

**CHAPTER 6****DATA ANALYSIS****6.1 INTRODUCTION**

As stated in chapter 1, the primary purpose of this study was to design a holistic model to manage the occurrence of sexual harassment in the workplace. The proposed model (see page 4-14) was designed and tested among a number of managers of companies affiliated to SEIFSA. For this purpose the researcher compiled a structured questionnaire. The responses to the questionnaire were then statistically analysed. This chapter discusses the findings of the data analysis.

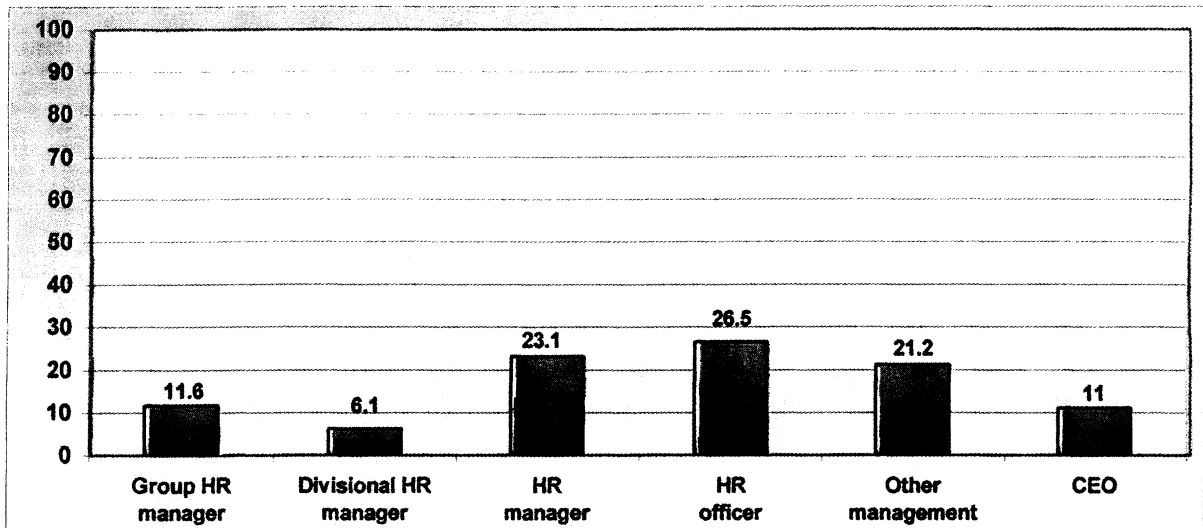
**6.2 BACKGROUND INFORMATION OF THE COMPANIES**

An analysis of the data in section A (B-14 – B-16) of the questionnaire revealed the following:

**6.2.1 Your position (Question 1)**

In question 1 the respondents were required to indicate which title best described their position in the organisation. The majority of the respondents (67.3%) were employed in the human resource management field. In this group, 11.6% were Group HR Managers, 6.1% were Divisional HR Managers, 23.1% were HR Managers and 26.5% HR Officers (see figure 6.1, page 6-2). Besides the HR management group, 21.2% of the respondents came from other management groups (e.g. financial management, marketing management and production management), while 11% were Chief Executive Officers (CEO's). Figure 6.1 (page 6-2) illustrates that the respondents occupied fairly senior positions in their companies.

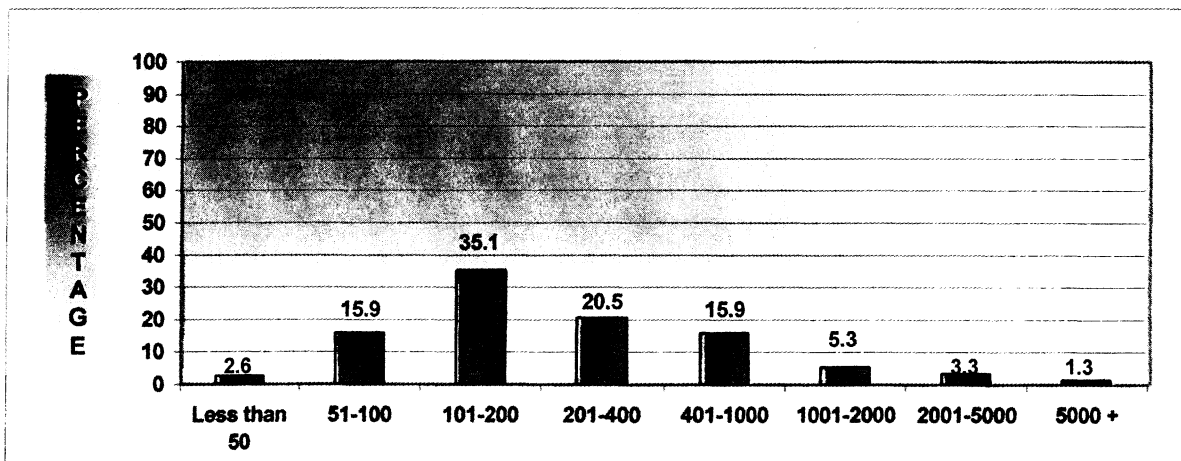
**FIGURE 6.1 POSITION OF THE RESPONDENTS**



**6.2.2 Number of employees in the companies (Question 2)**

Here the respondents had to indicate the total number of employees in their companies. As can be seen from figure 6.2 below, most of the companies (71.5%) have between 101 and 1,000 employees, 15.9% have between 51 and 100, 8.6% have between 1,001 and 5,000, 2.6% have less than 50 and only 1.3% have more than 5,000 employees. Thus, small, medium and large companies were fairly well represented in the survey regarding their number of employees.

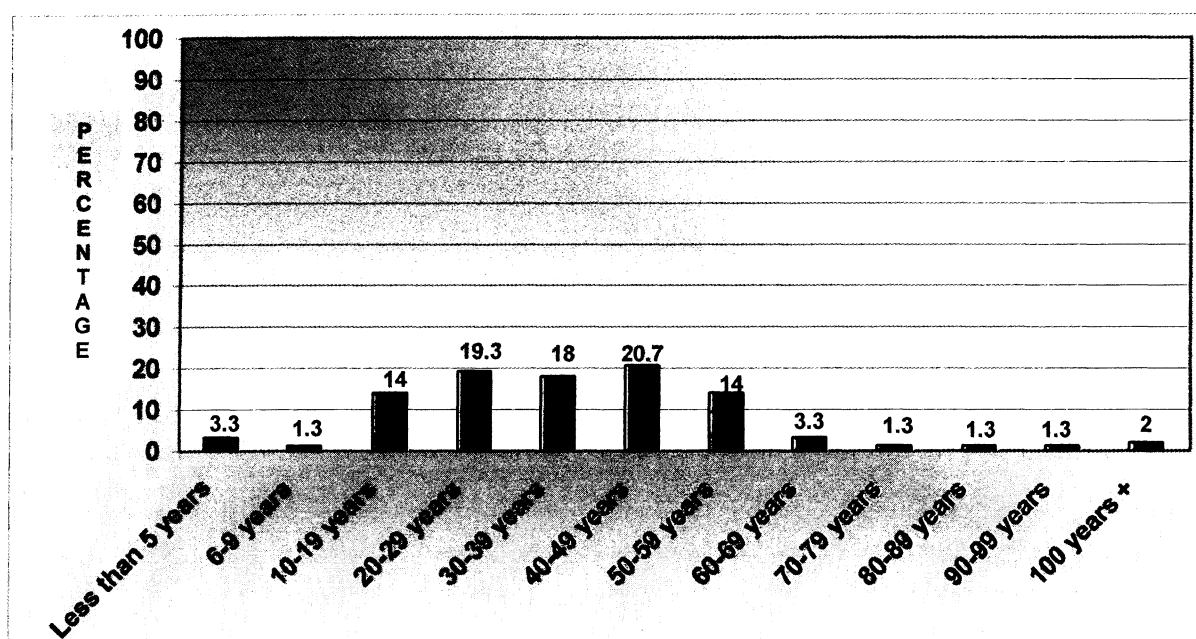
**FIGURE 6.2 NUMBER OF EMPLOYEES IN THE COMPANIES**



### 6.2.3 Age of the companies (Question 3)

Regarding the age of the companies, the majority of those participating in this survey (81.2%) have been in existence for more than 20 years. Of this group, 5.9% are older than 70 years. Thus, the majority of the companies are fairly well established in their individual sectors and, as such, should have well-established policies and procedures for different issues in the organisation.

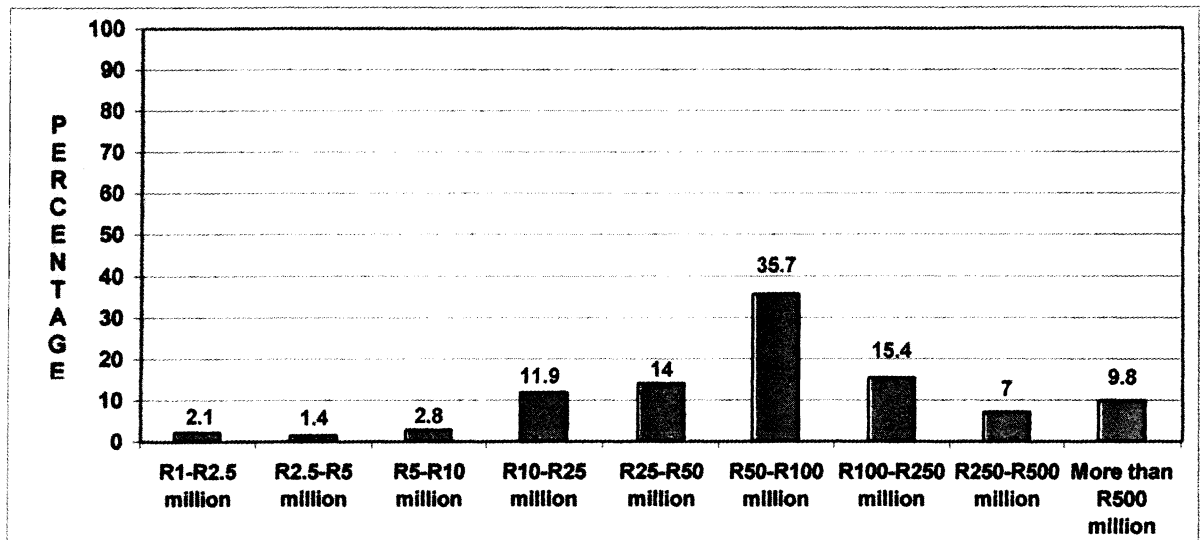
FIGURE 6.3 AGE OF THE COMPANIES



### 6.2.4 Approximate annual turnover of the companies (Question 4)

Regarding the company turnover, as can be seen from figure 6.4 (page 6-4), most of the companies in the sample (65.1%) had an annual turnover of between R25 million and R100 million. Combining this information with the number of employees (question 2), provided an overall picture of the size of the companies making up the sample. Their annual turnover indicated that the companies play an important role in their different sectoral groups.

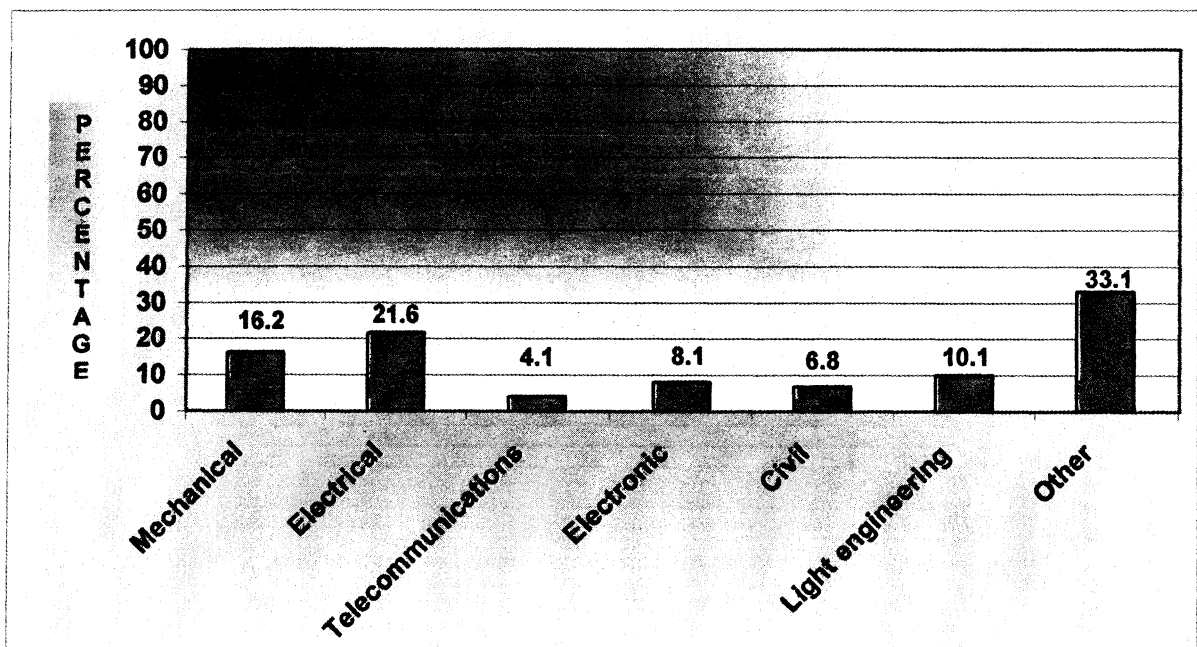
**FIGURE 6.4 APPROXIMATE ANNUAL TURNOVER OF THE COMPANIES**



### 6.2.5 Economic activity of the companies (Question 5)

The economic activity of the companies could have an impact on how they respond to the occurrence of sexual harassment. A particular economic sector could, for instance, have a workforce comprised predominantly of male employees and therefore companies in that sector could have a different perspective to companies in an economic sector with more female employees.

**FIGURE 6.5 ECONOMIC ACTIVITY OF THE COMPANIES**

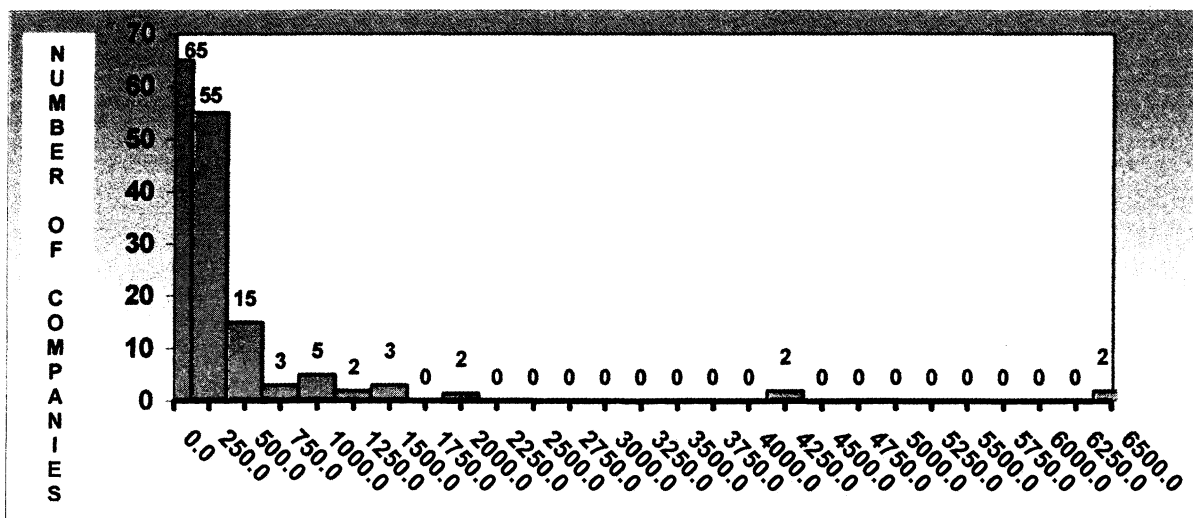


From figure 6.5 (page 6-4), it is clear that, with the exception of the telecommunications industry, the major economic activity groupings are reasonably well represented in the sample.

