Sexual Harassment and Organization: A Sexual Harassment Policy of Total Parco Pakistan Limited (TPPL)

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Abstract:

In the recent era of development where organizations are improving its productivity, they also face several challenges on human and structural grounds. Organizations where individuals with different personality characteristics and background work together also face numerous problems as result of these conflicts in various levels of interests. These problems may likely to reduce productivity of employees as well as organizations. The present research is an effort of exploring one of the biggest and general problems that employee face at work place. It focuses on examining the impact of sexual harassment in organization and how it reduces the productivity of organization. For present research qualitative method is used for the depth understanding.

Interviews were taken from the Manager HR, Manager Senior Management, and from senior fiancé Executive. The purpose of the interview taken from managers of organization is to understand the policy of harassment and to know how they handle such cases. For primary data of the study, interviews were taken from the high authorizes of the organization. The questions are based on the objective of the research. The data which can be found from journals, articles, books, and statistics and. Total Parco have briefly explained their policy regarding harassment to ensure the security of work environment in which they define sexual harassment, its types and inquiry committee consist of three members who will be responsible to handle the issues regarding sexual harassment at TPPL in which they have clear chain of command. They also describe the penalties like the minor penalty include stop the promotion of that employee for specific

time period or increment can be removed. So in this way the organization TOTAL Parco have insured the secure environment for their member so that they can work in healthy environment without any fear of psychosocial hazards.

Key words: Harassment, Organization, workplace.

INTRODUCTION

In the recent era of development where organizations are improving its productivity, they also face several challenges on human and structural grounds. Organizations where individuals with different personality characteristics and background work together also face numerous problems as result of these conflicts in various levels of interests. These problems may likely to reduce productivity of employees as well as organizations. The present research is an effort of exploring one of the biggest and general problems that employee face at work place. It focuses on examining the impact of sexual harassment in organization and how it reduces the productivity of organization.

Sexual harassment in organization is well recognized area in research and not a novel workplace issue in the employment dome. According to a survey of sexual harassment institute (2014), harassment is common in everyday life but it becomes adverse when occurs regularly and with the aim to harm other person. This survey also narrates that bullying behavior becomes a problem when behavior occur frequently, situation is important in which the behavior occur, and it's impossible for the victim of bully to avoid that behavior. In the present study, sexual harassment is defined as the most consistent negative behavior towards other person working on regular basis which affect the target person and had difficulty while offering the job responsibilities (Jilpt, 2013).

Harassment on the victim can be divided into two types physical and emotional abuse. Physical abuse can be define as violence on the body such as unwanted touch on the sexual parts or any other part of body whereas emotional abuse refer to as stress which caused by the physical abuse.

Militello found that often managers showing their harassing behavior to maintain their jobs because their behavior was seen to increase productivity in the short term. A study done by Kathleen D. Ryan and Daniel K Oestereich, Driving Fear Out of the Workplace, these behaviors c include; silence, direct insults and even angry outbursts. Whether these actions are intentional or brought on by stress, the result can cause the employee to feel humiliated, and reduce their productivity at workplace.

Sexual Harassment

Sexual harassment can be defined as unwelcome sexual behavior or requests for sexual favors, which may be verbal or physical contact of sexual nature.

Type of Sexual Harassment

Quid pro quo
Quid pro quo sexual harassment is define as "the in dividual in order to work in an organization must submit sexual nature to participate or work in organization."

Hostile environment
Sexual harassment as unwelcome sexual behavior or submit sexual nature in order to participate in organization and its impact on the ability of individual that affect the productivity of organization.

Percentage in Pakistan

The Aurat foundation work from last 25 years for the welfare of females in Pakistan. The organization suspend senior manager for the account of harassment towards female.(May 2011)

Sexual harassment is a widespread issue among nurses. In a survey conducted by the Daily Times in August 2010, female government and private-sector employees complained about the harassing behavior of their male colleagues as well as senior officials. (Daily Times in August 2010).

