for sexual harassment. When individuals with an inclination for sexual harassment are placed in social situations that permit or accept this sort of behavior, the behavior is most likely to occur. Women are found more likely to experience sexual harassment in workplaces where men perceive the social norms as permitting such behavior.

Illinois Model

Organizational climate and job gender ratio have been identified as the two most important antecedents to sexual harassment [20][14][21]. According to Fitzgerald et al., the extent of organizational tolerance for sexual harassment is determined by the group behavior at workplace [14]. Organizational power structure can also be used to predict the occurrence of sexual harassment at the workplace which is not gendered specific. The second antecedent variable in the Illinois model of sexual harassment,

Job gender context is also discussed in the spillover theory with detail. Fitzgerald identified three important aspects of organizational climate, i.e. potential danger faced by the harassed on complaining, the power status of the harassed which disallows any legal and organizational action, and importance is given by the Organization to the complaint.

Four Factor Model-

O' Hare and O' Donohue incorporated sociocultural factors, organizational factors and individual characteristics of both perpetrator and harasser, propose the four-factor is hypothesizing that four factors are necessary for sexual harassment to take place:

Some motivation force like physical attractiveness of opposite sex, power and control needs; Overcoming internal resistive forces like perceiving sexual harassment as illegal, immoral, hazardous and possible empathy for victim; Overcoming external resistive forces like organizational and environment variables such as organizational procedure for handling sexual harassment complaints, professionalism, gender ratio, privacy at work place and socio cultural variables like sexist attitudes, possible outcomes for the victim; Overcoming the resistance of victim for example emotional stability of the victim, the familiarity with complain procedures, job status and perceived sex role. The four factors encapsulate organizational and socio-cultural theories and individual characteristics making it a comprehensive framework. To empirically test the model, O'Hare and O'Donohue administered questionnaires for sexual harassment experience [14] personality traits and characteristics of organizational climate and found significant associations between all these factors and sexual harassment incident.

The Chappell – di Martino model

The model is based on an interaction between individual and organizational factors leading to workplace harassment which includes physical, psychological, sexual harassment. The individual characteristics of both the perpetrator and the victim play an important role in the determination of harassment situations. In most instances of sexual harassment, the harasser tends to be male; a colleague or a supervisor. A common characteristic of many harassers is that they tend to read or interpret acts of a friendly nature in a sexual manner, which was not the intention of the individuals they then harass. The victims are usually female; young (20-40 years), single or divorced, lower level education, low self-esteem, high anxiety levels, introverted, conscientious, neurotic and submissive.

Consequences to Victims of Harassment

ILO Technical Report arising out of the Seminar on Action against Sexual Harassment at Work in Asia and the Pacific (2001) reports that victims of sexual harassment suffer in a variety of ways, but common physiological effects include nausea, loss of appetite, headaches, and fatigue, which can lead to increased absenteeism. The trauma associated with sexual harassment can also cause miscarriage in pregnant women. Moreover, in the absence of adequate support systems, including psychological counseling and medical care, the physiological effects of harassment can result in chronic illness, which then further impairs both the victim's ability to work and her overall quality of life. (Sexual Harassment at the Workplace in Nepal. Salisbury et al. 1986 reported that physical effect of sexual harassment includes gastrointestinal-disturbances, jaw tightness and teeth grinding, nervousness, binge-eating, headache, inability to sleep, tiredness, nausea, loss of appetite and weight loss. Common psychological effects of sexual harassment include

humiliation, shame, anger, fear, anxiety, depression, decreased motivation, and Self-blame. In extreme cases, the resulting trauma may lead victims to commit suicide. Without proper counseling, psychological suffering can lead to a total loss of interest in work, or to a debilitating fear of going outside or of being alone. Others include:

- Stress, anxiety, sleep disturbances, Post Traumatic Stress Disorder (PTSD)
- Incapacity to work, loss of self-esteem and self-confidence
- Reduced output and performance
- Feelings of social isolation at work
- Physical symptoms of stress, such as headaches, backaches, stomach cramps
- Pain attacks, severe tiredness
- Deterioration of personal relationships
- Depression

It damages an enterprise by weakening the bases upon which work relationships are built and impairing productivity." It also harms productivity by increasing "workplace tensions, which may impede teamwork, collaboration and work performance," before finally resulting in increased absenteeism and decreased productivity. (General Surveys on Equality in Employment and Occupation Convention. International Labour Organisation. 1996.)