### 6.2.6 Staff composition of the companies (Question 6)

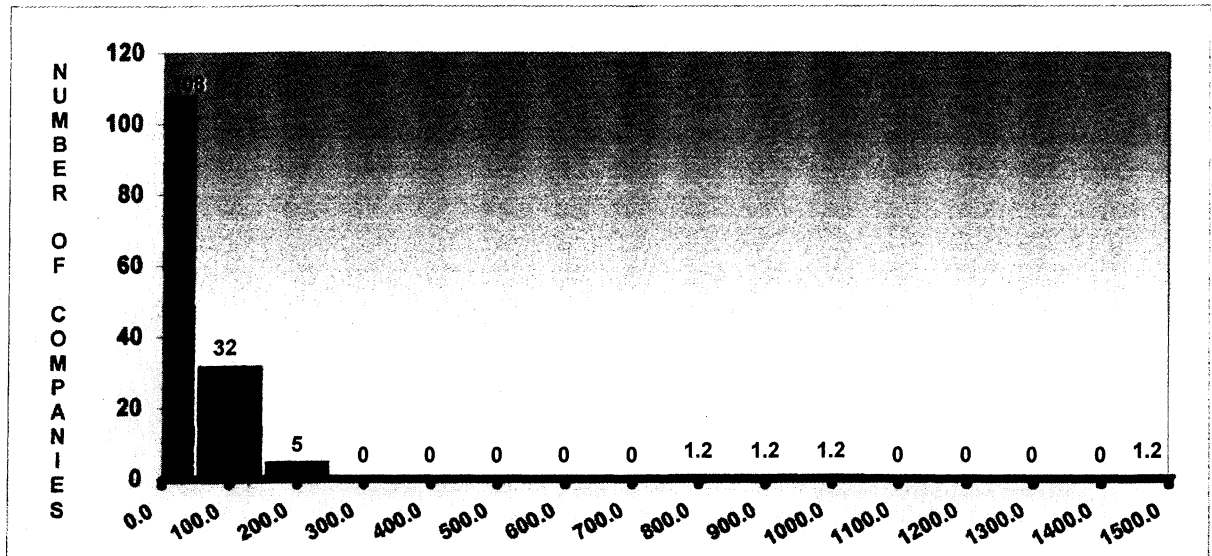
The researcher wished to know the gender distribution in companies in order to determine whether a company's perception of sexual harassment was influenced by the gender composition of the workforce. In question 6, then, the respondents were asked to indicate the composition of the company workforce. The number of male employees per company is indicated in figure 6.6 below. Only 148 companies were used for this purpose as two companies either provided incorrect data or were outliers (had exceptionally large numbers of male employees). Figure 6.6 below indicates that most companies had under 250 male employees. Moreover, the mean number of males per company for all 148 companies would not have given an accurate indication of the average size of the companies in the study. This also applied to the number of females per company (see figure 6.7, page 6-6). Figure 6-7 indicates that the majority of companies had under 100 female employees. Accordingly, the data analysis revealed that the distribution of male and female employees in the companies surveyed did not conform to a normal distribution as would ordinarily be depicted by a bell distribution curve. The companies employed more males than females.

FIGURE 6.6 NUMBER OF MALE EMPLOYEES PER COMPANY



*Class midpoints (one bar represents a class interval of 250)*

**FIGURE 6.7 NUMBER OF FEMALE EMPLOYEES PER COMPANY**

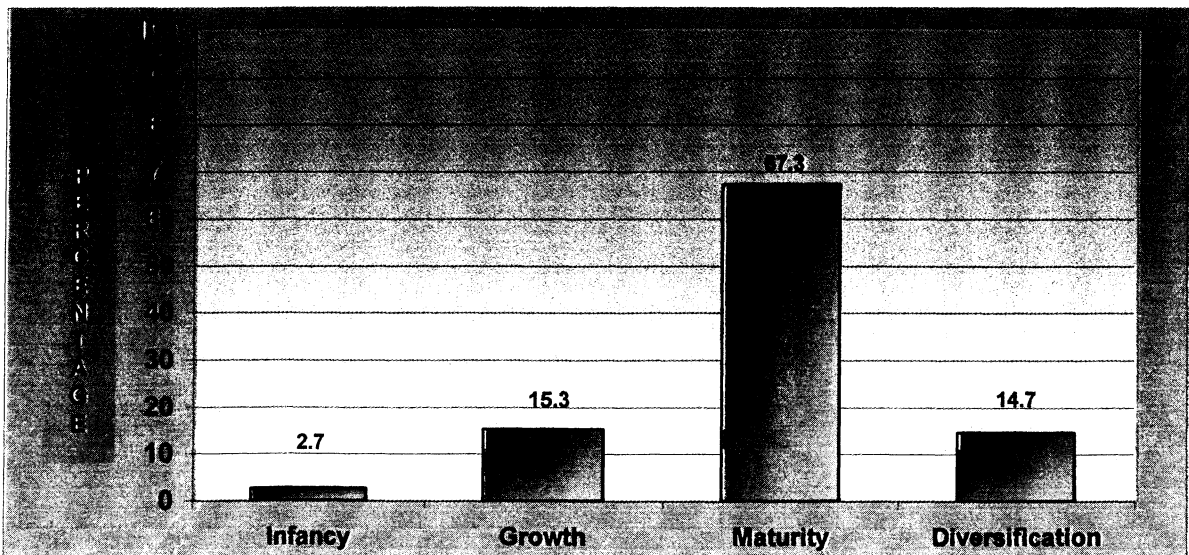


*Class midpoints (one bar represents a class interval of 100)*

**6.2.7 Stage of development of the companies (Question 7)**

In question 7 the respondents had to indicate the stage of development of their companies. As illustrated in figure 6.8 below, the majority of companies (67.3%) were mature companies. In mature companies, HR managers have a grave responsibility to see that the workforce is optimally utilised to ensure that the company retains and/or expands its market share and stays competitive. Thus, not managing sexual harassment in the workplace could have a negative impact on this balance as indicated earlier in chapters 2 and 3. The management of sexual harassment is therefore critical.

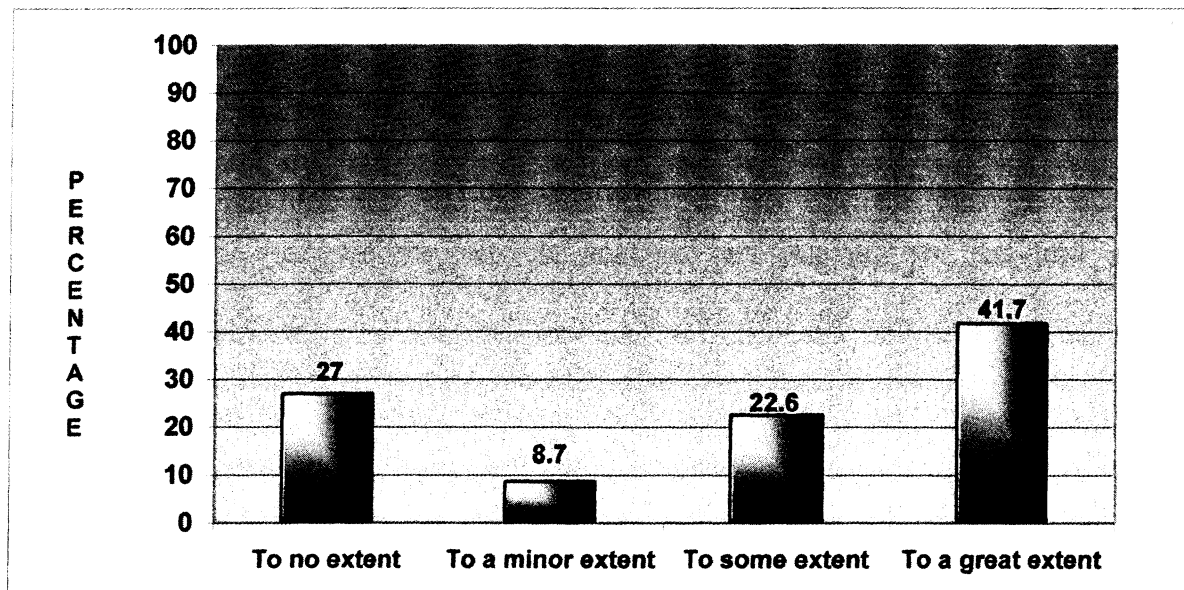
**FIGURE 6.8 STAGE OF DEVELOPMENT OF THE COMPANIES**



### 6.2.8 Influence of policies formulated by Head Office (Question 8)

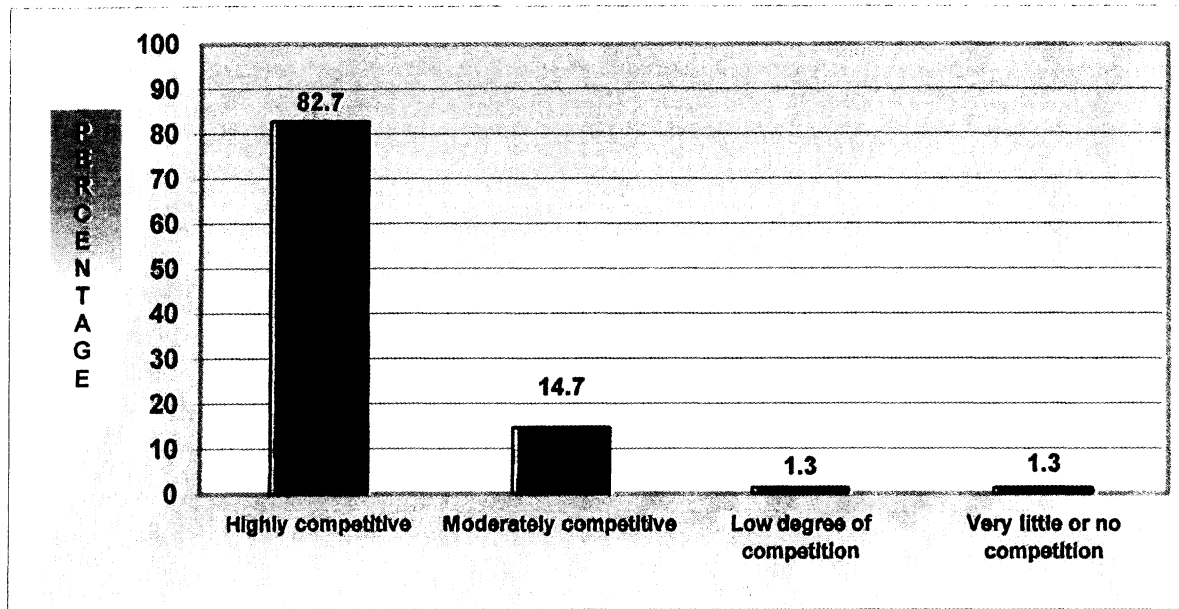
The respondents had to indicate to what extent they were influenced by policies formulated by Head Office, if they were not a head office or independent unit. As figure 6.9 below indicates, most of the lower-level units of companies (41.7%) are, to a great extent, influenced by policies formulated by head office, and rely largely on their head office in this regard. Policy formulation is thus greatly centralised. Only 27% of the companies indicated that they are not at all influenced by their head office and, as such, function independently.

**FIGURE 6.9 INFLUENCE OF POLICIES FORMULATED BY HEAD OFFICE**



### 6.2.9 Degree of competition in markets in which companies operate (Question 9)

Here the respondents had to indicate the level of the competition in the markets in which their companies operate. From figure 6.10 on page 6-8, it is clear that the majority of companies (82.7%) operate in highly competitive markets. Under such conditions, it is essential for all production factors (e.g. buildings, machinery, finance and people) to be well integrated and utilised to enable the company to retain as well as expand its market share.

**FIGURE 6.10 DEGREE OF MARKET COMPETITION FOR COMPANIES**

#### 6.2.10 Organisational structures of the companies (Question 10)

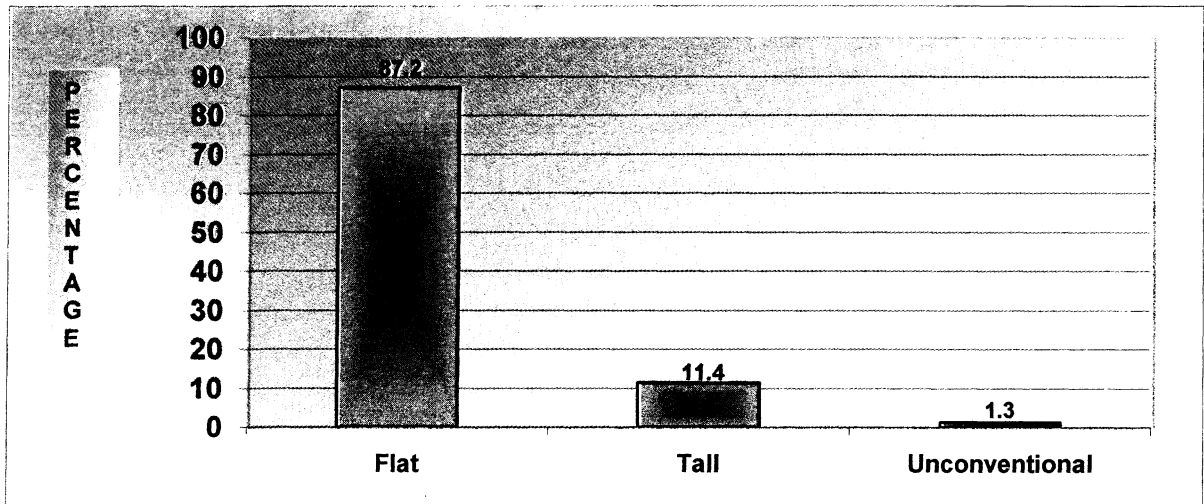
Here the respondents had to indicate the type of organisational structure of the company. As can be seen from figure 6.11 on page 6-9, 87.2% of the companies have flat organisational structures. This is in line with the trend since 1990 of eliminating unnecessary levels of management and getting closer to the point of service delivery. Only 11.4% of the companies indicated that they still have tall structures.

Having determined the profiles of the companies in the sample, the researcher did a factor analysis of the different sections of the questionnaire.

### 6.3 FACTOR ANALYSIS RESULTS OF THE DIFFERENT SECTIONS OF THE QUESTIONNAIRE

Sections B, C, D and E of the questionnaire were designed to determine the profile of companies on the management of sexual harassment in the workplace. These sections also served as the building blocks for the proposed model (see page 4-14).



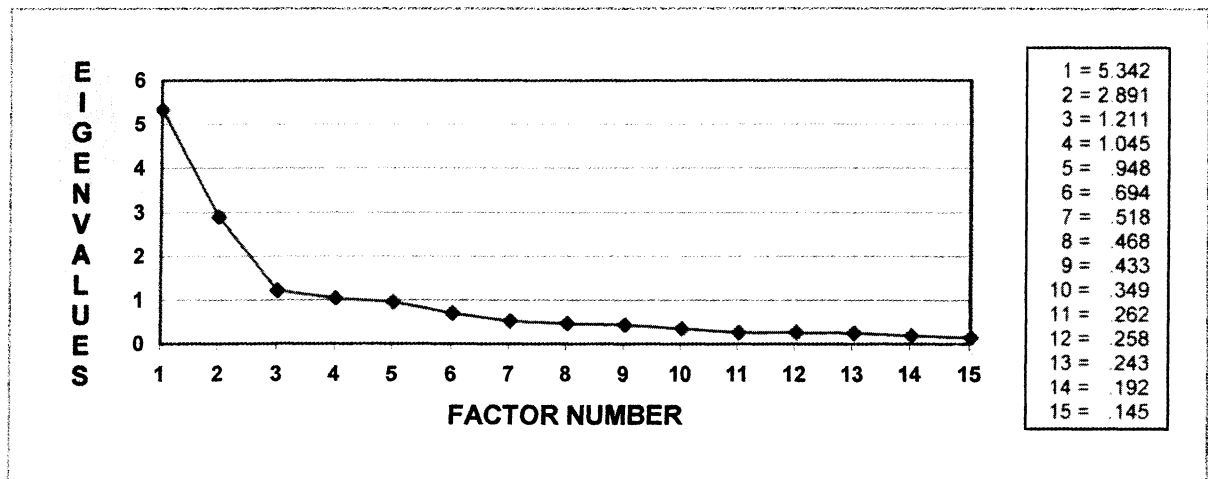
**FIGURE 6.11 ORGANISATIONAL STRUCTURE OF THE COMPANIES**

### 6.3.1 Factor analysis results of the industry assessment of sexual harassment management (Section B)

Section B (pages B-16 – B-17) of the questionnaire was intended to establish the extent to which sexual harassment occurred in the particular company, whether the company had a policy in this regard, whether there were formal HR policies, to what extent they were integrated with the company's strategic plans, employees' and/or HR department's involvement in these policies and plans, and whether the organisation goals were evaluated and communicated to the staff. Figure 6.12 (page 6-10) represents the results of a factor analysis of these items. The eigenvalues were plotted against the factors in figure 6.12.

From figure 6.12 it is clear that the graph levels off after two factors. According to Catell's (1978) scree test, this indicates which two factors should be extracted. In this study one-two- and three-factor analysis results were obtained using a principal axis method of factor extraction and rotating the results obliquely, using the promax criterion.