In March 2010, the government passed two laws against sexual harassment in the workplace. The Criminal Law (Amendment) Act amended the Pakistan Penal Code and the Code of Criminal Procedure, making workplace harassment against women punishable with imprisonment of up to three years or a fine of 500,000 rupees or both. The new law defines sexual harassment in a better way and provides for enhanced punishment under Section 509 of PPC. The Sexual Harassment Law requires displaying the code of conduct in an organization, forming of a three-member inquiry committee and holding awareness seminar for its staff.(March 2010).

There were a total of 172 incidents of violence against women in Islamabad between (January-December, 2009). The data has shown that a total number of 5722 incidents of violence against women occurred in 35 districts of Punjab between. (January- December 2009)

According to the data collected by Aurat Foundations offices in Islamabad, Lahore, Karachi, Peshawar and Quetta during 1st January to 31st December 2009, through its press clipping service, the cases of violence against women have increased in 2009 as compared to the previous year in 2008. There were 7571 cases of violence against women in 2008, which have jumped to 8548, an increase of almost 13 percent. This is despite the fact that less statistics were available from several districts of NWFP and Balochistan due to security situation.

Theoretical Explanation

Various theoretical models explain the process behind sexual harassment at workplace. The aggression model explains that human to human aggressive behavior cause negative work environment (Weatherbee & Kelloway, 2006). In this regard the present research investigate that how sexual harassment effect the victim. The social cognitive, social learning or socio-cultural theory explain that individuals use a wide range of social learning and cognitive processes to observe, think and learn from others about their behavior and its impacts on employees work outcomes and therefore behavior is learned directly through observation (Bandura, 1986) So the employees' feelings regarding negatively workplace event/s may impact their perceptions of work and its impact on their health (Coyne et al., In press).

The above mentioned studies and theoretical model conclude that workplace problems have physical, emotional and behavioral problems on employee's general Health. The employees who worked in poor psychological working environment affect their mental health and also impact the well-being of employee. The theoretical model explains human to human aggressive behavior and bullying cause negative work environment. The social cognitive, social learning or socio-cultural theory explain that individuals use a wide range of social learning and cognitive processes to observe, think and learn from others about their behavior and its impacts on employees work outcomes and therefore behavior is learned directly through observation.

Literature Review

Maarit (2001) examined the impact of sexual harassment and the psychological general factor on the wellbeing of employees. The also explored that sexual harassment is a strong predictor

of stress in employees. The stress and psychological health of employees who worked in municipal measured through OSQ (Occupational stress questionnaire). The participants were taken from municipal employees in which 15% were men and 85% were female. Age ranges from 30 to 40 for women and 31 to 41for men. The result of the study show that respondents who face sexual harassment express more stress symptoms and mental stress from whose who were not sexually abused study also reveal that those who face sexual harassment also have low self-esteem and confidence. Harassed employees also have poor goal clarity, feel difficulty in task and the personal life of employee also suffer. The employees who were harassed also take sleeping pills for relaxation as compare to those who are not harassed. The study also shows that not only the employees who face harassment suffer from it but also the bystander suffers from that when they see someone is harassed at workplace. The problem of harassment is not related to the particular one who face it but for the entire working place.(Maarit.,2001)

Another study conducted by Judith (2008) on sexual harassment and job satisfaction in employees examines the impact of sexual harassment on the job satisfaction and productivity of employees at their workplace. In this study, researcher focuses how sexual harassment affects the ability of employees to perform their job and reduce their productivity while performing work. The researcher also wants to examine the most frequent negative behavior at the workplace. The data was taken from two different professional organizations. The tool was questionnaire which consists of 28 questions related to sexual harassment and work environment. The findings revealed that 75% participants face harassment from their coworker throughout their career, and 27% agreed to become a target of sexual behavior. This indicate that the organizational environment is not good and filled with abusive bosses,

coworkers and negative act of harassment that impact the productivity of employees.(Judith.,2008).