Each of the below mentioned individual consequences could be very costly for the enterprise.

- Increased staff turnover, cost of training new employees
- The breakdown of teams and individual relationships
- The unsafe and hostile work environment
- Bad publicity, poor public image, loss of public confidence
- Deterioration in relations between a factory and international buyer

RESEARCH METHODOLOGY

A qualitative research approach is adapted to determine the type of sexual harassment prevalence in the service sector of Pakistan and to identify the harassers involved in workplace sexual harassment, using survey methodology and unstructured interviews. Owing to the sensitive and private nature of the research topic, respondents were put at ease by unstructured interviewing and simultaneously documenting their responses on the questionnaire to ensure systematic approach. A direct approach for primary data collection was pursued, and the survey questionnaire was personally administered where possible and directly handed over to the respondent. It was insured that the response filled questionnaire is directly collected without any third party involvement because of the respondent apprehensions, privacy, and confidentiality. It was communicated that all data would be kept confidential and a prior consent was taken whereby mentioning that those who do not feel the comfortable need not to participate in the survey. The survey questionnaire was shared with the managers, and upon their approval, the respondents were handed over the questionnaire. Once the questionnaire was filled by the participating respondents, it was collected directly from them. In situations where the managers said that they would collect the survey, it was requested that any third person will jeopardize the privacy and confidentiality involved as the research topic is sensitive and private. The managers

understood and responded positively. The positive attitude of the managers also reflected from their willingness to participate in the study. A total of 15 organizations were contacted, ten agreed to participate while other five refused to participate in the study. A pilot study was run on 15 respondents. The survey questionnaire consisted of four sections. The total questions were 24 excluding the demographic questions. The questionnaire was reported as clearly understood however it was reported to be a long questionnaire, so it was trimmed to a 17 questions survey. The awareness questions about sexual harassment at workplace in section B were limited to just five questions instead of 12, and it was decided to take it up in another study in future (Demographic questions not included). The study selects a convenient sample of fifteen service sector business organizations. The organizations represent IT industry, Consulting, Banking, Health Sector, Management Consulting, Airline, Audit, Quality Control, Sales, and Education. A hundred questionnaires were distributed to both male and female participants for data collection. Out of 85 questionnaires returned 26 were male, and 59 were female. The response rate was 85%. Data collection is done by a modified questionnaire designed by the DEOC Task Force on Discrimination and Sexual Harassment, USA. The questionnaire comprised of four sections. Section A consists of demographics such as age, gender, type of industry/ work area, employment age. Section B related to questions about awareness on sexual harassment. Section C consisted of the eleven questions. First three questions measure crude or offensive behavior / Gender harassment, Question 4,5,6,7 measure the unwanted sexual attention, Question 8,9,10 & 11 measure sexual coercion and sexual assault. And the last section D determines demographics of the harasser. The harassers included; (a) manager, (b) immediate supervisor (c) co-worker, (d) subordinate, (e) clients, (f) vendors and other non-employees and (g) others. This bifurcation into four components/ forms/type of sexual harassment in section C is to measure the intensity of the sexual harassment involved. Generally, for legal reference, only two terms are used to explain sexual harassment at the workplace (i) Quid pro quo and (ii) Hostile environment. Both of these terms are a general idea about the how does Sexual harassment at workplace look like. The questionnaire divides actions experienced by the harasser to identify the intensity of the harassment thereby highlighting the type of Harassment involved. This classification is only for the understanding and measurement of the intensity of sexual harassment experienced. The primary division remains the same Sexual coercion corresponding with quid pro quo and hostile environment with gender harassment + Unwanted Sexual Attention. Data analysis is done using SPSS.

Ethical Concern

All necessary formalities were followed for communication and authentication of data collection for the research including a prior verbal consent and briefing to conduct the survey.

FINDINGS AND DISCUSSION

Researchers note that while women frequently label sexual coercion as sexual harassment, it is experienced by only 5–10% of samples, making it somewhat rare. Gender harassment is by far the most prevalent, experienced by approximately 50% or more of samples, followed by unwanted sexual attention, experienced by approximately 20–25% of samples.