**FIGURE 6.12 SCREE PLOT OF THE EIGENVALUES OF THE CORRELATION MATRIX FOR SECTION B OF THE QUESTIONNAIRE (INDUSTRY ASSESSMENT)**



Theoretically, the two-factor solution was most appropriate. Only the two-factor solution is therefore reported in table 6.1 on page 6-11. A careful inspection of the common element in the items loading on a particular factor revealed the following factors:

- *Factor 1* - HR policy
- *Factor 2* - Sexual harassment occurrence

These factors and the items they comprise are presented in table 6.1 (page 6-11).

**TABLE 6.1 PROMAX-ROTATED COEFFICIENTS) FOR A TWO-FACTOR SOLUTION OF THE INDUSTRY ASSESSMENT ITEMS**

ITEM	DESCRIPTION OF ITEMS	FACTORS	
		F 1	F 2
12	HR department involvement in formalising company strategic plans	855	
11	Incorporation of HR policy into the company's overall strategic plans	820	
13	Employee involvement in formalising company policies	745	
15	Communicating the company's strategic aims to employees	741	
14	Monitoring of company policies	740	
10	Existence of formal HR policy	718	
4	Present company policies address sexual harassment	683	
6	Staff training to deal with sexual harassment	643	
5	Environmental scanning to determine the occurrence of sexual harassment in the workplace	534	
7	Occurrence of sexual harassment over the past 5 years		837
1	Industry affected by sexual harassment		792
8	Extent to which women have been subjected to sexual harassment in the company		719
2	Possible sexual harassment effects within the next five years		538
3	Women moving into traditionally male occupied positions	312	440
9	Extent to which men have been subjected to sexual harassment in the company	000	000
<b>EXTRACTION METHOD: Principal axis factoring</b> <b>ROTATION METHOD: Promax with Kaiser normalisation</b>			

The Cronbach Alpha coefficient was subsequently calculated as an index of the internal consistency reliability of the two factors and found to be

- *Factor 1* = HR policy: Cronbach Alpha = 0,90
- *Factor 2* = Sexual harassment occurrence: Cronbach Alpha = 0,79

The mean values for the industrial items of the two factors are reflected in table 6.2 on page 6-12.

In regard to HR policy, it was found that, despite the publication of the Code of Good Practice on the Handling of Sexual Harassment Cases in 1998, very few of the companies had undertaken an environmental scanning exercise among their

employees to determine the occurrence of sexual harassment in the workplace (mean 1.5). As mentioned, no policy can be devised if employees' views on the problem have not been determined.

**TABLE 6.2 MEANS AND STANDARD DEVIATIONS OF ITEMS ON INDUSTRIAL ASSESSMENT**

QUESTION NUMBER	DESCRIPTION	N	MIN	MAX	MEAN <sup>(1)</sup>	STANDARD DEVIATION
4	Present company policies address sexual harassment	150	1.00	5.00	2.6067	1.23645
5	Environmental scanning to determine occurrence of sexual harassment in the workplace	150	1.00	5.00	1.5200	.87255
6	Staff training addressing sexual harassment	149	1.00	5.00	1.7047	1.10590
10	Existence of formal HR policies	149	1.00	5.00	3.0336	1.22704
11	Incorporation of HR policies into the company's overall strategic plans	151	1.00	5.00	3.0728	1.11415
12	HR department involvement in formalising company strategic plans	151	1.00	5.00	2.7417	1.32898
13	Employee involvement in formalising company policies	151	1.00	5.00	2.2119	1.13496
14	Monitoring of company policies	151	1.00	5.00	2.8212	1.17806
16	Communicating the company's strategic aims to employees	150	1.00	5.00	2.7200	1.12995
1	Industry affected by sexual harassment	151	1.00	5.00	1.3709	.57290
2	Possible sexual harassment effects in the next five years	151	1.00	5.00	1.7616	.78067
7	Occurrence of sexual harassment over the past five years	151	1.00	5.00	1.2914	.52395
8	Extent to which women have been subjected to sexual harassment in the company	151	1.00	5.00	1.5232	.65151
3	Women moving into traditionally male occupied positions	148	1.00	5.00	2.2770	.90967
9	Extent to which men have been subjected to sexual harassment within the company	151	1.00	5.00	1.1325	.45717

<sup>(1)</sup> MEAN VALUE CAN RANGE FROM 1 (RARELY) TO 5 (ALMOST ALWAYS)

It is vital to discover whether this problem (sexual harassment) exists in the company and what employees' views are on it if employees are to buy into the company policy on this issue. Therefore, it is essential for the first proactive step of the proposed model, namely a company specific audit, to be undertaken. Closely related to the

lack of scanning is the lack of staff training to come to grips with, control and prevent sexual harassment (mean 1.7). This seemed to confirm a view that there was no need for training since (or if) there was no problem. At the same time, however, the sensitivity of this problem means that people are reluctant to come forward and report a problem, especially if there is no policy or the company culture is not conducive to reporting (sensitive) problems. Training thus forms the core of the proposed model and should be undertaken on an ongoing basis. Another cause for concern was the lack of employee involvement in formalising company policies (mean 2.2). For an organisation to function as an integrated whole, every employee should have a say in the policies if they are to be seen as fair. It was also found that the company policies only dealt with sexual harassment to a limited extent (mean 2.6). The limited effort made to communicate the company's aims to employees (mean 2.7) and the indication that HR was only involved in the formalisation of company policies to a small extent (mean 2.7) were also disturbing. The role of HR cannot be underestimated in an organisation pursuing its overall goals, particularly seeing that the resource-based view, involving HR in gaining the competitive advantage, has become widely accepted. When policies are implemented they need to be monitored for their success or failure. The data analysis also found that this did not take place on a regular basis (mean 2.8). No successful organisation can afford not to monitor its policies, hence, evaluation was built into the proposed model. The existence of formal company HR policies and the incorporation of the HR policies into the company's overall strategic plans both scored a mean of 3.0 and were therefore stronger aspects. The researcher found this commensurate with the size and maturity of the companies. However, it was unclear how effective these HR policies were or how they were incorporated into the overall strategic plans, as the respondents had indicated earlier that they were only involved to a limited extent in formalising company policies (mean 2.7). To the researcher, then, it was clear that policies on sexual harassment were seriously lacking in the respondent companies. Nor did there appear to be any urgency to deal with this issue which could have a serious negative impact on the organisation's functioning.

The findings on the occurrence of sexual harassment, then, concurred with the respondents' earlier indication that the companies had rarely seen any occurrence of sexual harassment over the past five years (mean 1.2). The researcher found this to

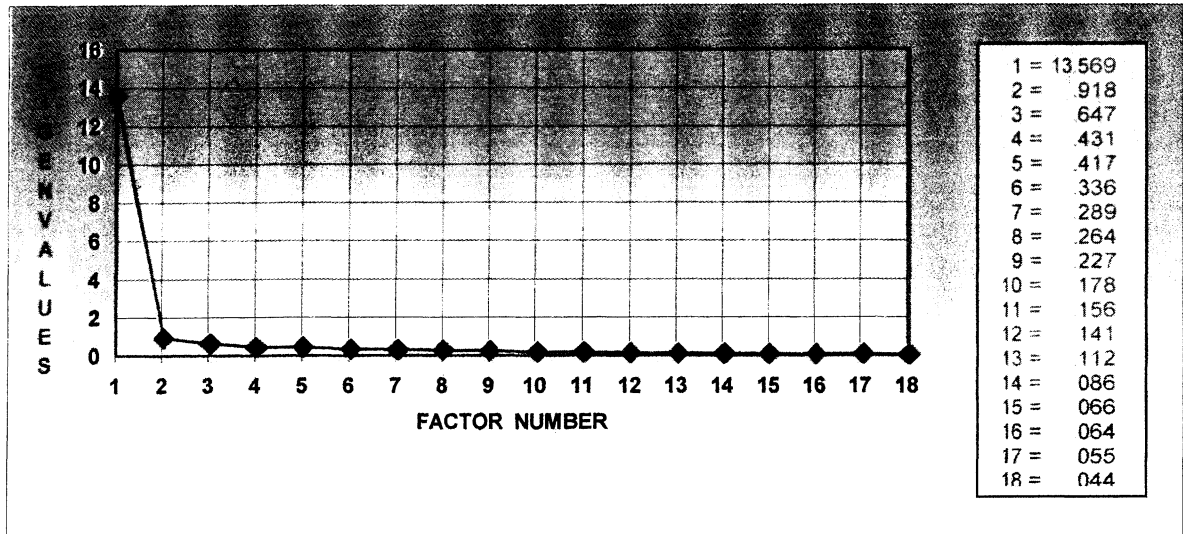
be in stark contrast to the worldwide trends already discussed (see chapter 2). The respondents also regarded the impact of sexual harassment on the industry as minimal (mean 1.3) as well as the extent to which women have been affected by sexual harassment as minimal (mean 1.5). Given that no proper audit had been carried out and there were no sexual harassment policies, the researcher found this result doubtful. The analysis revealed that the respondents saw hardly any change taking place in respect of the occurrence of sexual harassment over the next five years (mean 1.7). In the light of the employment equity legislation, which will compel companies to change their staff composition over the next few years, this seems highly unlikely. The results therefore indicated that the respondents regarded their companies as free of sexual harassment. Nor did they foresee the occurrence of sexual harassment increasing in the near future. These results contradict the experience of other countries and reports in local journals (e.g. Carbonell et al, 1992; Cleveland et al, 1996; Alterman et al, 1995; Hayter, 1996).

### **6.3.2 Factor analysis results of the development of formal policies and procedures for sexual harassment management (Section C)**

Section C (page B-18 – B-19) of the questionnaire was designed to establish to what extent the respondent companies had developed formal policies and procedures for dealing with the occurrence of sexual harassment. The researcher performed a factor analysis of these items and the results are presented in figure 6.13 on page 6-15. The eigenvalues were plotted against the factors in figure 6.13.

From figure 6.13 (page 6-15), it is clear that the graph levels off after only one factor. According to Catell's scree test, this indicates what factor should be extracted. A one-factor analysis was thus appropriate and accordingly performed. The analysis results were obtained using a principal axis method of factor extraction and rotating the results obliquely using the promax criterion. Table 6.3 (page 6-15) represents the one-factor solution. A careful inspection of the common element in the items loading on the factor revealed the factor of "policy development".

**FIGURE 6.13 SCREE PLOT OF THE EIGENVALUES OF THE CORRELATION MATRIX FOR SECTION C OF THE QUESTIONNAIRE (DEVELOPMENT OF FORMAL POLICIES AND PROCEDURES)**



The factor and the items it comprises are presented in table 6.3 below.

**TABLE 6.3 PROMAX-ROTATED FACTOR PATTERN (STANDARDISED REGRESSION COEFFICIENTS) FOR A SINGLE-FACTOR SOLUTION OF THE DEVELOPMENT OF FORMAL POLICIES AND PROCEDURES**

2	Existence of a company policy to address sexual harassment in the workplace	.943
5	Reporting mechanisms are specified in the company policy on sexual harassment	.934
8	The policy stresses prompt investigation of sexual harassment complaints	.926
10	The policy is available in printed form	.921
12	Sexual harassment reporting procedures are simple and user-friendly	.913
9	The policy requires that proper documentation be kept of the process	.910
4	The sexual harassment policy explains in detail what constitutes sexual harassment	.907
17	The sexual harassment policy compares favourably with those of other companies	.882
13	The policy makes provision for victims to by-pass their immediate supervisor	.855
6	The policy sets out time frames for the various stages of the complaints procedure	.854
15	The policy strictly prohibits sexual harassment	.853
3	The sexual harassment policy has been circulated to all employees	.848
14	The policy is regularly updated	.834
7	The sexual harassment policy contains anti-retaliation clauses	.824
1	The company has a system for monitoring incidents of sexual harassment	.788
16	There is total top management support for the sexual harassment policy	.780
11	The policy defines "quid pro quo" and "hostile work environment" sexual harassment	.768
18	Employees' views were elicited prior to the actual drafting of the policy	.702

The Cronbach Alpha coefficient was calculated as an index of the internal consistency reliability of this factor and found to be 0,98, which is very high (close to a perfect reliability of 1,00) and confirmed that the items of this section could be considered to reflect a single dimension.

The mean values for the individual items making up the factor are illustrated in table 6.4 below.

**TABLE 6.4 MEANS AND STANDARD DEVIATIONS OF ITEMS ON THE DEVELOPMENT OF FORMAL POLICIES AND PROCEDURES**

QUESTION NUMBER	DESCRIPTION	N	MIN	MAX	MEAN <sup>(1)</sup>	STANDARD DEVIATION
1	The company has a system for monitoring incidents of sexual harassment	150	1.00	7.00	4.3933	2.05265
2	A company policy to address sexual harassment in the workplace exists	149	1.00	7.00	4.0336	2.16675
3	The sexual harassment policy has been circulated to all employees	149	1.00	7.00	4.5973	2.18385
4	The sexual harassment policy explains in detail what constitutes sexual harassment	146	1.00	7.00	4.2877	2.29530
5	Reporting mechanisms are specified in the company policy	147	1.00	7.00	3.9660	2.27076
6	The policy sets out time frames for the various stages of the complaints procedure	149	1.00	7.00	4.2215	2.18052
7	The sexual harassment policy contains anti-retaliation clauses	144	1.00	7.00	4.8181	2.19343
8	The policy stresses the prompt investigation of sexual harassment complaints	149	1.00	7.00	3.7181	2.23631
9	The policy requires that proper documentation be kept of the process	146	1.00	7.00	3.5135	2.21155
10	The policy is available in printed form	149	1.00	7.00	3.6646	2.28120
11	The policy defines "quid pro quo" and "hostile work environment" sexual harassment	146	1.00	7.00	4.9662	2.20517
12	Sexual harassment reporting procedures are simple and user-friendly	149	1.00	7.00	3.9732	2.22682
13	The policy makes provision for victims to by-pass their immediate supervisor	147	1.00	7.00	3.9456	2.17955
14	The policy is regularly updated	146	1.00	7.00	4.9459	2.27811
15	The policy strictly prohibits sexual harassment	144	1.00	7.00	3.2500	2.32198
16	There is total top management support for the sexual harassment policy	146	1.00	7.00	3.0646	2.23253
17	The sexual harassment policy compares favourably with those of other companies	142	1.00	7.00	3.9548	2.12520
18	Employees views were elicited prior to the actual drafting of the policy	147	1.00	7.00	5.1837	2.01372

<sup>(1)</sup> MEAN CAN RANGE FROM 1 (COMPLETELY TRUE) TO 7 (COMPLETELY FALSE)



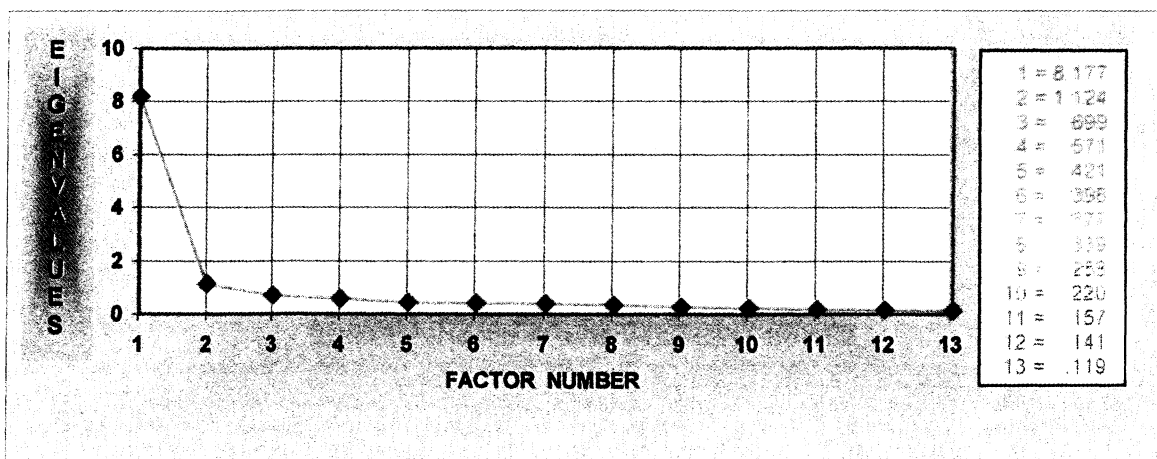
The researcher's proposed model for the management of sexual harassment in the workplace confirms that a formal policy is essential in a company if it is to manage this problem effectively.