Sexual harassment has also been tested in relation to depressive symptoms and medical issues. Kivimake, Virtanen, Vartia, Elovainio, Vahtera and Jarvinen (2002) explore that sexual harassment can cause depression and cardiovascular disease in employs. The data of study is prolonged based upon two surveys over two years. The method of a study is quantitative in which the researcher send postal questionnaire to 10969 employs. Participants were 1712 men and 9257 women. The employs age ranges from 18 to 63 who worked in different hospitals. Among these 10% were doctors, 47% were nurses, 12% were laboratory and 12% were x rays staff and 19% were those who maintain cleanness in hospitals. The survey gathered information about harassment behavior, stress related diseases, and focuses what are the behavioral changes because of these occasions. The researcher use logistic analysis to find whether there is relationship between bullying cardiovascular disease and depression. The findings show 5% sexual harassment in first survey and 6% harassment behavior in second survey. It indicates that sexual harassment experience in both surveys. Findings also show that prolonged harassment behavior result of cardiovascular disease and depression. The result of a study also indicates that there is strong association between harassment and cardiovascular disease. These associations cause obesity in employs. The conclusion of the study shows that victim of harassment had a greater risk of cardiovascular disease and the employs may become over weight. The researcher suggest that workplace sexual harassment is key factor of depression in employs early identification of harassment help to eliminate the impact of depression on the general health of employs.(Kivamake et al., 2002).

Carter and colleagues (2015) conducted a study to examine the impact of harassment behavior in National health

care staff. The design of the study was cross cultural in that questionnaire and semi structured interviews were taken from the participants. The 2950 participants were selected for this research in which the researcher took interview from 43 participants. The tools researcher select for this research are NAQ- R and GHQ. The Negative Act questionnaire (NAQ) measure the psychological distress of participants because of bullying & harassment and General Health Questionnaire measure its impact on the general health of employs. GHQ also measures the job satisfaction level of employs, self-report sickness about physical health of employs. The problems and barriers the employees facing while reporting about the issue of bullying were also examined. The other factor not to report about bullying which researcher indicates was the thinking pattern of employs that nothing would be going to change. The most common source of harassment is managers, peers, and the workplace culture ate the main source of bullying. The main findings of these research shows that 25% staff is being bullied by other staff members and 43% reported that they are witnessed of being bullied from last 6 months. The main findings of research show that men and disable staff faced higher level of bullying. The employs that are facing bullying have lower level of psychological health and lesser job satisfaction level and they have strong intention to leave the job. The qualitative analysis shows that workload pressure and organizational environment are the main source of workplace bullying. The conclusion of the study is that bullying is very frequently occurring problem in health care centers which negatively impact the individual mental and psychological health. The productivity of organization also suffers because of these serious issues. (Carter., 2015).

In another study, Tehrani (2004) examined posttraumatic symptoms in relation to workplace harassment. The main focus of the study was on the incidence that cause harassment and the employees who face harassment in care

center show symptoms of post-traumatic stress disorder. The sample of study consist of 165 care professionals who are attending the training session related to psychology in two year period 2000 and 2002. Questionnaire was disturbed in the care professionals. The researcher use IES – E post-traumatic stress questionnaire. The questionnaire composed of demographic information related to age, sex, and job designation. The participants were asked to report weather they experienced harassment or observe harassment from last 2 years. The main focus of three questions in questionnaire were on discrimination, race, ex and disability. In this questionnaire it was asked from employees that if you face bullying did you report that you are bullied. Two questions related to the quality of support that employees need in organization if they are bullied. The average age of participants was 42 years. In a group, 48% were mangers in which 60% were male. The result of the study show that 67 were bullied, 113 observed that bullying in there office take place and 42% reported that they are neither bullied nor reported that they observed bullying in their organization. The result also suggests that women are more frequently bullied then men. It is because of status because there were more male mangers in organization then female. Among these, 43% female manger and 30% male mangers reported that they are bullied from last 2 years. The employees who face bullying have the symptoms of PTSD.(Tehrani.,2004)

Cooper, Hoel and Faragher (2004) explored the impact of negative behavior on the general health of employees at their workplaces. The study also discussed that some behaviors associated with bullying are more damaging than others. Gender difference and occupational difference are also considered in the study. Questionnaire were mailed to the employees working in 70 different organization include public and private sector. Self-report measures were used to assess the bullying and health problems. The findings of the study reveal

that those who face bullying have adverse general health problems the researcher also investigate that some bullying behaviors are more difficult to deal with. (Cooper etal.,2004)