An item wise analysis of the components of sexual harassment highlights the intensity and type of workplace sexual harassment prevalence. In gender, harassment is staring, and leering had a mean of 2.38 meaning it is sometimes experienced with a standard deviation of 2.32. (On the Likert scale from one to five, harassing experiences occurrence is classified as Never, Once or twice, sometimes, often and very often) The second item in the gender harassment is body language or gestures of sexual nature with a mean of 2.15, meaning it is sometimes experienced with a standard deviation of 1.40. The third item in the gender harassment is repeatedly telling sexual stories, jokes. And it has a mean of 1.70 and a standard deviation of 1.40. Thus it is experienced once or twice. In unwanted sexual attention the first item related to attempts to establish an unwanted romantic, sexual relationship. It has a mean of 1.44 and a standard deviation of .906. The next item relates to continued requests for dates and dinner even on refusal. It has a mean of 1.61 and a standard deviation of 1.05. The next item relates to uncomfortable touches with a mean of 1.37 and a standard deviation of 0.80. The last item in unwanted sexual attention relates to unwanted attempts of the kiss, strokes with a mean of 1.03 and a standard deviation of .18. The mean of all these items in unwanted sexual attention signifies that unwanted sexual attention is experienced once or twice at least.

In Sexual coercion and sexual assault, the first two items relate to treating badly for refusing sex and sexual cooperation for a promotion or good assignment. The mean observed is 1.07 and 1.01 respectively with a standard deviation of .33 and .10. Thus signifying a slight tendency of occurrence of once or twice. The last two items relate to attempting to have sex without consent and sex without consent with a mean of one. And a standard deviation of one and zero. Thus sexual assault experienced was reported as 'Never'.

Section D meant to identify as to who are the harassers. The respondents filled out the following options.

- a) Not applicable,
- b) Manager,
- c) Co-worker,
- d) Subordinate,
- e) Vendor or other non-employees,
- f) Subordinate,
- g) Other
- h) All / Multiple

The option (h) was used to feed data in SPSS, as the respondents chose multiple or all harassers when asked to identify the harassers. The option (h) did not appear in the questionnaire and is used here to interpret the results of the survey. Of the total respondents, 63.51% did not report any harassers, 1.35% reported managers as harassers, 4.05%

reported coworkers, 1.35% reported subordinates, and 5.40% reported vendors or other non-employees. 1.35% reported others as harassers, however, in others, one female respondent identified a CEO as the harasser. While it is pertinent to note that 22.97% respondents reported “All / Multiple” harassers, thereby identifying multiple harassers simultaneously, i.e., from Manager to vendors. This 22.97% represent those respondents who identified more than one to two harassers categories, already described above from (a) to (h).

Identifying Harassers	Percent
Not applicable	63.51%
Manager	1.35%
Co-worker	4.05%
Subordinate	1.35%
vendors or other non-employees	5.40%
Other	1.35%
All/Multiple	22.97%

DISCUSSION

Despite tremendous research in the area of sexual harassment at workplace, there remains a lot of ambiguities. Before a discussion on the nature of the construct of sexual harassment let's look at the various research methodologies. Research methodologies vary widely, and, even among studies with representative samples, estimates of the prevalence of sexual harassment vary extensively. Surveys use two methods to draw responses on experiences of sexual harassment: direct enquiry, in which respondents are requested to report if they have been sexually harassed according to their perception of what behaviors constitute harassment; and a behavioral experiences survey, which asks respondents to indicate whether they have experienced any of the behaviors on a list identified by the researchers as sexual harassing behavior. Among other questions, respondents to behavioral surveys are typically asked to report whether they have encountered any of the following unwanted or uninvited behaviors within a specified period: sexual teasing, jokes, remarks, questions; sexual looks, gestures; deliberate touching, leaning, cornering; pressure for dates; letters, calls, sexual materials; stalking; pressure for sexual favors; and actual or attempted rape or assault.

In addition to differences in reporting methods, surveys differ substantially in the period covered and population surveyed. The time periods requested for reporting sexually harassing behavior vary among studies from as little as three months to any experience with no time limit. Some surveys are based on national samples, but more common are surveys of subgroups such as workers in specific occupations, industries, or workplaces. Secondly, sexual harassment rates vary widely. A national survey of women in Austria found that 81% had been sexually harassed, whereas one national survey of women in Sweden found that only 2% had been harassed.