The results of the factor analysis of section C (page B-18 – B-19) of the questionnaire indicated that the respondent companies have no definitive policies and procedures for sexual harassment. This was shown by the overall mean values for the individual items for this factor being between 3.9 and 5.1. This finding is not surprising as the companies indicated earlier (see paragraph 6.3.1) that they had rarely seen any occurrences of sexual harassment during the past five years. This clearly indicates the necessity of having a formal policy which covers monitoring the incidents of sexual harassment, defining the concept, providing examples, providing time frames for handling complaints and a procedure for handling complaints.

### 6.3.3 Factor analysis results of educating and training employees about sexual harassment (Section D)

Section D (pages B-19 – B-20) of the questionnaire was designed to establish the degree to which the companies were committed to training and educating their employees on sexual harassment. A factor analysis was therefore performed on this section and the results are reflected in figure 6.14 below. The eigenvalues were plotted against the factors in figure 6.14.

**FIGURE 6.14 SCREE PLOT OF THE EIGENVALUES OF THE CORRELATION MATRIX FOR SECTION D OF THE QUESTIONNAIRE (EDUCATING AND TRAINING EMPLOYEES)**



From figure 6.14 on page 6-17, it is clear that the graph levels off after the first factor. According to Catell's scree test, this indicates that one factor should be extracted. A one-factor analysis was then performed, using a principal axis method of factor extraction and rotating the results obliquely using a promax criterion, to obtain results. The one-factor solution is illustrated in table 6.5 below.

A careful inspection of the common element in the items loading on a particular factor revealed the factor of "educating and training". The items which comprise this factor are presented in table 6.5.

**TABLE 6.5 PROMAX-ROTATED FACTOR PATTERN (STANDARDISED REGRESSION COEFFICIENTS) FOR A SINGLE-FACTOR SOLUTION OF THE EDUCATING AND TRAINING ITEMS**

ITEM	DESCRIPTION OF ITEMS	FACTOR 1
11	Assertiveness training to teach victims how to respond forcefully to sexual harassment	.849
12	Regular audits to establish the necessity for follow-up training	.841
4	Gender awareness training is provided	.820
10	Consciousness-raising training designed to differentiate between the perspectives men and women hold on sexual behaviour	.795
13	Sexual harassment training is compulsory for all employees	.787
5	Conflict role expectation training is provided	.780
8	Regular management training on how to investigate and resolve sexual harassment complaints	.770
1	Company invests a lot of time and money in the development of training programmes to equip employees to better deal with sexual harassment in the workplace	.764
3	The provision of training on what type of behaviour is permissible at work	.762
9	Supervisors are provided regularly with behaviour modelling training	.753
6	Provision of culture awareness training	.736
7	Provision of role negotiation techniques training	.706
2	Employees regularly undergo training on sexual harassment issues	.679

The Cronbach Alpha coefficient was calculated as an index of the internal consistency reliability of this factor and found to be 0,94, which is very high and confirms that the items of this section can be considered to reflect a single dimension.

**TABLE 6.6 MEANS AND STANDARD DEVIATIONS OF ITEMS ON EDUCATING AND TRAINING EMPLOYEES ABOUT SEXUAL HARASSMENT**

<b>FACTOR: EDUCATION AND TRAINING</b>						
<b>QUESTION NUMBER</b>	<b>DESCRIPTION</b>	<b>N</b>	<b>MIN</b>	<b>MAX</b>	<b>MEAN<sup>(1)</sup></b>	<b>STANDARD DEVIATION</b>
1	Company invests a lot of time and money in the development of training programmes to equip employees to better deal with sexual harassment in the workplace	149	1.00	7.00	5.9732	1.36038
2	Employees regularly undergo training on sexual harassment issues	149	1.00	7.00	5.9262	1.44771
3	The provision of training on what type of behaviour is permissible at work	148	1.00	7.00	5.3581	1.78813
4	Gender awareness training is provided	149	1.00	7.00	5.9732	1.52876
5	Conflict role expectation training is provided	149	1.00	7.00	5.7785	1.58475
6	Provision of culture awareness training	148	1.00	7.00	5.2027	1.88977
7	Provision of role negotiation techniques training	149	1.00	7.00	5.5705	1.70949
8	Regular management training on how to investigate and resolve sexual harassment complaints	149	1.00	7.00	5.8859	1.28561
9	Supervisors are provided regularly with behaviour modelling training	149	1.00	7.00	5.8792	1.47462
10	Consciousness-raising training designed to differentiate between men and women hold on sexual behaviour	149	1.00	7.00	6.0805	1.34826
11	Assertiveness training to teach victims how to respond forcefully to sexual harassment	149	1.00	7.00	6.2349	1.32231
12	Regular audits to establish the necessity for follow-up training	149	1.00	7.00	5.9396	1.56925
13	Sexual harassment training is compulsory for all employees	149	1.00	7.00	6.3980	1.29875

**<sup>(1)</sup> MEAN CAN RANGE FROM 1 (COMPLETELY TRUE) TO 7 (COMPLETELY FALSE)**

The proposed model on sexual harassment management (see chapter 4, page 4-14) indicates clearly that training on sexual harassment is critical. Consequently the model includes specific types of training that are vital in the management of sexual harassment. The training in the model covers sexual harassment myths and misconceptions, interpersonal behavioural training, role negotiation techniques, self-defence techniques and interpersonal conflict management training.

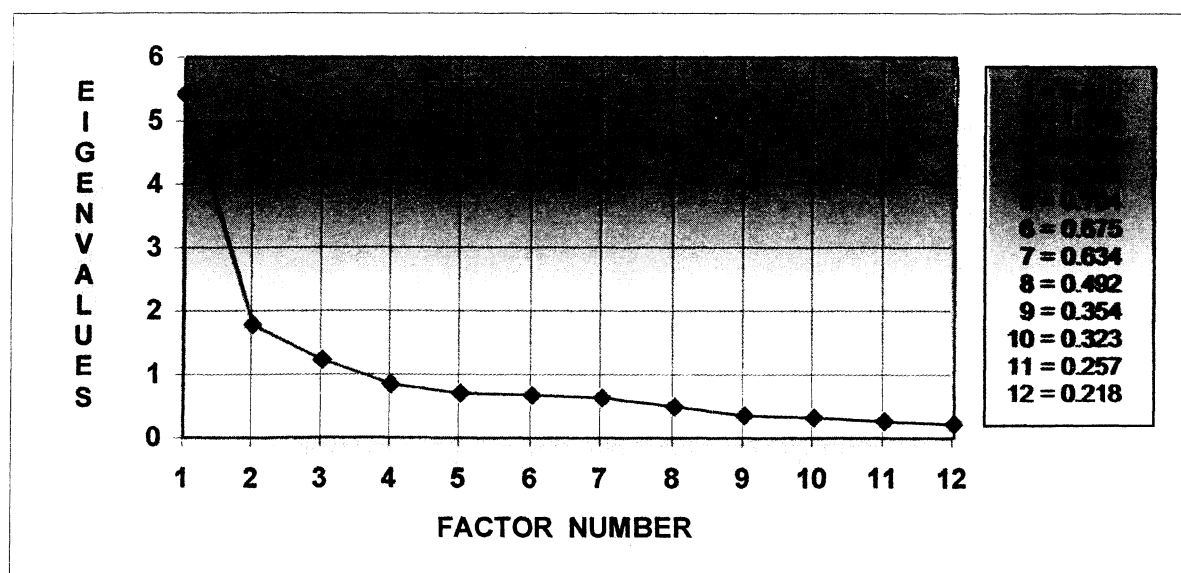
The factor analysis revealed that all the mean values of the items in section D (pages B-19 – B-20) of the questionnaire were above 5 and tended mainly towards the negative (“untrue”) side of the continuum. This implied that, as a rule, the companies comprising the sample do not expend any effort and energy on educating and training programmes aimed specifically at sexual harassment. This finding

reinforced the trend that emerged in sections B and C (pages B-16 – B-19) of the questionnaire (see paragraphs 6.3.1 and 6.3.2). The absence of training will detrimentally affect the company's ability to deal with sexual harassment if, for example, employees are not trained in what behaviour is permissible and how to correct unacceptable behaviour. Companies cannot claim to be proactively dealing with sexual harassment if they do not engage in training programmes on the problem.

#### 6.3.4 Factor analysis results of the investigation/complaints procedures for sexual harassment management (Section E)

Section E (pages B-20 – B-21) of the questionnaire was designed to establish the extent to which the respondent companies had investigation/complaints procedures to deal with, control, prevent and, ultimately eliminate sexual harassment in the workplace. A factor analysis was thus performed on these items of the questionnaire and the results are reflected in figure 6.15 below. The eigenvalues were plotted against the factors in figure 6.15.

**FIGURE 6.15 SCREE PLOT OF THE EIGENVALUES OF THE CORRELATION MATRIX FOR SECTION E OF THE QUESTIONNAIRE (INVESTIGATION/ COMPLAINTS PROCEDURES)**



From figure 6.15 on page 6-20, it is clear that the graph levels off after only two factors. According to Catell's scree test, this indicates what factors should be extracted. The researcher did a two-factor analysis using a principal axis method of factor extraction and rotating the results obliquely, using a promax criterion. The two-factor solution is reflected in table 6.7 below. A careful inspection of the common element in the items loading on the factors revealed the following factors:

- *Factor 1* - Formal complaints procedure
- *Factor 2* - Informal complaints procedure

These factors and the items they comprise are presented in Table 6.7.

**TABLE 6.7 PROMAX-ROTATED FACTOR PATTERN (STANDARDISED REGRESSION COEFFICIENTS) FOR A TWO-FACTOR SOLUTION OF THE INVESTIGATION/ COMPLAINTS PROCEDURES ITEMS**

ITEM	DESCRIPTION OF ITEMS	FACTORS	
		F 1	F 2
10	An appeal procedure exists to be utilised after the investigation has been completed	1.074	
8	Once a complaint has been investigated, victim and harasser are called to a disciplinary enquiry	0.973	
7	All sexual harassment complaints received are investigated by the company immediately	0.888	
4	Formal procedures exist for grievances to be investigated and disciplinary action to be taken should the harasser be found guilty	0.98	
13	Serious cases result in termination of the employee's contract	0.900	
9	The union has a representative on the team that investigates sexual harassment complaints	0.902	
1	A formalised structured procedure for reporting sexual harassment incidents exists	0.599	0.44
2	Employees other than line management have been designated to provide confidential advice/counselling		0.61
5	A hotline service exists for the reporting of sexual harassment incidents		0.59
12	After completion of the investigation, confidential counselling is provided to both parties		0.48
6	A suggestion box exists for reporting sexual harassment		0.44
11	Examples of sexual harassment offences with corresponding penalties are published regularly by the company		0.40
3	An informal approach exists whereby victims can approach the harasser directly	0.218	0.71

The Cronbach Alpha coefficient was subsequently calculated as an index of the internal consistency reliability for the two factors and found to be

- *Factor 1* - Formal complaints procedure: Cronbach Alpha = 0,89
- *Factor 2* - Informal complaints procedure: Cronbach Alpha = 0,72

The mean values for the individual items making up the factors are reflected in table 6.8 below.

**TABLE 6.8 MEANS AND STANDARD DEVIATIONS OF ITEMS ON INVESTIGATION/ COMPLAINTS PROCEDURES**

QUESTION NUMBER	DESCRIPTION	N	MIN	MAX	MEAN <sup>(1)</sup>	STANDARD DEVIATION
1	A formalised structured procedure for reporting sexual harassment incidents exists	149	1.00	7.00	3.4899	2.08475
4	Formal procedures exist for grievances to be investigated and disciplinary action to be taken should the harasser be found guilty	149	1.00	7.00	2.6510	2.01992
7	All sexual harassment complaints received are investigated immediately by the company	148	1.00	7.00	2.5135	1.88977
8	Once a complaint has been investigated, victim and harasser are called to a disciplinary enquiry	148	1.00	7.00	2.3919	1.82438
9	The union has a representative on the team that investigates sexual harassment complaints	145	1.00	7.00	3.7517	2.20646
10	An appeal procedure exists to be utilised after the investigation has been completed	148	1.00	7.00	2.2568	1.83363
13	Serious cases result in termination of the employee's contract	149	1.00	7.00	1.8456	1.49650
2	Employees other than line management have been designated to provide confidential advice/counselling	148	1.00	7.00	5.1959	2.02252
3	An informal approach exists whereby victims can approach the harasser directly	149	1.00	7.00	4.8054	1.99553
5	A hotline service exists for the reporting of sexual harassment incidents	149	1.00	7.00	5.8188	1.70870
6	A suggestion box exists for reporting sexual harassment	149	1.00	7.00	6.1074	1.44326
11	Examples of sexual harassment offences with corresponding penalties are published regularly by the company	148	1.00	7.00	6.2297	1.34060
12	After completion of the investigation, confidential counselling is provided to both parties	148	1.00	7.00	5.7095	1.84890

<sup>(1)</sup> MEAN VALUE CAN RANGE FROM 1 (COMPLETELY TRUE) TO 7 (COMPLETELY FALSE)

The mean values, as reflected in table 6.8 (page 6-22) indicated that formal procedures for dealing with sexual harassment in the workplace were more evident than the informal procedures. This is in direct opposition to the findings for section C (pages B-18 – B-19) dealing with formal policies and procedures for sexual harassment (see paragraph 6.3.2), which indicated that the respondent companies have no definitive policies and procedures. The reason for this finding could be that sexual harassment was dealt with by means of the company's formal complaint procedures, which are not sexual harassment specific. However, sexual harassment differs from other misconduct and should be treated differently. This was the researcher's reason for including "methods for dealing with cases of harassment" and "investigating procedures" in the proposed model.

Regarding factor 2, the informal complaints procedure, the finding confirmed that as no formal policies exist, no provision is made for informal procedures for dealing with sexual harassment. Formal and informal procedures are essential, therefore, in the proposed model, the researcher made provision for an informal complaint procedure for sexual harassment as well.

Considering the different components of the proposed model (see chapter 4, page 4-14), the researcher is of the opinion that the implementation thereof should provide and facilitate the effective management of sexual harassment in the workplace and ultimately result in a better work environment for all.

The last section of the questionnaire, dealt with the communication methods used in the respondent companies.

#### **6.4 COMMUNICATION METHODS USED (SECTION F)**

In Section F (page B-22) of the questionnaire the respondents had to indicate the methods they used to communicate sexual harassment issues to their employees. The results are presented in table 6.9 on page 6-24.

**TABLE 6.9 COMMUNICATION METHODS USED BY THE COMPANIES**

Newsletters	142	1.00	5.00	1.7042	1.09018
Notices on payslips	137	1.00	5.00	1.4818	86689
E-mail	135	1.00	5.00	1.8963	1.47250
Postings on bulletin boards	143	1.00	5.00	2.6503	1.41052
Trade union meetings	139	1.00	5.00	2.3597	1.33518

Table 6.9 above indicates that the methods of communication mostly used are postings on bulletin boards (mean 2.6), followed by trade union meetings (mean 2.3), e-mail (mean 1.8), newsletters (mean 1.7) and notices on payslips (mean 1.4). The companies thus use a range of communication methods. Nevertheless, as indicated in paragraph 6.3.1, very few of the companies had undertaken a company specific audit, there was a general lack of staff training on sexual harassment and general communication in the companies was poor (mean 2.7), and therefore needs urgent attention.

## **6.5 INTERRELATEDNESS OF THE FACTORS OF SEXUAL HARASSMENT MANAGEMENT**

In paragraph 6.3, six factors in sexual harassment management were identified from the items included in the questionnaire, namely

- HR policy
- sexual harassment occurrence
- policy development
- educating and training
- formal complaints procedures
- informal complaints procedures



The six factors were then compared to determine any correlations between them. The correlations were subsequently computed and the results are presented in table 6.10 on page 6-26. Regarding the correlations, it should be noted that the value of the correlation coefficient ( $r$ ) equal to  $-1$  indicates a perfect linear relationship between the sample values of  $X$  and  $Y$ , with the value of  $Y$  decreasing as the value of  $X$  increases – the larger  $X$  becomes, the smaller  $Y$  becomes, while the smaller  $X$  becomes, the larger  $Y$  becomes. A value of  $r$  equal to  $+1$  also indicates a perfect linear relationship between the sample values, but one in which the value of  $Y$  increases as  $X$  increases – larger values of  $Y$  are associated with larger values of  $X$ , while smaller values of  $Y$  are associated with smaller values of  $X$ . If there is no linear relationship between the sample values of  $X$  and  $Y$ , then  $r$  will have a value near zero (McCall, 1970:125).