Another study examined by Johnsen, Rea and Ruth (2009) described the characteristics of workplace harassment in the nurses of Washington state emergency. The sample of the study was 249 members of nurses association. To measure the workplace sexual harassment the researcher use Negative act questionnaire- Revised. The findings of the study show that 27.3% nurses experienced workplace harassment from last six months. Most of them were harassed from their mangers, officers and charge nurses from whom they were under working. Because of workplace harassment nurses significantly leave the job. The conclusion of the study determine that nurses face more workplace harassment as compare to any other profession this a serious issue with nurses that force them to leave the job.(Johnsen etal.,2009)

Morten, Jorn, Stig and Stale (2012) examined sexual harassment in relation to psychological distress. The main focus of this study was to identify that sexual harassment as predictor of psychological distress in employees. They also investigated that either self-labelled victimization of harassment causes health problems. The data was collected from Norwegian nation work employee, 1775 participants took part in this study. The statistical analysis was conducted through SPSS. Negative Act Questionnaire was used to measure sexual harassment in employees and for measuring psychological distress the researchers used Hopkins Symptoms Checklist. Logistic regression was applied to find out the relationship between sexual harassment and psychological distress. The finding of the study revealed that employees who were being targeted of sexual harassment face psychological distress and victimization. (Morten et al., 2012)

Objectives

1. To investigate how Human Resource Management handle the cases in TPPL.
2. To examine the factors that cause sexual harassment in organization.
3. To examine the policy of TPPL related to sexual harassment.

Research Question

1. What causes sexual harassment in organization?
2. What are the ways and strategies to handle sexual harassment cases in organization?
3. Does the organization provide policies and knowledge about sexual harassment to their employees?

Methodology

For present research qualitative method is used for the depth understanding. Interviews were taken from the Manager HR, Manager Senior Management, and from senior fiancé Executive. The purpose of the interview taken from managers of organization is to understand the policy of harassment and to know how they handle such cases.

Primary Data

For primary data of the study, interviews were taken from the high authorizes of the organization. The questions are based on the objective of the research.

Secondary Data

The information which is provided from previous researches. The data which can be found from journals, articles, books, statistics and many more.

Analysis of the Policy:

The company we choose to study about sexual harassment is "TPPL" Total Parco Pakistan Limited". The policy against Sexual harassment is d esign in accordance with protection against Harassment of women at workplace Act 2016" to prote ct women against harassment at workplace. The main 1objective is to provide a safe environment for all staff members and mutually for women so women can also work in organization without any fear at TPPL. Sexual harassment is in the form of gender discrimination that occurs at workplace. The definition of sexual harassment at TPPL is "Unwelcome verbal, visual, or physical conduct of sexual nature that is severe and affect the work condition as well.

The code of this law is to guide all the employees at TPPL including management to make the organization free of sexual harassment. Harassment for TPPL as the law means any unwelcome behavior, request for sexual nature which can be both in the form of verbal and none, verbal and can be in the form of communication. These types of behavior are un acceptable at TPPL in all links weather at official work or any official activity outside the organization.

There are three form of harassment that TPPL explain at workplace.

1. **Abuse of authority**: In this form of harassment the authority person such as supervisor demand a sexual favor in order to gain any job benefit like increase in pay , promotion, or job transfer or job itself.

2. **Creating a hostile environment**: this is severe form of harassment which involve physical conduct, create a hostile environment or abusive work environment so that it become difficult for the employee to work in the organization.

3. **Retaliation**: in this form of harassment if the employee refuse to give sexual favor result can be to limit the promotion

of that employee, making gossips against that employee or limited access of his / her rights.

TPPL designed an inquiry committee who will be responsible to handle the issues regarding sexual harassment at TPPL. Three members involve in this committee which are Sabeen khalid who is member of senior employees and chairperson. Mudassar Javed member from senior management and Imran haider who is representative of employee .If in a case the complaint come against the member inquiry committee then that member shall be replace by another. Any complaint regarding harassment has option to prefer an inquiry committee of organization or ombudsman of company. The complaint should contain a necessary detail relating to the incident of harassment that happened at workplace. Supporting material like video or document or any other form are acceptable. In the content of complain name of witness or any other person or evidence who have any relation with the incident is necessary. The complaint should be true and do signed by that employee.