Differences between countries may reflect cultural differences in what behaviors are perceived as sexual harassment, but much of the variation is likely due to differences in survey methodology, sampled populations, and period covered. For example, another national survey of women in Sweden found that 17% had been harassed. The two studies used different methodologies, with the 17% rate based on a behavioral experiences questionnaire listing some behaviors and the 2% rate based on a single question of whether the respondent had been sexually harassed. Methodological differences limit the ability to make cross-country comparisons or to identify trends. The most reliable trend evidence is from a survey of US government workers conducted using the behavioral experience methodology in 1980, 1987, and 1994 [1]. The share of both men and women who considered various behaviors to be sexual harassment increased over the period. For instance, in 1980, 62% of women and 53% of men considered sexual teasing, jokes, and remarks to be sexual harassment. By the 1994 survey, 83% of women and 73% of men considered these behaviors to be sexual harassment. Despite (or perhaps because of) increasing awareness, the share of respondents who reported that they had experienced sexual harassment did not decline over the period, with rates for women of 42% in 1980 and 1987 and 44% in 1994 and rates for men of 14–15% in 1980 and 1987 and 19% in 1994. The difference in perception of sexual harassment between men and women needs to be addressed. Constantly the media and the porn sets the male mind to think that women are just sex objects. We cannot control the media or the Porn but what we can do is that we can discipline the male mind by providing proper training at the organizations to make them understand that the media projection or porn projection of women is not right and the respect given to an individual does not rest on the way they dress or express their individuality. Various social experiments results show that the viewing audience did not help women who were provocatively dressed. For instance in one social experiment, in a restaurant a provocatively dressed waitress was being harassed, the diners who were constantly disturbed by the harassment of the lady on the hands of the supervising male did not respond as much as the waitress in a long dress in the same experiment. The harassed lady worker was a waitress in a short dress. On the other hand, when the waitress was wearing a longer dress, more people came to her rescue. People, in general, have a perception that women dressing provocatively means that either she is asking for it or that she is bold enough to take care of herself.

In various researchers, it is argued that sexual harassment is more of a psychological construct. However, it is pertinent to note that there are various indicators that can predict a pattern of sexual harassment behavior and not just a single factor model. All the multiple factor Models of sexual harassment predict the behaviors of the perpetrator and they all can be summed as one model, where a person may display sexually harassing behavior according to the situation, according to the organizational environment and tolerance to sexual harassment and also may perceive the frankness of the female coworker as an invitation to act sexually as they tend to read or interpret acts of a friendly nature in a sexual manner,

which was not the intention of the individuals they then harass. One single Multiple factor model cannot suggest or explain the reason behind the harassment. Multiple factors may be present simultaneously, so a combination of all the factors describing reasons behind sexual harassment is more viable because of the complex nature of the mind. Any single model even having multiple factors is insufficient in describing the total picture so far.

In a nutshell, women had a long history of subjugation and dishonor in all the conquests the world has seen from prehistoric times. History, culture, family environment, personal perception, education, a company of friends, the opinion of other peer group, media and porn, all contribute to shaping the male mind. So a multiple factor model is needed to incorporate the effect of all these areas to research further.

CONCLUSION & RECOMMENDATIONS

In conclusion, this study also validates that the most prevalent form of sexual harassment is gender harassment and unwanted sexual attention. This finding is consistent with prior research that demonstrated a similar outcome. No case of sexual assault was reported in this study. However, one respondent identified CEO as the harasser in the category "Others" in the harasser demographics. The major challenge in the sexual harassment research studies is that participants feel hesitant to disclose the hostilities experienced fully. Those who report only report the subtleties instead of actual severity and gravity of the problem to protect their image.