As can be seen from table 6.10, most of the factors correlated positively with each other, which indicated a mutual relationship between the factors. The exception was “sexual harassment occurrence” which did not correlate with any of the other factors. The reason for this is that sexual harassment itself forms the basis of the problem, while the other factors are all components of a sexual harassment management policy per se.

Having established the correlation between the six factors that constitute sexual harassment management, the researcher examined the relationship between the factors and the profile of the respondent companies (see section A, pages B-14 – B-16 of the questionnaire).

## **6.6 THE RELATIONSHIP BETWEEN THE BACKGROUND INFORMATION OF THE COMPANIES AND THE FACTORS OF SEXUAL HARASSMENT MANAGEMENT**

### **6.6.1 Size of the company**

The size of the company was analysed according to the number of employees and the number of males and females in the workforce. The correlation between the factors of sexual harassment management and the number of male employees is illustrated in table 6.10 on page 6-27.

**TABLE 6.10 CORRELATION BETWEEN FACTORS OF SEXUAL HARASSMENT MANAGEMENT**

FACTORS		HR POLICY	SEXUAL HARASSMENT OCCURRENCE	POLICY DEVELOPMENT	EDUCATING AND TRAINING	FORMAL COMPLAINTS PROCEDURES	INFORMAL COMPLAINTS PROCEDURES
HR POLICY	Pearson correlation	-.036	1	.755(**)	.564(**)	.454(**)	.578(**)
	Sig. (2-tailed)	.661		.000	.000	.000	.000
	N	151	151	150	149	149	149
SEXUAL HARASSMENT OCCURRENCE	Pearson correlation	1	-.036	.048	-.009	.130	-.041
	Sig. (2-tailed)		.661	.557	.911	.113	.621
	N	151	151	150	149	149	149
POLICY DEVELOPMENT	Pearson correlation	.755(**)	.048	1	.572(**)	.548(**)	.665(**)
	Sig. (2-tailed)	.000	.557		.000	.000	.000
	N	150	150	150	149	149	149
FORMAL COMPLAINTS PROCEDURES	Pearson correlation	.564(**)	-.009	.572(**)	1	.306(**)	.700(**)
	Sig. (2-tailed)	.000	.911	.000		.000	.000
	N	149	149	149	149	149	149
INFORMAL COMPLAINTS PROCEDURES	Pearson correlation	.454(**)	.130	.548(**)	.306(**)	1	.484(**)
	Sig. (2-tailed)	.000	.113	.000	.000		.000
	N	149	149	149	149	149	149
INFORMAL COMPLAINTS PROCEDURES	Pearson correlation	.578(**)	-.041	.665(**)	.700(**)	.484(**)	1
	Sig. (2-tailed)	.000	.621	.000	.000	.000	
	N	149	149	149	149	149	149

(\*\*) CORRELATION IS SIGNIFICANT AT THE 0.01 LEVEL (2-TAILED)

▪ **Size of companies according to the number of male employees**

The sample was divided into three groups on the basis of the number of male employees in the company, namely

- Small (less than 115 male employees)
- Medium (115–200 male employees)
- Large (more than 200 male employees)

The three groups were subsequently compared with regard to the six factors of sexual harassment management, using a multivariate analysis of variance. The results are represented in table 6.11 below followed by the results of the post-hoc Scheffé tests in table 6.12.

**TABLE 6.11 COMPARISON OF THE SMALL, MEDIUM AND LARGE COMPANIES ACCORDING TO THE NUMBER OF MALE EMPLOYEES WITH RESPECT TO THE SIX FACTORS OF SEXUAL HARASSMENT MANAGEMENT: MULTIVARIATE ANALYSIS OF VARIANCE F-TESTS**

FACTORS	SIZE IN TERMS OF MALES	MEAN	STANDARD DEVIATION	N	F	(P) Sig.
HR POLICY	Small (less than 115)	30.7411	22.53145	50	9.111	.000(*)
	Medium (115–200)	31.9828	21.38060	53		
	Large (more than 200)	47.18285	17.77269	45		
	<b>Total</b>	<b>36.1848</b>	<b>21.88481</b>	<b>148</b>		
SEXUAL HARASSMENT OCCURRENCE	Small (less than 115)	10.1290	13.29668	50	3.243	.042
	Medium (115–200)	11.2028	11.05882	53		
	Large (more than 200)	16.2500	12.94657	45		
	<b>Total</b>	<b>12.5274</b>	<b>12.43383</b>	<b>148</b>		
EDUCATING AND TRAINING	Small (less than 115)	18.1175	22.05520	50	1.89	.828
	Medium (115–200)	18.1745	18.86872	53		
	Large (more than 200)	20.3419	18.71811	45		
	<b>Total</b>	<b>18.8778</b>	<b>20.21068</b>	<b>148</b>		
POLICY DEVELOPMENT	Small (less than 115)	38.6458	31.48605	50	7.579	.001(*)
	Medium (115–200)	45.1123	30.63639	53		
	Large (more than 200)	62.3715	29.21525	45		
	<b>Total</b>	<b>48.7099</b>	<b>31.78117</b>	<b>148</b>		
FORMAL COMPLAINTS PROCEDURES	Small (less than 115)	66.7619	28.42105	50	2.997	.053
	Medium (115–200)	70.7547	23.91632	53		
	Large (more than 200)	78.9683	20.60576	45		
	<b>Total</b>	<b>72.1616</b>	<b>24.18104</b>	<b>148</b>		
INFORMAL COMPLAINTS PROCEDURES	Small (less than 115)	21.0833	18.90174	50	1.291	.278
	Medium (115–200)	21.0692	18.09606	53		
	Large (more than 200)	26.5432	20.23601	45		
	<b>Total</b>	<b>22.7384</b>	<b>19.07535</b>	<b>148</b>		
(*) THE MEAN DIFFERENCE IS SIGNIFICANT AT THE .05 LEVEL						

Table 6.11 on page 6-27 indicates significant differences between the three groups of employees with regard to the factors "HR policy" and "Policy development".

Consequently post-hoc Scheffé tests were performed to establish which groups differed from each other with regard to these two factors. The results are presented in table 6.12 below. The factor "sexual harassment occurrence", is included in table 6.12 to explain the interpretation of the table.

**TABLE 6.12 POST-HOC SCHEFFÉ TESTS OF THE SMALL, MEDIUM AND LARGE COMPANIES WITH REGARD TO THE FACTORS "SEXUAL HARASSMENT OCCURRENCE", "HR POLICY" AND "POLICY DEVELOPMENT"**

DEPENDENT VARIABLE	(I) SIZE IN TERMS OF MALES	(J) SIZE IN TERMS OF MALES	MEAN DIFFERENCE (I-J)	(P) SIG.
HR POLICY	Small (less than 115)	Medium	- 1.2417	.955
		Large	- 16.4415(*)	.001
	Medium (115-200)	Small	1.2417	.955
		Large	- 15.1997(*)	.002
	Large (more than 200)	Small	16.4415(*)	.001
		Medium	15.1997(*)	.002
SEXUAL HARASSMENT OCCURRENCE	Small (less than 115)	Medium	- 1.0778	.908
		Large	- 6.1250	.060
	Medium (115-200)	Small	1.0778	.908
		Large	- 5.0472	.138
POLICY DEVELOPMENT	Small (less than 115)	Medium	- 6.4665	.562
		Large	- 23.7256(*)	.001
	Medium (115-200)	Small	6.4665	.562
		Large	- 17.2592(*)	.023
	Large (more than 200)	Small	23.7256(*)	.001
		Medium	17.2592(*)	.023
(*) THE MEAN DIFFERENCE IS SIGNIFICANT AT THE .05 LEVEL				

In table 6.12 above, the three types of companies, (viz., small, medium and large in terms of number of male employees) were compared according to their

mean scores on the two factors for which the F-tests were significant in table 6.11 (page 6-27). For example, in table 6.11, the mean score for the small companies in the factor “sexual harassment occurrence” was 10,1250, while the mean for the large companies was 16,2500. This represented a difference in means between the two sizes of  $10,1250 - 16,2500 = -6.1250$ . This is the value in the column “Mean difference (I-J)” in table 6.12 (page 6-28). The p-value associated with a Scheffé test for significance (the null hypothesis would be that the difference between the two means was zero) is presented in the last column and is 0,060 in this case and therefore not significant at the 5% level. The format of table 6.12 on page 6-28, duplicates results; for example “small” is compared to “medium” in the first row then “medium” is again compared to “small” in the third row. The best way to interpret table 6.12 (page 6-28) is to start with the column “Sig.” which gives the p-value for all the pair-wise Scheffé comparisons. For example, in row 5 the p-value of 0,001 indicates that the “small” male group of companies differ significantly from the “large” group in their mean score on the factor “HR policy”. The difference in means is **-16,4415** ( $47,1825 - 30,7411$ ). The actual means of these two groups from table 6.11 on page 6-27 are 30,7411 and 47,1825 for the “small” and “large” groups, respectively. A comparison of the “medium” and the “large male” companies produced approximately the same results for the factor “HR policy”. The difference in means for the “small” and “medium” groups was not significant ( $p=,955$ ). The large companies were therefore more inclined to have an “HR policy” (or score high on this factor) than either the “small” or the “medium” companies (according to the number of male employees). Finally, the results for the factor “Policy development” were similar again. The researcher therefore concluded that the large companies concentrated more on policy development than the others.

▪ **Size of companies according to number of female employees**

The sample was divided into three groups on the basis of the number of female employees in the company, namely

- small (less than 21 female employees)
- medium (21-50 female employees)
- large (more than 50 female employees)

The three groups were subsequently compared with regard to six factors of sexual harassment management, using a multivariate analysis of variance. The results are depicted in table 6.13 below followed by the results of the post-hoc Scheffé tests in table 6.14 on page 6-31.

Table 6.13 indicates significant differences between the three groups of companies with regard to the factors "Sexual harassment occurrence", "HR policy" and "Policy development". Consequently, post-hoc Scheffé tests were performed to establish which groups differed from each other with regard to these three factors. The results are presented in table 6.14.

**TABLE 6.13 COMPARISON OF THE SMALL, MEDIUM AND LARGE COMPANIES ACCORDING TO NUMBER OF FEMALE EMPLOYEES WITH RESPECT TO THE SIX FACTORS OF SEXUAL HARASSMENT MANAGEMENT: MULTIVARIATE ANALYSIS OF VARIANCE F-TESTS**

FACTORS	SIZE IN TERMS OF FEMALES	MEAN	STANDARD DEVIATION	N	F	(P) SIG.
HR POLICY	Small (less than 21)	31.1771	22.60485	49	4.843	.009(*)
	Medium (21-50)	34.2888	21.73962	57		
	Large (more than 51)	44.6003	19.12954	42		
	<b>Total</b>	<b>36.1848</b>	<b>21.88481</b>	<b>148</b>		
SEXUAL HARASSMENT OCCURRENCE	Small (less than 21)	6.6327	10.07848	49	9.068	.000(*)
	Medium (21-50)	14.0351	13.58467	57		
	Large (more than 51)	16.8155	11.67132	42		
	<b>Total</b>	<b>10.4944</b>	<b>11.78181</b>	<b>148</b>		
EDUCATING AND TRAINING	Small (less than 21)	19.1937	20.60689	49	.519	.596
	Medium (21-50)	16.8991	20.49008	57		
	Large (more than 51)	20.9707	18.22098	42		
	<b>Total</b>	<b>18.6745</b>	<b>19.77265</b>	<b>148</b>		
POLICY DEVELOPMENT	Small (less than 21)	41.5127	35.61643	49	4.766	.010(*)
	Medium (21-50)	44.8225	29.42133	57		
	Large (more than 51)	60.4989	27.26903	42		
	<b>Total</b>	<b>48.9447</b>	<b>31.64267</b>	<b>148</b>		
FORMAL COMPLAINTS PROCEDURE	Small (less than 21)	68.7075	28.13825	49	2.662	.073
	Medium (21-50)	69.1729	25.45910	57		
	Large (more than 51)	79.3367	18.54172	42		
	<b>Total</b>	<b>72.4057</b>	<b>24.04636</b>	<b>148</b>		
INFORMAL COMPLAINTS PROCEDURE	Small (less than 21)	22.0805	19.97910	49	2.513	.085
	Medium (21-50)	19.4444	17.23566	57		
	Large (more than 51)	27.9762	19.69346	42		
	<b>Total</b>	<b>22.7384</b>	<b>19.07535</b>	<b>148</b>		
(*) THE MEAN DIFFERENCE IS SIGNIFICANT AT THE .05 LEVEL						

**TABLE 6.14 POST-HOC SCHEFFÉ TESTS OF THE SMALL, MEDIUM AND LARGE COMPANIES WITH REGARD TO THE FACTORS “SEXUAL HARASSMENT OCCURRENCE”, “HR POLICY” AND “POLICY DEVELOPMENT”**

DEPENDENT VARIABLE	(I) SIZE IN TERMS OF FEMALES	(J) SIZE IN TERMS OF FEMALES	MEAN DIFFERENCE (I-J)	(P) SIG.
HR POLICY	Small (less than 21)	Medium	- 3.1117	.754
		Large	- 13.0751(*)	.017
	Medium (21-50)	Small	3.1117	.754
		Large	- 9.9634	.079
	Large (more than 51)	Small	13.0751(*)	.017
		Medium	9.9634	.079
SEXUAL HARASSMENT OCCURRENCE	Small (less than 21)	Medium	7.4024(*)	.007
		Large	- 10.861(*)	.001
POLICY DEVELOPMENT	Small (less than 21)	Medium	3.3098	.859
		Large	- 19.9046(*)	.012
	Medium (21-50)	Small	- 3.3098	.859
		Large	16.5948(*)	.036
	Large (more than 51)	Small	- 19.9046(*)	.012
		Medium	- 16.5948(*)	.036
(*) THE MEAN DIFFERENCE IS SIGNIFICANT AT THE .05 LEVEL				

When the differences between the three group-sizes are studied in table 6.14 above, the following results are noteworthy.

- Sexual harassment occurrences:** Large and medium sized companies report more sexual harassment than the do small companies. A possible reason for this is that the potential for sexual harassment increases as the number of females in the workforce increase. This is supported by the observation made in the literature review that sexual harassment is more often than not, male on female.

- **HR policy:** large companies report more emphasis on HR policy than do small companies. The reason for this could be that the larger the organisation, the more structured and formal it is. Often larger organisations are better established and would therefore have better-developed policies and procedures over time.
- **Policy development:** Large companies appear to emphasise “policy development” more than small companies. One of the reasons could be that when organisations grow, the need to regulate relationships increases. It is possible, in a small informal company, to regulate relationships by daily contact with management. However, as organisations grow, this form of contact with management becomes not only less frequent, but impractical. The only logical and practical means of regulating the employer-employee relationship is by means of rules and regulations. These rules and regulations are what can be referred to as policies. Therefore, the larger the organisation the greater the emphasis on policy formulation.

### 6.6.2 Company stage of development

The researcher wished to determine whether the respondent companies' stage of development influenced the way they responded to the six factors of sexual harassment management.

The sample was divided into three groups according to their stage of development (viz. growth, maturity, diversification). As only 2.7% of the sample was in the infancy stage, the researcher decided not to use them for this comparison. The three groups were compared and the results are reflected in table 6.15 on page 6-33.

Table 6.15 (page 6-33) indicates no differences between the various stages of development (at the 5% level) for the six factors. This was acceptable as the occurrence of sexual harassment is tied to relationships between people and, as such, could occur at any stage of a company's development.



**TABLE 6.15 COMPARISON OF THE COMPANIES ACCORDING TO STAGE OF DEVELOPMENT WITH REGARD TO THE SIX FACTORS OF SEXUAL HARASSMENT MANAGEMENT: MULTIVARIATE ANALYSIS OF VARIANCE F-TESTS**

<b>FACTORS</b>	<b>STAGE OF DEVELOPMENT</b>	<b>MEAN</b>	<b>STANDARD DEVIATION</b>	<b>N</b>	<b>F</b>	<b>SIG.</b>	<b>F<sup>1</sup> (RE-SIDUALS)</b>	<b>SIG. (RE-SIDUALS)</b>
<b>HR POLICY</b>	Growth	33.3463	18.78014	23	2.188	.116	.920	.401
	Maturity	35.2589	22.93616	100				
	Diversification	45.1705	17.24429	22				
	<b>TOTAL</b>	<b>36.4594</b>	<b>21.75001</b>	<b>145</b>				
<b>SEXUAL HARASSMENT OCCURENCE</b>								
<b>POLICY DEVELOPMENT</b>	Growth	43.3539	24.27014	23	2.575	.080	2.840	.133
	Maturity	45.0817	22.78016	100				
	Diversification	61.3490	23.00017	22				
	<b>TOTAL</b>	<b>47.3715</b>	<b>21.34000</b>	<b>145</b>				
<b>EDUCATING AND TRAINING</b>								
<b>FORMAL COMPLAINTS PROCEDURES</b>	Growth	75.0173	21.92894	23	202	.817	.043	.837
	Maturity	71.3510	24.41505	100				
	Diversification	71.6434	28.80623	22				
	<b>TOTAL</b>	<b>72.0270</b>	<b>24.61727</b>	<b>145</b>				
<b>INFORMAL COMPLAINTS PROCEDURES</b>	Growth	25.9662	19.63487	23	.418	.659	.307	.736
	Maturity	21.9861	18.79534	100				
	Diversification	22.7273	18.01504	22				
	<b>TOTAL</b>	<b>22.7299</b>	<b>18.73915</b>	<b>145</b>				

### 6.6.3 Company age, annual turnover, influence of head office and degree of competitiveness

The final analysis determined the correlation of the six factors with the remaining organisational variables e.g. age of company, annual turnover, influence of head office and degree of competitiveness.

