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To Report or Not to Report: The Impact of Organizational Justice Perceptions on Sexual Harassment Coping

By Andrea Butler

B.Sc. (Hons), University of Guelph, 2005

A Thesis

Submitted to the Faculty of Graduate Studies

Through the Department of Psychology

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Abstract

Much of the previous research on predictors of sexual harassment coping and reporting has been atheoretical. However, the present study was guided by two theoretical frameworks: Feminist theory and Theories of Organizational justice. This study investigated whether perceptions of distributive, procedural and interactional justice as well as global organizational justice were related to sexual harassment coping. Participants were 257 female employees who were recruited using the Study Response Project. Multiple regression analyses showed that as their perceptions of organizational justice decreased, sexually harassed women were more likely to avoid their harasser. Sexually harassed women who had experienced more frequent sexual harassment were also more likely to report their harasser as their perceptions of organizational justice increased. However, when the frequency of the sexual harassment was low, perceptions of organizational justice were not related to reporting. Overall, the three types of justice (distributive, procedural and interactional justice) were not related to sexual harassment coping. However, it is still important to examine the factors that encourage women to report their harasser. A discussion of a revised conceptual model is provided.

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CHAPTER 1

INTRODUCTION

In Canada, it is estimated that between 23% and 51% of all women have experienced some form of sexual harassment during their working lives (Welsh, 1999; Welsh & Nierobisz, 1997). It is argued that approximately one in two women will be sexually harassed while at work (Fitzgerald et al., 1988). In light of this growing social problem, government organizations such as the Canadian Humans Rights Commission have stipulated that organizations must formulate written sexual harassment policies that clearly define what types of behaviour will be deemed inappropriate as well as clearly identify how they will respond to such offenses (Canadian Human Rights Commission [CHRC], 2007). Employees are also often encouraged by their organizations to report their harassers or file formal grievances. Unfortunately, research has demonstrated that sexually harassed female employees often fail to do so (Gruber, 1989; Gruber & Smith, 1995; Fitzgerald & Shullman, 1993; Schneider, Swan & Fitzgerald, 1997).

How women choose to respond when harassed – particularly whether or not they decide to report their harasser – is likely influenced by several factors. Researchers have found that age, the severity of the harassment experienced and the organizational status of the harasser (e.g., supervisor) all affect how a woman chooses to respond when harassed (Aquino, Grover, Bradfield & Allen, 1999; Baker, Terpstra & Larntz, 1990; Gruber & Smith, 2005; Reese & Lindenberg, 2005; Welsh & Gruber, 1999).

Only recently have researchers begun to explore organizational predictors of reporting behaviour. For instance, studies have shown that women who believe that their organizations are tolerant of sexual harassment are less likely to file a formal grievance or report their harasser (Cortina & Wasti, 2005, Offerman & Malamut, 2002).

Organizational tolerance is often measured by asking participants to indicate the degree of risk associated with filing a formal grievance, the likelihood that an allegation would be taken seriously, and the likelihood that the harasser would be appropriately disciplined (Cortina &Wasti, 2005; Hulin, Fitzgerald & Drasgow, 1996; Offerman & Malamut, 2002).

The terms *organizational efficacy* (Perry, Kulik & Schmidtke, 1997), *perceived work climate* (Bingham & Scherer, 1993; Gruber & Welsh, 1999), and *organizational responsiveness* (Dubois, Faley, Kustis & Knapp, 1999) have also been used to describe similar constructs. Despite these differences in terminology, these studies would suggest that perceptions of policy fairness and efficacy affect how a woman decides to respond when sexually harassed.

However, much of the research on these constructs and their relation to sexual harassment coping has been largely atheoretical. Researchers have described empirical findings without exploring the underlying processes behind these relationships. Thus, the current study took a theoretical approach to understanding the relationship between perceptions of policy fairness and sexual harassment coping. Specifically, two theoretical frameworks were discussed: feminist theory and theories of organizational justice.

Feminist theory argues that sexual harassment is the direct result of the social inequality that exists between men and women and is a product of a larger patriarchal society (Pryor, LaVite & Stoller, 1993). Pryor et al. (1993) argues that sexual harassment is a way for men to abuse their existing power within an already male-dominated society. Further, men and women are also differentially socialized. Women are typically socialized to be passive, submissive and caring, while males are typically socialized to be

more aggressive and domineering (Tangri, Burt & Johnson, 1982; Riger, 1991). These sex roles and power differences help to explain why women are most often the targets of sexual harassment and why they often fail to seek out formal organizational support by filing a sexual harassment grievance or complaint. This theoretical framework and its relation to reporting behaviour will be further explored.

More recently, researchers have begun to examine the extent to which perceptions of organizational justice relate to reporting behaviour. Organizational justice refers to the perceived fairness of the rules and norms – both organizational as well as social – that determine how outcomes, rewards, and benefits are distributed (Folger & Cropanzano, 1998). Researchers commonly recognize three types of organizational justice: distributive, procedural and interactional justice (Folger & Croanzano, 1998). Distributive justice refers to the perceived fairness of the final grievance resolution or decision outcome, while procedural justice refers to the perceived fairness of the grievance procedures or decision-making process. Lastly, interactional justice can be defined as the perceived fairness of the interpersonal treatment received by the individual as the grievance policies are enacted (Adam-Roy & Barling, 1998; Folger & Croanzano, 1998).