Limitations

This study is qualitative research using survey methodology and unstructured interviews for the type of harassment involved. Sexual Harassment at the workplace is hardly reported, and this research is with its limitations. Not a single case of attempt of rape was reported in this study even when the victim identified the harasser/harassers. Women or men do not report harassment out of fear of retaliation and perception of other people about them. They fear that their image would be sabotaged after they report a case. Also, the redressal procedures often do not do much for the harassed, and the harassed prefer to leave the job than go through any investigations. Many of the respondents that were interviewed along with the filling of the questionnaire reported that they would prefer to leave the job. Some respondents that reported harassment had already left the job and had changed the industry altogether to avoid the harassing environment. One respondent pointed out that she shifted from a marketing organization to an Academic Organization because the work environment in the Education sector is considered more respectable and safe in Pakistan. Qualitative research to identify sexual coercion and sexual assault are required. Sexual harassment encompasses a wide range of behaviors and is not easily defined. Survey evidence has been instrumental in raising public awareness about the extent of workplace sexual harassment. The substantial evidence that sexual harassment is frequent and damaging to individuals and workplaces has led to widespread legislation and workplace policies. However, the survey instruments differ widely in design from study to study, as do the sampled populations. Existing data do not permit making valid cross-country or cross-cultural comparisons or even identifying

trends within a country. The limited reliable trend evidence indicates that sexual harassment has not declined, but whether that is due to increased awareness of what behaviors constitute sexual harassment or to no actual change in harassing behavior is uncertain. Also, the trend data are now outdated, with the most recent survey conducted in 1994. The connection between sexual harassment and other forms of workplace harassment, including bullying, warrants further examination. Little is known about the characteristics and motivation of harassers and therefore little is known about how to prevent harassment. And although sexual harassment is found to be more likely when organizations tolerate such behavior, there is little specific empirical evidence on what organizational policies or actions are effective in eliminating sexual harassment

Recommendations

Workplace sexual harassment is costly to workers and organizations and is legally prohibited in more than 75 countries. Workers who are sexually harassed have lower job satisfaction and suffer a range of negative psychological and physical health consequences. Sexual harassment reduces individual and group productivity. Survey evidence shows that workplace sexual harassment is quite common. It is also substantially underreported, in part because workers are justifiably concerned that reporting may lead to retaliation and an even worse work environment. Three approaches are available to reduce the incidence of workplace sexual harassment. First, because sexual harassment lowers workplace productivity, and where workers are paid a premium for exposure to the risk of sexual harassment, organizations should respond to these market incentives by striving to eliminate sexual harassment. However, because market incentives are apparently insufficient to eradicate sexual harassment, efforts to raise the costs to organizations of tolerating an adverse work environment may be effective. For example, firms that are publically identified as tolerant of a sexually harassing environment may need to raise the pay premium necessary to attract workers. Second, legislation prohibiting workplace sexual harassment is widespread, but that too has been inadequate to eliminate it. Enforcement of laws relies on reporting and therefore underreporting weakens the efficacy of laws. Policies directed at increasing reporting may help support law enforcement and could also reinforce the incentives provided by the market. Third, although empirical evidence is limited, widely accepted best practices involve the promulgation of a strong policy prohibiting sexual harassment, workplace training, and a complaints process that protects workers from retaliation.

Who are the harassers?

Before policies can be developed to end sexual harassment, policymakers need to know whether sexual harassment reflects individual behavior or whether certain organizational characteristics are more conducive to such behavior. Empirical studies consistently document that a majority of harassers are male and more likely to be at the same or a higher organizational level than their victims. There is little other evidence of a pattern by social status, occupation, or age, making it difficult to identify likely harassers. A body of literature identifies organizational characteristics that create

an environment in which sexually harassing behavior can exist. Key characteristics include an organization's tolerance for sexual harassment and the gender composition of the workplace, which includes factors such as the sex of the supervisor and whether an occupation is considered traditionally male. Sexual harassment is more prevalent in organizations with larger power differentials in the hierarchical structure, and in male-dominated structures. To explain more clearly let's say that Women are susceptible to sexual harassment at work mainly as a result of:-

1. Horizontal segregation, which refers to the clustering of working women in a small number of job categories that are traditionally associated with women such as nurses, teachers, and secretaries.

2. Vertical stratification means that women tend to be employed in low ranking positions and are dependent upon the approval and goodwill of males for hiring, retention, and advancement.

As long as these segregations are maintained, the harassment will continue to play; a tighter policy control may eliminate or reduce the chances of harassment in the high-risk areas identified.