The six factors were correlated to these organisational variables and the correlations are set out in table 6.16 below. The researcher recognised that these correlations could be artificial since they could all be related to the company size in terms of male and female employees. These correlations are illustrated again in table 6.17 on page 6-35, but with the effect of size removed.

**TABLE 6.16 CORRELATIONS OF THE SIX FACTORS OF SEXUAL HARASSMENT MANAGEMENT WITH COMPANY AGE, ANNUAL TURNOVER, INFLUENCE OF HEAD OFFICE AND DEGREE OF COMPETITIVENESS**

FACTORS		AGE OF COMPANY	ANNUAL TURNOVER	INFLUENCE OF HEAD OFFICE ON POLICIES	DEGREE OF COMPETITIVENESS
HR POLICY	Pearson correlation	247(**)	.358(**)	.310(**)	-.085
	Sig. (2-tailed)	.002	.000	.001	.297
	N	150	144	116	151
	Pearson correlation	.064	.200(*)	.239(**)	-.166(*)
	Sig. (2-tailed)	.436	.016	.010	.041
	N	150	144	116	151
	Pearson correlation	.126	.377(**)	.312(**)	-.057
	Sig. (2-tailed)	.125	.000	.001	.485
	N	149	143	115	150
EDUCATING AND TRAINING	Pearson correlation	.029	.106	.143	-.052
	Sig. (2-tailed)	.729	.211	.129	.527
	N	148	142	114	149
FORMAL COMPLAINTS PROCEDURES	Pearson correlation	.048	.120	.257(**)	-.118
	Sig. (2-tailed)	.559	.154	.006	.151
	N	148	142	114	149
INFORMAL COMPLAINTS PROCEDURES	Pearson correlation	.085	.153	.058	-.008
	Sig. (2-tailed)	.305	.089	.537	.923
	N	148	142	114	149
(*) CORRELATION IS SIGNIFICANT AT THE .05 LEVEL (2-TAILED)					
(**) CORRELATION IS SIGNIFICANT AT THE .01 LEVEL (2-TAILED)					

**TABLE 6.17 CORRELATIONS OF THE RESIDUALS OF THE SIX FACTORS WITH COMPANY AGE, ANNUAL TURNOVER, INFLUENCE OF HEAD OFFICE AND DEGREE OF COMPETITIVENESS**

FACTORS		AGE OF COMPANY	ANNUAL TURNOVER	INFLUENCE OF HEAD OFFICE ON POLICIES	DEGREE OF COMPETITIVENESS
HR POLICY	Pearson correlation	.147	.239(**)	.293(**)	-.010
	Sig. (2-tailed)	.080	.005	.002	.907
	N	143	137	110	144
SEXUAL HARASSMENT OCCURRENCE	Pearson correlation	.019	.061	.174	-.123
	Sig. (2-tailed)	.818	.476	.068	.142
	N	143	137	110	144
POLICY DEVELOPMENT	Pearson correlation	.012	.246(**)	.311(**)	.017
	Sig. (2-tailed)	.888	.004	.001	.844
	N	143	137	110	144
	Pearson correlation	.023	.077	.208(*)	-.016
	Sig. (2-tailed)	.783	.371	.029	.846
	N	143	137	110	144
FORMAL COMPLAINTS PROCEDURES	Pearson correlation	-.020	.035	.258(**)	-.036
	Sig. (2-tailed)	.811	.688	.007	.665
	N	143	137	110	144
INFORMAL COMPLAINTS PROCEDURES	Pearson correlation	.036	.074	.077	.024
	Sig. (2-tailed)	.668	.392	.423	.773
	N	143	137	110	144
(*) CORRELATION IS SIGNIFICANT AT THE .05 LEVEL (2-TAILED)					
(**) CORRELATION IS SIGNIFICANT AT THE .01 LEVEL (2-TAILED)					

From Table 6.17 above, it is clear that removing company size did change some of the correlations slightly.

The existence of a formal HR policy remained positively correlated with “annual turnover” and “influence of head office on policies” but was no longer correlated with the “company age”. Thus, the stronger the influence of head office on policy development in the company, the greater the probability of a formal HR policy and, the greater the influence on the annual turnover. “Policy development” remained positively correlated with “annual turnover” and the “influence of head office on policies”, and “formal complaints procedures” remained positively correlated with the “influence of head office on policies”.

## 6.7 CONCLUSION

This chapter discussed the data analysis according to the questionnaire used for data collection. The researcher found that the survey covered small, medium and large companies. The majority of the companies were fairly well established in their individual sectors and had an annual turnover of between R25 million and R100 million. With the exception of the telecommunications industry, the major economic activity groups were represented in the sample. With regard to the gender distribution in the companies, it was found that the respondent companies employed more males than females. The majority of the companies were mature and policy formulation was greatly centralised while only 27% of the companies functioned independently of head office with regard to policy formulation. Most of the companies operate in highly competitive markets and have flat organisational structures. Despite the 1998 Code of Good Practice on the Handling of Sexual Harassment Cases, it was found that very few of the companies had conducted a company specific audit or scanning to determine the occurrence of sexual harassment in the workplace. Closely related to the lack of scanning was the lack of staff training to manage and prevent sexual harassment. The researcher also found that the company policies only dealt with sexual harassment to a limited extent and were, moreover, not regularly monitored. The existence of formal company HR policies and their incorporation into the company's overall strategic plans both scored a means of 3.0. However, since the respondents had indicated that they were only involved to a limited extent in formalising company policies, it was unclear how effective these HR policies were or how they were incorporated into the overall strategic plans. In contrast to the experience of many other countries, the respondents regarded their companies as free of sexual harassment and did not foresee sexual harassment increasing in the near future. The data analysis also indicated that the respondent companies had no definitive policies on sexual harassment. The researcher's proposed model for the management of sexual harassment in the workplace confirms that a formal policy is imperative if a company is to deal with, prevent and eliminate this problem. The model includes specific types of training (e.g. interpersonal behaviour, role negotiation and conflict management) essential to managing sexual harassment. With regard to

communication methods used to bring sexual harassment issues to the attention of their staff, the respondents made use of notice boards, trade union meetings, e-mails, newsletters and notices on payslips. The overall findings confirm the need for formal policies on sexual harassment and a model to train employers and employees to manage and prevent sexual harassment in the workplace.

Chapter 7 concludes the study and presents a number of recommendations.

**SECTION E**

**CONCLUSION, RECOMMENDATIONS,  
AND BIBLIOGRAPHY**

## CHAPTER 7

# CONCLUSION AND RECOMMENDATIONS

### 7.1 INTRODUCTION

The awareness of behaviour that constitutes sexual harassment and the need to manage this form of unacceptable workplace behaviour, has increased dramatically since its designation in the United States of America in 1980. Initially, this form of behaviour was thought to be a product of sexism and limited to the interaction of male and female employees. Later, Stockdale (1995) pointed out that this form of behaviour does not simply manifest itself as a result of a biological interplay between male and females only. Sexual harassment stems from a power imbalance between two persons, irrespective of their gender, where the one holds greater power over the other and uses this power from a sexual perspective.

It is widely recognised that a by-product of this power imbalance takes the form of two types of behaviour, namely “quid pro quo” and “hostile work environment” sexual harassment. The researcher examined these types of sexual harassment and found that the actual sexual harassment perpetrated, may take many forms (see chapter 2).

The perverse nature of sexual harassment is not the prime motivation for organisations to actively and effectively manage this behaviour. Commercial and industrial companies are established with the primary objective of generating profits and any factor that, either directly or indirectly, erodes profit generation, should be managed. Failure to manage adverse factors will lead to profit erosion, loss of market share and, ultimately, the withdrawal of shareholders, which would herald the closure of the company. In this context, then, management means a twofold process of prevention and control. In the case of sexual harassment in the workplace, procedures and mechanisms need to be developed and implemented to eliminate its occurrence as well as circumstances that could give rise to it. People and companies

do not exist in a “closed system” and hence are unable to control the environment. Consequently, it is not possible to introduce preventative measures that totally negate the possibility of what they are intended to prevent, which in the context of this study, is sexual harassment. Should it occur, it must be dealt with effectively and efficiently. Failure to effectively manage sexual harassment in the workplace has both direct and indirect consequences for both the individual and the company (see chapter 2).

The management of sexual harassment commences by creating an environment free of factors that could encourage this form of behaviour. Further, employees need to be informed of the norms the company regards as acceptable, thereby providing them with a frame of reference. Effective and efficient management must strive not only to eliminate sexual harassment, but also centre on damage control.

As they enter the global markets, South African companies in the future will be under greater pressure to preserve their profit base. As traditional barriers to business and employment are broken down, the potential for sexual harassment increases and the profitability of organisations is threatened. Accordingly, the objective should be to manage sexual harassment with all its negative consequences.

In order to understand sexual harassment and the management of sexual harassment in the workplace, the researcher conducted a literature review on sexual harassment (see chapter 2). A core aspect of effectively dealing with, preventing and ultimately eliminating the problem in the workplace is a sexual harassment policy (see chapter 3). The researcher subsequently developed a model to manage sexual harassment in the workplace (discussed in chapter 4). Chapter 5 dealt with the statistical methods used in the data analysis and chapter 6 reported the findings of the survey undertaken in manufacturing enterprises affiliated to the Steel and Engineering Industries Federation (SEIFSA).

## **7.2 FINDINGS AND RECOMMENDATIONS**

As mentioned above, the study was conducted among a randomly selected representative group of SEIFSA companies, using a questionnaire as the



data-collection method. A total of 151 companies completed and returned the questionnaire, representing a response rate of 17.2%. The major findings are presented below.

Section A of the questionnaire provided background information of the respondent companies. The majority of the respondents (67,3%), were employed in the HR management field, while the rest came from financial management, marketing management and production management. Most of the companies (71,5%) had between 101 and 1,000 employees, and 81,2% had been in existence for over twenty years. Approximately 65,1% of the companies had a turnover of between R25 and R100 million and 67,3% were mature companies. The majority (82,7%) also operate in highly competitive markets. Furthermore, the majority (87,2%) have flat organisational structures which are in line with international trends.

Section B of the questionnaire was designed to obtain an industrial assessment of sexual harassment in the workplace. Although the majority of the respondents indicated little or no sexual harassment in the workplace, it was significant that they acknowledged that their companies had not undertaken any form of environmental scanning (company-specific audit) to establish the incidence of sexual harassment in their respective workplaces, and did not deal with sexual harassment in the workplace through staff training. Most of the respondents indicated that their staff members were not affected by, or were not victims of, sexual harassment. The researcher found this questionable in the light of findings and reports internationally as well as in the local press and media. These results justify the first component of the proposed sexual harassment management model, namely conducting a company-specific audit. The rationale for this was that unless management is aware of the extent and the actual form this type of behaviour takes in the company, they will not be able to evaluate the most appropriate method for dealing with it. Stated differently, how can a problem be tackled without a knowledge of what the actual problem or its magnitude is.

The second component of the model deals with preventative measures. In order to effectively prevent sexual harassment, it is necessary to have formal guidelines that

define it and set out procedures for dealing with, controlling and preventing it. In other words, from a human resources perspective, companies need to have a policy and procedure document. Defining sexual harassment provides a frame of reference and enables the company to devise strategies to deal with, prevent and, ultimately, eliminate it. The definition of sexual harassment in the workplace is an integral part of a sexual harassment policy. Section C of the questionnaire dealt with policy, procedures and strategies. The responses to section C indicated that the respondents were not certain whether their company had a sexual harassment policy, or explained what sexual harassment was or differentiated between “quid pro quo” and “hostile work environment” sexual harassment. These findings indicate the need for formal company policies and procedures to deal with, prevent and eliminate sexual harassment in the workplace and subsequently forms an integral part of the proposed model.

Section D of the questionnaire was intended to establish whether the respondent companies provided staff training or education on sexual harassment in the workplace. All the respondents indicated that no training or educational initiatives for sexual harassment prevention existed in their particular companies. This finding indicates and supports the need to include the following topics in staff training on sexual harassment in the proposed model: myths and misconceptions about sexual harassment, interpersonal behaviour and relationships, role negotiation techniques, self-defence techniques and interpersonal conflict management.

Section E of the questionnaire was intended to establish what procedures and mechanisms were in place to deal with sexual harassment, the victims, the offenders, discipline, and preventing and eliminating sexual harassment. The study found little evidence of informal mechanisms to deal with sexual harassment in the workplace, or of a process of addressing victims' needs or aiding the victim. Unless victims are dealt with adequately, they will not perform optimally. The study found that no informal complaints procedures existed and victims were forced to follow formal procedures, which meant that they would have to re-live the incident. The researcher is of the opinion that had informal mechanisms been available to employees, the

responses to the question on the incidences of sexual harassment in the workplace might have been different. The researcher recommends that companies introduce formal procedures specifically designed to deal with sexual harassment in the workplace. In order to develop a meaningful formal sexual harassment complaints procedure, companies should not rely solely on a disciplinary code. For this reason, the researcher incorporated a structured complaints mechanism, investigating mechanisms and a formal dispute resolution hearing into the proposed model.

Section F of the questionnaire, dealt with the methods used by the respondent companies to communicate issues of sexual harassment to their employees. Although the respondents indicated several methods, the study found that general communication in the companies was poor and needed urgent attention.

Thus, to summarise, it is recommended that:

- the proposed model be implemented in an organisation by means of a sexual harassment committee consisting of a chairman (this could be the head of HR in the company), a legal advisor, the head of the employment assistance programme, union representatives, the head of training and an industrial psychologist
- the company draw up a proper sexual harassment policy and/or revise its present policy in this regard,
- a training programme related to the prevention of sexual harassment be drawn up and implemented,
- formal/informal complaint procedures be established, implemented and monitored on a regular basis, and
- communication with employees regarding the seriousness of sexual harassment, be done on an ongoing basis.

### **7.3 CONCLUSION**

The researcher's proposed holistic sexual harassment management model includes preventative and reactive components. The study found that the respondent companies did not incorporate these elements into their normal managerial processes, which therefore, hampered their ability to effectively and efficiently manage the phenomenon of sexual harassment in the workplace. The model is based on the findings and recommendations of the literature review (see chapter 2). The findings of this study indicate that the elements of this model are suitable for managing sexual harassment in the workplace. The researcher therefore recommends that companies adopt and implement the model in order to effectively deal with, prevent and, ultimately, eliminate sexual harassment in the workplace. In so doing, companies will prevent the negative consequences of underperformance, litigation costs and, psychological and physiological harm to victims. The implementation of the model would enable companies to utilise human resources more effectively and gain the competitive advantage needed to survive in a global market.

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**APPENDIXES**

## APPENDIX A

### DISPUTE RESOLUTION MECHANISMS

Sexual harassment at work constitutes a breach of acceptable norms of conduct and accordingly, victims of such behaviour have the right to look to the company for protection. The problem, however, is that few companies have a formal policy or dispute resolution mechanism that deals specifically with sexual harassment in the workplace. A 1992 survey in South Africa revealed that only 11% of the 114 companies surveyed, in fact, had a formal policy which dealt specifically with sexual harassment in the workplace (*F.S.A. Contact*, 1993:2). Accordingly, victims of sexual harassment in the workplace are forced to seek redress via traditional dispute resolution mechanisms (Rowe, 1996:251), namely

- the direct approach
- informal third-party intervention
- the generic approach
- classic mediation
- rights-based adjudication.

These dispute resolution mechanisms form the basis on which an organisation can develop its own internal mechanism to manage and prevent sexual harassment in the workplace.