There are two ways for inquiry at TPPL formal inquiry procedure and informal inquiry procedure .In informal inquiry procedure the person who wants to do complaint can talk to any member of inquiry committee without taking the matter officially. The complaint can resolve by providing advice on strictly and confidential basis. Complain can be report to the supervisor of that employees. The case can be for investigation through any senior manager from head office and conduct all the investigation at confidential level. TPPL strongly advice their employees if you are facing any type of harassment immediately report to someone whom you trust the most in organization because these type of issues happened when employees are alone at their work place and it is difficult to produce evidence.

In formal inquiry procedure the complainant can formally complain to the member of inquiry committee. When committee received a complaint from employee they fix a time to do meeting. And inquiry did through the law of "Protec tion against harassment of women at workplace Act 2010". The committee members make sure to that Complainant that all information that you will provide kept confidential and you will not face any threat to whom you do complained and you can freely pursing your complain. The inquiry committee should submit the findings of complain to CEO of TPPL within 30 days of that complain.

If inquiry committee fined any person to be guilty so it will recommend paying penalties which are prescribed in "Protection against harassment of women at workplace 2010". The minor penalty include stop the promotion of that employee for specific time period or increment can be removed. The major penalty can be imposed to the guilty can lower post, retirement, or removal of service and payment or fine. The fine can be given to the complainant .TPPL also give psycho –social counselling or medical treatment if required in any case.

If the guilty employee is dissatisfied with the decision of inquiry committee have right to do appeal against to the minor or major penalties as per SEC 6 of "Protection against harassment of women at workplace 2010". The code of conduct of this policy is placed in the head office of TPPL and it is the responsibility of all the employees of TPPL to fully read this and understand this.

Interview:

There are some questions which we asked regarding sexual harassment from HR manager who is the member and chairperson from senior employees in Total Parco Pakistan limited. The first question was how you define harassment in your organization she replied that any unwelcome, verbal, visual, or physical conduct at workplace and it affect the work

environment. The other question which was asked from the manager that Did any case happened in your organization regarding harassment? She replied yah my cases happened in organization related to this issue most common women face these type of issue in organization like the copartner stare her, do vulgar Messages, and call her. These are some issues that most commonly happened in TPPL. The other question related to this answer was that how you handle this type of incident in your organization. HR manager replied that we have some rules and penalties for the guilty one which are major and minor. We did meeting with Committee members of inquiry and make decision regarding the complaint. Why your company only make policy for women sexual harassment? Yah that's true TPPL main focus on women sexual harassment not men the reason for that is more issues we face in our organization related to women not men so we want that TPPL make a safe and fear free environment for women to work.

Conclusion

Every organization have their own culture that is a common perception held by the organization's members; a system of shared meaning. Organization Structure define how tasks are divided, grouped and coordinated within an organization to work effectively but sometime organizations face deviant behaviors from the members like harassing behavior by the member with other employs that impact the productivity and performance of an individual in the organization. Sexual Harassment has different types including Quid pro quo and Hostile environment sexual harassment. Quid pro quo occurs when it is stated that an individual must submit to conduct of a sexual nature in order to participate in an organization program or activity. Hostile environment Sexual harassment occurs when unwelcome conduct of a sexual nature creates an intimidating, threatening or abusive working or learning

environment or is so severe, persistent or pervasive that it affects a person's ability to participate in organizational activities. Different organization have their policy regarding sexual harassment at work place like Total Parco have briefly explained their policy regarding harassment to ensure the security of work environment in which they define sexual harassment, its types and inquiry committee consist of three members who will be responsible to handle the issues regarding sexual harassment at TPPL in which they have clear chain of command. They also describe the penalties like the minor penalty include stop the promotion of that employee for specific time period or increment can be removed. So in this way the organization TOTAL Parco have insured the secure environment for their member so that they can work in healthy environment without any fear of psychosocial hazards.

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