REFERENCES

1. (n.d.). Retrieved from The News: <https://www.thenews.com.pk/archive/print/343341-41-sexual-harassment-cases-reported-to-federal-ombudsman>
2. Crouch, M. A. (2001). *Thinking about Sexual Harassment: A Guide for the Perplexed*. New York: Oxford University Press.
3. EEOC. (n.d.). Retrieved from United Nations: <http://www.un.org/womenwatch/osagi/pdf/whatish.pdf>
4. Jillian Berman, E. S. (2013, 8 27). Retrieved from huffington post: http://www.huffingtonpost.com/2013/08/27/workplace-sexual-harassment-poll_n_3823671.html
5. Lilia M. Cortina, J. L. (2008). Sexual Harassment in Organizations: A Decade of Research in Review. *THE SAGE HANDBOOK OF ORGANIZATIONAL BEHAVIOR*.
6. MacKinnon, C. A. (1979). *Sexual Harassment of Working Women: A Case of Sex Discrimination*. New Haven, CT: Yale University Press.
7. Michael V. Studd, U. E. (1991). The evolutionary psychology of sexual harassment in organizations. *Evolution & Human Behavior*, 290.
8. Pina, A. T. (n.d.). An overview of the literature on sexual harassment; Perpetrator, theory, and treatment issues.
9. Press, T. C. (2015, 2 4). Retrieved from huffington post: http://www.huffingtonpost.ca/2014/12/05/sexual-harassment-work-canada_n_6273496.html
10. Rebecca S Merkin, M. K. (2014). The impact of sexual harassment on job satisfaction, turnover intentions, and absenteeism: findings from Pakistan compared to the United States. *Springer Plus*, 13.
11. Vagianos, A. (2015, 02 19). Retrieved from Huffingtonpost: <http://www.huffingtonpost.com/>
12. US Merit Systems Protection Board, Office of Policy and Evaluation. *Sexual Harassment in the Federal Workplace: Trends, Progress, and Continuing Challenges*. Washington, DC: US Government Printing Office, 1995.
13. The World Bank. *Women, Business and the Law 2014: Removing Restrictions to Enhance Gender Equality*. London: Bloomsbury Publishing, 2013.
14. Fitzgerald, L. F., S. L. Shullman, N. Bailey, M. Richards, J. Swecker, Y. Gold, M. Ormerod, and L. Weitzman. "The incidence and dimensions of sexual harassment in academia and the workplace." *Journal of Vocational Behavior* 32:2 (1988): 152–175.
15. Ilies, R., N. Hauserman, S. Schwochau, and J. Stibal. "Reported incidence rates of workrelated sexual harassment in the United States: Using meta-analysis to explain reported rate disparities." *Personnel Psychology* 56:3 (2003): 607–631.
16. European Commission, Directorate-General for Employment, Industrial Relations, and Social Affairs. *Sexual Harassment in the Workplace in the European Union*. Brussels: European Commission, 1998.
17. McCann, D. *Sexual Harassment at Work: National and International Responses*. Geneva: International Labour Office, 2005.
18. Hersch, J. "Compensating differentials for sexual harassment." *American Economic Review Papers and Proceedings* 101:3 (2011): 630–634.
19. Pina, A., T. A. Gannon, and B. Saunders. "An overview of the literature on sexual harassment: Perpetrator, theory, and treatment issues." *Aggression and Violent Behavior* 14:2 (2009): 126–138.
20. Fitzgerald, L. F., F. Drasgow, C. L. Hulin, M. J. Gelfand, and V. J. Magley. "Antecedents and consequences of sexual harassment in organizations: A test of an integrated model." *Journal of Applied Psychology* 82:4 (1995): 578–589.
21. Willness, C. R., P. Steel, and K. Lee. "A meta-analysis of the antecedents and consequences of workplace sexual harassment." *Personnel Psychology* 60:1 (2007): 127–162.
22. Bergman, M. E., R. D. Langhout, P. A. Palmieri, L. M. Cortina, and L. F. Fitzgerald. "The (un)reasonableness of reporting: Antecedents and

- consequences of reporting sexual harassment.”
Journal of Applied Psychology 87:2 (2002): 230–242.
23. Raver, J. L., and M. J. Gelfand. “Beyond the individual victim: Linking sexual harassment, team processes, and team performance.” Academy of Management Journal 48:3 (2005): 387–400. [13]
- Antecol, H., and D. Cobb-Clark. “Does sexual harassment training change attitudes? A view from the federal level.” Social Science Quarterly 84:4 (2003): 826–842.
24. (Crouch, 2001) (MacKinnon, 1979)