#### ▪ **The direct approach**

The direct approach involves the victim of sexual harassment raising the matter directly with the harasser. Rowe (1996:251) points out that this mechanism is invoked in instances where the victim seeks to protect his or her employment relationship with the harasser, where the victim believes there to be little evidence of the sexual harassment beyond his/her testimony, or where

the victim feels there may only have been a misunderstanding. This approach is similar to the initial stage of a grievance procedure which requires the grievant to raise the problem complained of informally with the person who is the cause of the dissatisfaction (Piron, 1986:76). The direct approach presupposes that all victims are comfortable with having to face their harasser, and further that they are willing and capable of articulating their complaint. Rifkind and Harper (1994:489) point out that the resolution of a sexual harassment complaint involves conflict management, which may contribute to the reluctance on the part of the victims to implement formal procedures against the harasser. This is especially true in instances where the harasser has a difficult personality or where the victim suffers from low self-esteem or lacks the communication skills necessary to resolve conflict situations amicably. The harasser, more often than not, holds power over the victim, which creates a feeling of helplessness on the part of the victim. Consequently, there is a strong possibility that victims would be reluctant to confront their harasser for fear of intimidation or victimisation.

Notwithstanding the power imbalance that exists between the harasser and victim, the direct approach does have a role to play in resolving sexual harassment complaints related to matters of speech and expression or in cases involving subtle harassment (Rowe, 1996:252). The reason for Rowe's (1996:252) view is that many sexual harassment offences arise out of the failure by offenders to understand the consequences of their conduct or the failure to understand the importance of the offences.

- **Informal third-party intervention**

Where a victim of sexual harassment seeks assistance in resolving the dispute, he/she may turn to a trusted colleague or a human resources practitioner to intervene on his/her behalf on an informal basis. The primary objective of this approach is not to establish right or wrong, or to punish the harasser, but merely to resolve the problem in the mutual interest of both the victim and harasser (Rowe, 1996:252). The "neutral third party" focuses on informing the harasser that the alleged harassing behaviour should cease forthwith. This process, as with the direct approach, is similar to the initial – informal stage of a grievance procedure.

The informal third-party intervention will only be successful in subtle harassment cases and only then if the company's sexual harassment policy allows for such intervention. If the policy does not however cater for such an intervention the harasser may refuse to entertain any discussion with the neutral third-party and in so doing the dispute remains unresolved. Further, if the neutral third-party is insufficiently trained the situation could be aggravated since the harasser could end up accusing the third-party of deformation of character. Finally, in cases of gross harassment the victim may suffer emotional or psychological trauma leading to reluctance on his/her part to relay the humiliating details of the harassment, even to a trusted friend. Cleveland and McNamara (1996:220) attribute the reluctance to relay the details of the offensive behaviour to the fact that, where the conduct is personal or intimate the culpability of the victim is more likely to be questioned than the harasser's.

- **The generic approach**

The generic approach involves the relevant section head, in whose section the harassment took place, being made aware of the occurrence of the sexually harassing behaviour without being advised of either the complainant or the offender. The section head addresses the problem of sexual harassment in general terms by briefing sessions on the topic and a "re-education" of the company's sexual harassment policy. Rowe (1996:253) advocates this form of dispute resolution mechanism where the victim

- fears reprisal
- is concerned about the loss of the relationship or his/her privacy
- is concerned about not being able to prove that the sexual harassment actually occurred.

The generic approach may be coupled to a system change where the employer makes changes to the workplace as a result of being made aware of sexually harassing behaviour, such as increasing the number of women in a certain work group in order to create a gender balance (Rowe, 1996:253). This

approach will not successfully address severe cases of sexual harassment for similar reasons as was previously set out above.

- **Classic mediation**

As the term implies, resolutions of these cases of sexual harassment involve a process of voluntary mediation under the auspices of a neutral professional. Any settlement that is agreed to by the parties belongs to the parties whereby the mediator has no function in monitoring or enforcing the actual agreement. Classic mediation presupposes that a victim is willing to disclose the full details of the harassment and is prepared to face his/her harasser. This process of classic mediation is similar to the “formal” phase of a grievance procedure where the grievant lodges a formal grievance and an independent third-party attempts to resolve the grievance by “consensus” without forcing either of the parties into a specific course of action.

Since severe forms of sexual harassment creates a feeling of helplessness for the victim, coupled to the humiliation of having to reveal all the details of the harassing behaviour, victims will be reluctant to invoke classic mediation as a dispute resolution mechanism. Accordingly, this mechanism will not constitute an overall effective management tool to manage sexual harassment once it manifests itself in the workplace. However, the process of classic mediation does provide a mechanism for dealing with sexual harassment where the victim is complaining about the harasser’s verbal conduct, expressions or innuendo’s and all the victim seeks to achieve is to draw the harasser’s attention to the fact that his/her conduct is viewed as offensive and that he/she is to desist from displaying such conduct in the future.

- **Rights-based adjudication**

The rights based adjudication dispute resolution mechanism constitutes a formal resolution mechanism made up of an investigation phase, an adjudication phase and an appeal phase. This process commences with the victim formally lodging a complaint with the relevant company authorities, namely a designated Human Resource Practitioner. The complaint is then dealt with via the traditional disciplinary route. The complaint is investigated whereafter the victim and harasser are called to a forum (disciplinary enquiry)

where the victim presents his/her case. The harasser has the right during the forum to present his/her defence and rebut any allegations that are made by the victim. Throughout the process the rules of natural justice would apply.

Other than the concerns set out earlier, namely the reluctance of a victim to participate due to the power imbalance, fear of reprisal and the humility associated with “re-living” the harassment experience, are a number of controversial issues associated with the approach. The first deals with the standard of proof used in judging whether or not harassment took place (Rowe, 1996:255). This poses the question of whether or not the charge of sexual harassment must be proved beyond reasonable doubt or in terms of the Industrial Relations concept of the balance of probability. If the company relies on the civil standard of preponderance of evidence, which permits a decision to be made on the basis of “he said/she said” evidence, then the likelihood of incorrect judgements are vastly increased (Rowe, 1996:255). If on the other hand reliance is placed on the criminal standard of beyond reasonable doubt the likelihood of incorrect judgements is equally high. The second controversial aspect relates to the question of representation. If the victim is denied representation the situation could arise that he/she may not effectively present his/her case due to a lack of critical communication skills or due to ignorance of the “law of evidence”. The jurisprudence coming out of the CCMA, being the body established as law to adjudicate cases relating to employment is that representation at a disciplinary enquiry specifically excludes external representation and accordingly attorneys are barred from representing the complainant. The harasser may argue that his/her character has been defamed and that he/she does not possess the required skills to process an adequate defence and therefore he/she should be entitled to legal representation.

The rights-based adjudication dispute resolution mechanism will not prevent sexual harassment in the workplace from occurring as it may only be invoked once sexual harassment has occurred. Even then it is subject to the willingness of a victim to participate and accordingly should the victim not be willing to utilise this mechanism, for reasons already set out above, the company will fail in its duty to manage sexual harassment in the workplace and more importantly fail in its duty to create a workforce free of harassment.



## APPENDIX B

### GUIDELINES FOR INTERVIEWING THE COMPLAINANT

1. Ask if the complainant is comfortable with you as the investigator and whether he/she believes that you can be impartial. If the complainant has any hesitation, someone else may need to be the investigator. Otherwise, it will be difficult to obtain the complainant's full cooperation and truthfulness.
2. Establish the reporting relationship, if any, between the complainant and the accused. Is the complainant alleging sexual harassment by a direct supervisor, a manager in another department, a co-worker or a visitor to the company? An allegation that a direct supervisor or some other manager with decision-making power over the terms and conditions of the complainant's job should be given more serious attention; if in fact some penalty or benefit was given, the company may have no defense to a sexual harassment lawsuit.
3. Determine the exact nature of the relationship between the complainant and the accused immediately prior to the alleged incident.
  - Were they friends?
  - Did they socialise outside the office?
  - Was there some romantic involvement?
  - Did the complainant give the accused gifts or cards, make personal telephone calls to the accused or send him/her e-mails and facsimiles?
  - Did the complainant make any other overtures of a personal nature?

Such inquiries can be extremely important when assessing credibility and the issue of unwelcome sexual conduct. You also need to ask these types of questions in order to determine whether there may be some ulterior motive for the sexual harassment complaint (e.g. jilted lover, personal disagreement).

4. In addition to being detail-orientated with questions, don't accept the complainant's conclusions such as, "It was harassment". Ask why the complainant believes this to be true. Also, ask if the complainant found the conduct to be offensive and why. Did he/she communicate in any way to the accused that the conduct was unwelcome and did the accused respond in any way?

5. Determine whether the complainant has previously lodged a sexual harassment complaint, whether it was against the same person, and the outcome. This information may shed light on the complainant's motives or raise a red flag that someone at the company has propensities for sexually harassing conduct that need immediate attention.
6. Ask how the alleged incident affected the complainant in terms of any adverse consequences or harm suffered (e.g. monetary losses, job penalties or benefits, medical expenses). You will need this information to assess possible damages or for deciding the appropriate corrective action.
7. Ask whether the complainant needs any type of accommodation in the light of the alleged sexual harassment – for example, a job transfer, leave of absence, a job or shift reassignment, or a change in supervision for either the complainant or the accused. The goal here is to minimise interpersonal conflicts during and after the investigation. Therefore, these options can be considered at any time, depending on the circumstances of the case. However, any investigator has to be extremely cautious when dealing with the accommodation issue because there must not be any appearance of retaliation against the complainant. Never take any action without first asking the complainant if he/she feels it is necessary.
8. Be prepared for questions about how the investigation will proceed. The complainant should be informed that the accused will be interviewed and told about the allegations. The complainant should also be reassured again that confidentiality will be maintained to the greatest extent possible without impeding the investigation.
9. Be prepared for inquiries about your opinion, impression or judgement about the validity of the complainant's allegations. All too often complainants ask the investigator questions such as, "What do you think?" or "Isn't this the worst case you have ever seen!" or "This guy is going to be fired, isn't he?" Never, never, never offer an opinion or respond to such questions. Instead, explain that the allegations will need to be considered after all the evidence is collected and that any conclusions would be premature at this time.

10. Be prepared for the uncooperative complainant. Sometimes a complainant will withhold names and details, phrase allegations in broad, general ways without responding to specific questions or refuse to cooperate in other ways. In these situations, proceed nonetheless by gathering whatever information is available from other sources. More important, the complainant must be told that the investigation will proceed and that the company will make a determination concerning the alleged sexual harassment based on other evidence, as well as any inferences drawn from the complainant's refusal to cooperate.

Make a written record of the complainant's refusal to cooperate for the investigation file. The documentation should state the ways in which the complainant would not cooperate and reiterate the assurances given to the complainant (e.g. need for cooperation, encouragement to come forward, confidentiality). Such a document will be invaluable if a lawsuit is ever filed and the complainant argues that the company failed to conduct a proper investigation.

11. Be prepared for the complainant who wants a lawyer or a co-worker present during the interview. In a union organisation, an employer may have a legal obligation to grant an employee's request for representation, albeit not necessarily a lawyer, during an investigatory interview that an employee reasonably believes might eventually result in disciplinary action.

Even though it is unlikely that the complainant will be disciplined, a company should probably allow a complainant who is a union worker to have a representative present upon request. In the non-union setting, there is no parallel legal requirement. However, if the complainant requests that his/her attorney be present, you should try to discourage it. Explain that the interviewing process is not meant to be an adversarial proceeding and that the goal is merely to try to get all the facts. If the complainant insists, you should allow the attorney to be present. Remember that the company may have to defend itself later in court, and telling a jury that the investigator refused to allow a complainant to have legal representation may smack of unfairness in the jury's mind. If legal representation is permitted for the complainant, it is probably a good idea to have a company lawyer present. Even though this may unfortunately turn the investigation into an adversarial proceeding, the company's legal interests need to be protected.

**Source:** Orlov & Roumell, 1999. *What every manager needs to know about sexual harassment*. New York: AMA Publications, pp. 140-143.

## APPENDIX C

### GUIDELINES FOR INTERVIEWING THE ACCUSED

1. Explain all the allegations of sexual harassment made by the complainant. This means providing the accused with all the details, regardless of how sexually graphic or embarrassing they may be. The accused must be given the opportunity to respond to everything alleged, and you cannot miss anything in this regard.
2. If the accused flatly denies all or part of the allegations, ask what he/she thinks would motivate the complainant to lie or to misrepresent or conceal facts. This is an important question because the complainant may not have been forthcoming with accurate information regarding the history of the parties' relationship or the actual events. Therefore, be sure to refer to the notes taken during the complainant's interview, and follow up with the accused by asking probing questions regarding every detail.
3. If the accused claims that the complainant welcomed or invited the conduct, ask for detailed supporting facts (e.g. conduct engaged in by the complainant, dates, witnesses, context, statements), and never let self-serving statements such as "He was asking for it" or "She always came on to me" go unchecked. Always follow up with probing questions, while making sure that the accused is given every opportunity to rebut every allegation.
4. Tell the accused that absolutely no reprisals can be taken against the complainant, and carefully explain the legal ramifications of retaliation. In most cases, the accused should be told to stay away from the complainant, make no contact, and have no communications whatsoever. Additionally, stress that any violation of these instructions or any evidence of retaliatory contact by the accused, could result in discipline up to and including discharge, independent of any discipline that may be imposed if sexual harassment is found.
5. Anticipate concealment by the accused due to embarrassment or privacy concerns. Again, stress the confidential nature of the investigation in an attempt to bring out the facts. Tell the accused that concealing any of the facts will only make the situation worse and could lead to the wrong conclusion.
6. Be extremely careful not to turn the interview into an investigation of the possible victim rather than the accused. Irrelevant, derogatory comments about the complainant should not be tolerated. And never allow the accused to get off the track by raising issues about the complainant that are in no way related to the sexual harassment complaint.

**Source:** Orlov & Roumell, 1999. *What every manager needs to know about sexual harassment*. New York: AMA Publications, pp. 144-146.

**APPENDIX D****Philips South Africa (Pty) Ltd**

P.O. Box 58088, Newville 2114

15 November 2000

Dear Participant

***SEXUAL HARASSMENT SURVEY***

All companies have resources which constitute their strategic assets. By utilising these resources in an effective manner they contribute to gaining the competitive advantage necessary to survive in the new globalised economy. Any adverse factors that present themselves in the organisation will thus have a detrimental impact on the performance of these assets. One issue/factor that in recent years has become more prominent in the management of a company's Human Resources is that of sexual harassment.

A survey is being conducted involving randomly selected SEIFSA member companies with the primary objective of designing a holistic sexual harassment management model. Your company is one of the companies that have been randomly selected to participate in the survey.

Accordingly, you are requested to sacrifice no more than **10-15 minutes** of your busy schedule to complete the enclosed questionnaire, and return it in the self-addressed and postage paid envelope as soon as possible but not later than **15 December 2000**. We regard the information that you will provide as extremely valuable and ensure you that it will be treated as confidential.

I would like to take this opportunity to express my gratitude to you and your organisation for assisting with the expedient completion of the questionnaire.

*Yours faithfully*

**R.K. KÖLKENBECK-RUH**

**Researcher**

/encl

**Sexual  
Harassment  
Survey**



## SEXUAL HARASSMENT SURVEY

### INSTRUCTIONS FOR THE COMPLETION OF THE QUESTIONNAIRE

This questionnaire has been designed for computer analysis and merely requires you, the respondent, to indicate your reply either by placing an "x" in the appropriate block or blocks, or by circling the number that best describes the statement of each set of multiple answer questions. If you cannot give or obtain a precise answer, make your best guess or approximation, preferably after conferring with colleagues.

As the anonymity of all respondents will be strictly observed, do not write your name on the questionnaire. Without names it will not be possible to link answers to particular individuals. In a survey of this nature, a good response is essential. The questionnaires have merely been numbered for administration purposes making it possible to send reminders to companies, if necessary.

Should you be of the opinion that additional comment is necessary, please use the space provided at the end of the questionnaire. If any aspect of the questionnaire is not clear, or if you have any queries, please contact the researcher:

MR R.K. KÖLKENBECK-RUH - between 08:00 - 12:45

Tel: (011) 471-5025

Fax: (011) 471-5034

***\*\*\*Please return the completed questionnaire in the enclosed envelope.***

### EXPLANATION OF TERMS

#### ▪ SEXUAL HARASSMENT

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

#### ▪ QUID PRO QUO

"Quid pro quo" sexual harassment occurs when a threat or promise is made in exchange for a sexual favour.

#### ▪ HOSTILE WORK ENVIRONMENT

Harassing conduct that interferes with an individual's work performance can come from any one in the workplace, e.g. supervisors, co-workers and even outsiders such as customers. This is known as a hostile work environment.

**SECTION A** *Background information relating to the company*

**PLEASE MAKE AN "X" IN THE APPROPRIATE BLOCK**

1. **Your position.** Please indicate which of the following titles best describes your position in the company.

<b>POSITION OF RESPONDENT</b>	
Group human resource manager	
Divisional human resource manager	
Human resource manager	
Human resource officer	
<b>Other (please specify):</b>	
.....	
.....	

2. Please indicate the number of employees in your company.

<b>NUMBER OF EMPLOYEES</b>	
Less than 50	
51 - 100	
101 - 200	
201 - 400	
401 - 1 000	
1 001 - 2 000	
2 001 - 5 000	
5 000 +	

3. Please indicate the **AGE** of your company.

Less than 5 years	
6 - 9 years	
10 - 19 years	
20 - 29 years	
30 - 39 years	
40 - 49 years	
50 - 59 years	
60 - 69 years	
70 - 79 years	
80 - 89 years	
90 - 99 years	
100 years and more	



4. Please indicate the approximate annual turnover of your company.

APPROXIMATE ANNUAL TURNOVER (SALES AND SERVICES)	
Less than R 0.5 million	
R 0.5 million – R 1.0 million	
R 1.0 million – R 2.5 million	
R 2.5 million – R 5.0 million	
R 5.0 million – R 10.0 million	
R 10.0 million – R 25.0 million	
R 25.0 million – R 50.0 million	
R 50.0 million – R 100.0 million	
R 100.0 million – R 250.0 million	
R 250.0 million – R 500.0 million	
More than R500.0 million	

5. Please indicate which economic activity best describes the nature of your company's business.

ECONOMIC ACTIVITY	
<b>Mechanical</b>	
<b>Electrical</b>	
<b>Telecommunications</b>	
<b>Electronics</b>	
<b>Civil</b>	
<b>Other (please specify):</b>	
.....	

6. Please indicate the number of males and females in your workforce

ACTUAL NUMBERS	
<b>MALES</b>	

7. Please indicate the stage of development of your company

STAGE OF DEVELOPMENT		
<b>Infancy</b>	The organisation has recently been formed and is still establishing its products and services in the market place	
	The organisation has established its position in the market and its annual sales are rapidly increasing	
	The organisation has an established reputation and its growth has stabilised	
<b>Diversification</b>	The growth and profitability of the organisation's traditional products and services have declined and new products and areas of activities have been embarked upon to provide sustained growth and profitability	

8. If your company/organisation is not a head office/independent, to what extent are you influenced by the policies formulated by head office?

To no extent	
To a minor extent	
To some extent	
To a great extent	

9. How would you describe the nature of the competition in the markets in which your company operates?

DEGREE OF COMPETITION	
Highly competitive	
Moderately competitive	
Low degree of competition	
Very little or no competition	

10. How would you best describe your company's organisational structure?

Tends to be relatively flat with few layers of management	
Tends to be relatively tall with many layers of management	
Tends to be unconventional (for example matrix)	

**SECTION B** *Industry assessment regarding sexual harassment*

PLEASE INDICATE YOUR ANSWER BY CIRCLING THE NUMBER THAT BEST DESCRIBES THE EXTENT TO WHICH EACH STATEMENT APPLIES TO YOUR INDUSTRY

INDUSTRY ASSESSMENT	RARELY / ALMOST NEVER	TO A SMALL EXTENT / INFREQUENTLY	TO A MODERATE EXTENT	TO A LARGE EXTENT / FREQUENTLY	ALMOST ALWAYS
1. To what extent has your industry so far been affected by sexual harassment issues?	1	2	3	4	5
2. To what extent do you envisage your company will be affected by sexual harassment issues over the next five years?	1	2	3	4	5
3. To what extent are women moving into jobs traditionally occupied by men?	1	2	3	4	5

INDUSTRY ASSESSMENT	RARELY / ALMOST NEVER	TO A SMALL EXTENT / INFREQUENTLY	TO A MODERATE EXTENT	TO A LARGE EXTENT / FREQUENTLY	ALMOST ALWAYS
4. To what extent do your current company policies address sexual harassment issues?	1	2	3	4	5
5. To what extent does your company undertake environmental scanning in order to establish the occurrence of sexual harassment in the workplace?	1	2	3	4	5
6. To what extent does your current staff training address the sexual harassment aspects?	1	2	3	4	5
7. To what extent has sexual harassment occurred in your company over the past five years?	1	2	3	4	5
8. To what extent do you feel women have been subjected to sexual harassment in your company?	1	2	3	4	5
9. To what extent do you feel men have been subjected to sexual harassment in your company?	1	2	3	4	5
10. To what extent are there formal HR policies in your company?	1	2	3	4	5
11. To what extent are your HR policies incorporated into your company's overall strategic plans?	1	2	3	4	5
12. To what extent does the HR department get involved in the formalisation of the company's overall strategic plans?	1	2	3	4	5
13. To what extent are the employees involved in the formalisation of company policies?	1	2	3	4	5
14. To what extent are the results of company policies monitored?	1	2	3	4	5
15. To what extent are the strategic aims of the company clearly communicated to all employees?	1	2	3	4	5

**SECTION C** *Development of formal policies and procedures for sexual harassment*

PLEASE INDICATE YOUR ANSWER BY CIRCLING THE NUMBER THAT BEST DESCRIBES THE TRUTH OF THE FOLLOWING STATEMENTS

POLICY FORMULATION	COM- PLETELY TRUE	MAINLY TRUE	STRICTLY TRUE		SLIGHTLY UNTRUE	MAINLY UNTRUE	COM- PLETELY UNTRUE
1. The company has a system for monitoring the incidence of sexual harassment	1	2	3		5	6	7
2. The company has developed a policy to address sexual harassment in the workplace	1	2	3		5	6	7
3. The sexual harassment policy has been circulated to all employees	1	2	3		5	6	7
4. The sexual harassment policy provides a detailed explanation of what sexual harassment is	1	2	3		5	6	7
5. The policy specifies the reporting mechanisms to be used by victims of sexual harassment	1	2	3		5	6	7
6. The policy contains set time frames for the various stages of the complaints procedure	1	2	3		5	6	7
7. The sexual harassment policy contains anti-retaliation clauses	1	2	3		5	6	7
8. The policy stresses prompt investigation of all sexual harassment complaints	1	2	3		5	6	7
9. The policy requires that proper documentation be kept of the process	1	2	3		5	6	7
10. The policy is available in printed form	1	2	3		5	6	7
11. The sexual harassment policy defines the two types of sexual harassment in detail viz. "quid pro quo" and "hostile work environment"	1	2	3		5	6	7
12. The procedure to report sexual harassment incidents is simple and user friendly	1	2	3		5	6	7
13. The policy makes provision for the victim to by-pass their immediate supervisor	1	2	3		5	6	7

POLICY FORMULATION	COM- PLETELY TRUE	MAINLY TRUE	STRICTLY TRUE		SLIGHTLY UNTRUE	MAINLY UNTRUE	COM- PLETELY UNTRUE
14. The policy is regularly updated	1	2	3		5	6	7
15. The policy strictly prohibits sexual harassment	1	2	3		5	6	7
16. Top management supports the sexual harassment policy totally	1	2	3		5	6	7
17. The sexual harassment policy compares favourably with those of other companies	1	2	3		5	6	7
18. The views of your employees were elicited prior to drafting the actual policy	1	2	3		5	6	7

**SECTION D** *Educating and training employees about sexual harassment*

PLEASE INDICATE YOUR ANSWER BY CIRCLING THE NUMBER THAT BEST DESCRIBES THE TRUTH OF THE FOLLOWING STATEMENTS

EDUCATING AND TRAINING	COM- PLETELY TRUE	MAINLY TRUE	SLIGHTLY TRUE		SLIGHTLY UNTRUE	MAINLY UNTRUE	COM- PLETELY UNTRUE
1. The company invests a lot of time/money in developing training programmes to equip employees better to deal with sexual harassment in the workplace.	1	2	3		5	6	7
2. The employees regularly undergo training on sexual harassment issues	1	2	3		5	6	7
3. Training directed specifically at employees as to what type of behaviour is impermissible at work is regularly provided	1	2	3		5	6	7
4. Gender awareness training is provided by the company	1	2	3		5	6	7
5. Conflict role expectation training is provided by the company	1	2	3		5	6	7
6. Culture awareness training is provided by the company	1	2	3		5	6	7

EDUCATING AND TRAINING	COM- PLETELY TRUE	MAINLY TRUE	STRICTLY TRUE		SLIGHTLY UNTRUE	MAINLY UNTRUE	COM- PLETELY UNTRUE
7. Role negotiation techniques training is provided by the company	1	2	3		5	6	7
8. Managers are provided training regularly on how to investigate and resolve sexual harassment complaints	1	2	3		5	6	7
9. Behaviour modelling training is provided regularly to supervisors	1	2	3		5	6	7
10. Consciousness-raising training aimed at promoting an understanding of the different perspectives men and women hold on sexual behaviour in the workplace is provided	1	2	3		5	6	7
11. Assertiveness training aimed at teaching potential victims how to respond forcefully to sexual harassment is provided	1	2	3		5	6	7
12. Regular audits are undertaken to determine whether or not follow-up training is required and to establish areas requiring modification, if necessary	1	2	3		5	6	7
13. It is compulsory for all employees in the company to undergo training on sexual harassment issues	1	2	3		5	6	7

**SECTION E** *Sexual harassment investigation/complaints procedures*

PLEASE INDICATE YOUR ANSWER BY CIRCLING THE NUMBER THAT BEST DESCRIBES THE TRUTH OF THE FOLLOWING STATEMENTS

INVESTIGATION/COMPLAINTS PROCEDURE	COM- PLETELY TRUE	MAINLY TRUE	STRICTLY TRUE		SLIGHTLY UNTRUE	MAINLY UNTRUE	COM- PLETELY UNTRUE
1. A formalised structured procedure for the reporting of sexual harassment incidents exists in the company	1	2	3		5	6	7

INVESTIGATION/COMPLAINTS PROCEDURE	COM- PLETELY TRUE	MAINLY TRUE	STRICTLY TRUE	50% TRUE 50% UNTRUE	SLIGHTLY UNTRUE	MAINLY UNTRUE	COM- PLETELY UNTRUE
2. A number of employees other than line management have been designated to whom victims may go for confidential advice/counselling	1	2	3	4	5	6	7
3. An informal approach exists in the company where victims can approach the harasser directly	1	2	3	4	5	6	7
4. A formal approach exists in the company where grievances lodged are investigated by management and disciplinary action taken if the harasser is found guilty	1	2	3	4	5	6	7
5. A hotline service exists in the company for reporting sexual harassment incidents	1	2	3	4	5	6	7
6. A suggestion box exists for employees to report cases of sexual harassment	1	2	3	4	5	6	7
7. When a complaint regarding sexual harassment is received, it is investigated by the company immediately	1	2	3	4	5	6	7
8. After the complaint has been investigated, the victim and harasser are called to a disciplinary enquiry	1	2	3	4	5	6	7
9. The union has a representative on the team investigating a sexual harassment complaint	1	2	3	4	5	6	7
10. An appeal procedure exists for both parties after the investigation has been completed	1	2	3	4	5	6	7
11. Examples of sexual harassment offences with corresponding penalties are published in the company regularly (Only the names of the parties involved are withheld.)	1	2	3	4	5	6	7
12. Confidential counselling by a trained counsellor is provided to both parties after completion of the investigation	1	2	3	4	5	6	7

**SECTION F**     *Communication methods used*

PLEASE INDICATE YOUR ANSWER BY CIRCLING THE NUMBER THAT BEST DESCRIBES THE EXTENT TO WHICH EACH OF THE COMMUNICATION METHODS IS USED BY YOUR COMPANY TO COMMUNICATE ISSUES RELATING TO SEXUAL HARASSMENT TO THE EMPLOYEES

COMMUNICATION METHODS USED	RARELY/ ALMOST NEVER	TO A SMALL EXTENT/ INFREQUENTLY		TO A LARGE EXTENT/ FREQUENTLY	ALMOST ALWAYS
1. Newsletters	1	2		4	5
2. Notices on payslips	1	2		4	5
3. E-mail	1	2		4	5
4. Postings on bulletin boards	1	2		4	5
5. Trade union meetings	1	2		4	5
6. OTHER (specify)					
.....	1	2		4	5
.....	1	2		4	5
.....	1	2		4	5

**ADDITIONAL COMMENTS:**

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*Thank you for taking the time to complete this questionnaire.*



APPENDIX E

**POSTCARD**

Dear Sir/Madam

I refer to the sexual harassment survey sent to your organisation under separate cover of a letter during November 2000.

According to our records, we have not received your response. The success of developing a model to manage the occurrence of sexual harassment in SEIFSA companies is dependent upon your participation.

Accordingly, you are hereby requested to complete the questionnaire, which is currently in your possession and which will take no more than 10-15 minutes of your time, and to return it in the self-addressed envelope by no later than 28 February 2001.

Your co-operation in this regard would be highly appreciated.

*Yours faithfully*

**R.K. KÖLKENBECK-RUH**  
**Researcher**

## APPENDIX F

## DESCRIPTIVE STATISTICS OF ITEMS AND DERIVED FACTORS

ITEMS	N	MEAN		STANDARD DEVIATION		SKEWNESS		z-value	KURTOSIS		z-value	KOLMOGOROV-SMIRNOV	
		Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error		Statistic	Std. Error		Statistic	Sig. (2 tailed)
'Industry assessment: Q1'	151	1.371	0.573	1.276	0.197	6.466	0.663	0.392	1.691	0.000			
'Industry assessment: Q2'	151	1.762	0.781	0.702	0.197	3.556	-0.231	0.392	-0.589	0.000			
'Industry assessment: Q3'	148	2.277	0.910	0.080	0.199	0.403	-0.885	0.396	-2.233	0.000			
'Industry assessment: Q4'	150	2.607	1.236	0.334	0.198	1.688	-0.902	0.394	-2.293	0.000			
'Industry assessment: Q5'	150	1.520	0.873	1.842	0.198	9.304	3.215	0.394	8.170	0.000			
'Industry assessment: Q6'	149	1.705	1.106	1.429	0.199	7.192	0.944	0.395	2.390	0.000			
'Industry assessment: Q7'	151	1.291	0.524	1.891	0.197	9.582	4.397	0.392	11.207	0.000			
'Industry assessment: Q8'	151	1.523	0.652	1.159	0.197	5.872	1.477	0.392	3.765	0.000			
'Industry assessment: Q9'	151	1.132	0.457	5.175	0.197	26.217	35.677	0.392	90.938	0.000			
'Industry assessment: Q10'	149	3.034	1.227	-0.109	0.199	-0.549	-0.947	0.395	-2.397	0.000			
'Industry assessment: Q11'	151	3.073	1.114	-0.145	0.197	-0.736	-0.694	0.392	-1.768	0.000			
'Industry assessment: Q12'	151	2.742	1.329	0.175	0.197	0.888	-1.159	0.392	-2.953	0.000			
'Industry assessment: Q13'	151	2.212	1.135	0.599	0.197	3.037	-0.445	0.392	-1.133	0.000			
'Industry assessment: Q14'	151	2.821	1.178	-0.118	0.197	-0.596	-0.825	0.392	-2.104	0.000			
'Industry assessment: Q15'	150	2.720	1.130	0.118	0.198	0.597	-0.714	0.394	-1.814	0.000			
'Policy formulation: Q1'	150	4.393	2.053	-0.345	0.196	-1.743	-1.139	0.394	-2.895	0.003			
'Policy formulation: Q2'	149	4.034	2.167	-0.145	0.199	-0.729	-1.395	0.395	-3.535	0.000			
'Policy formulation: Q3'	149	4.597	2.184	-0.506	0.199	-2.547	-1.117	0.395	-2.828	0.000			
'Policy formulation: Q4'	146	4.289	2.295	-0.231	0.201	-1.149	-1.453	0.399	-3.643	0.001			
'Policy formulation: Q5'	147	3.969	2.271	-0.911	0.206	-0.854	-1.481	0.397	-3.726	0.001			
'Policy formulation: Q6'	149	4.221	2.181	-0.134	0.199	-0.672	-1.404	0.395	-3.555	0.000			
'Policy formulation: Q7'	144	4.616	2.193	-0.405	0.202	-2.004	-1.272	0.401	-3.169	0.000			
'Policy formulation: Q8'	149	3.718	2.236	0.191	0.199	0.959	-1.426	0.395	-3.612	0.000			
'Policy formulation: Q9'	148	3.514	2.212	0.412	0.199	2.067	-1.257	0.396	-3.173	0.000			