Some researchers have examined the relationship between perceptions of procedural justice and sexual harassment reporting behavior (Adam-Roy & Barling, 1998; Hogler, Frame & Thornton, 2002; Rudman, Borgida & Robertson, 1995). Unfortunately, few researchers have examined how perceptions of distributive and interactional justice relate to sexual harassment coping. Thus, the current study explored the relationship between all three types of organizational justice – distributive, procedural and interactional – and sexual harassment coping. Theories of organizational justice were

used to predict individual responses to sexual harassment. This will result in a better understanding of the organizational factors that affect coping and reporting behaviour. Also, it is important to understand the underlying process behind how perceptions of organizational justice affect sexual harassment coping as this may allow organizations to ensure that their sexual harassment policies and grievance procedures are appraised as being fair and just and this in turn may further encourage employees to use them.

This study explored both feminist theory and theories of organizational justice in order to predict sexual harassment coping. First, the sexual harassment and coping literature will be reviewed. Next, both feminist and organizational theories of justice will be discussed and sexual harassment research applicable to these theoretical frameworks will be reviewed. Finally, a summary of the current study will be provided.

Sexual Harassment Defined

Sexual harassment is legally defined as "unwanted or unwelcome physical and verbal behaviours of a sexual nature" (Ontario Human Rights Commission [OHRC], 2007, Para.2). These behaviours include, inappropriate touching, displaying offensive pictures or posters, making lewd jokes or remarks, and making improper sexual requests or suggestions (OHRC, 2007). However, varying definitions exist within the sexual harassment research literature. For the purposes of the current study, Fitzgerald et al.'s (1988) three factor definition was used. This model was used because it uses a comprehensive classification scheme and it is one of the most commonly used frameworks among sexual harassment researchers. According to this model, behaviours indicative of sexual harassment fall into one of three categories. The first, gender harassment, the most common form of harassment, is characterized by both verbal and non-verbal behaviours that suggest derogatory and hostile attitudes towards women. The

second category, unwanted sexual attention, includes a range of sexual behaviours that are unwelcome, such as repeated requests for a date. Finally, sexual coercion involves "quid pro quo behaviours," with work-related benefits contingent upon sexual cooperation (Fitzgerald et al., 1988).

The Consequences of Sexual Harassment

Research has also consistently demonstrated that sexual harassment can adversely affect both the personal and professional lives of female employees (Gutek & Koss, 1993; Munson, Hulin & Drasgow, 2000; Schneider et al., 1997). Psychologically, sexual harassment has been linked to lower self-esteem, lower self-competence, lower satisfaction with life and higher psychological distress such as anxiety as well as higher levels of depression (Bowling & Beehr, 2006; Schneider et al., 1997; Gutek & Koss, 1993). Sexual harassment is also associated with reduced physical health. For example, sexual harassment is associated with negative health consequences such as gastrointestinal disruptions, teeth grinding, nausea, headaches, and loss of appetite as well as sleep disturbances (Gutek & Koss, 1993).

Sexual harassment can also lead to greater work-related stress. It can negatively affect an employee's work performance, lead to burnout and job related frustration as well as decrease their organizational commitment (Bowling & Beehr, 2006; Peirce, Rosen & Hiller, 1997; Willness, Steel & Lee, 2007)). These victimized women may fear being ostracized by their co-workers for speaking out against their harasser. Work-related stress may also be heightened because their financial livelihood may be contingent upon maintaining their current position and they may feel that speaking out against their harasser would jeopardize this position (Peirce et al., 1997). Clearly sexual harassment

has become a prevalent social problem that can result in severe negative consequences for the victimized employee.

The Consequences of Reporting Sexual Harassment

Bergman, Langhout, Palmieri, Cortina and Fitzgerald (2002) argue that from an organizational perspective, reporting sexual harassment can help to empower the victim, while ensuring that the perpetrators of these offenses are appropriately punished. However, research has shown that women who choose to report their harassers often fare worse than those women who choose not to report their harasser (Bergman et al., 2002; Firestone & Harris, 2003; Hesson-McInnis & Fitzgerald, 1997; Welsh & Gruber, 1999). For example, Firestone and Harris (2003) examined the responses of 10 757 female members of the U.S armed forces. They found that only 55.3% of the women that they surveyed felt that reporting their harasser actually made the situation better. Similarly, researchers have found that compared to non-reporters reporters were more likely to leave their jobs, be fired or even transferred (Hesson-McInnis & Fitzgerald, 1999; Magley, Hulin, Fitzgerald, DeNardo, 1999, Stockdale, 1998). Further, women who chose to report their harassers were more likely to become dissatisfied with their work and were more likely to experience greater psychological distress as well as work-related retaliation from superiors as well as co-workers than their non-reporting counterparts (Bergman et al., 2002).

These findings would suggest that reporting the harassment can heighten the psychological discomforts associated with being sexually harassed (Bergman et al., 2002). Reporting sexual harassment to the appropriate authorities can lead to further negative consequences for the already victimized employee. However, these negative

effects can be minimized if the organization chooses to foster an organizational climate that supports the victim. For example, women who choose to report their harasser are more likely to experience heightened retaliation and work-related discomfort, following their complaint, in organizations that are more tolerant of sexual harassment (Bergman et al., 2002, Hessen-McInnis & Fitzgerald, 1997). Bergman et al. (2002) contends that work-related retaliation associated with reporting sexual harassment may be significantly reduced or even eliminated if organizations choose to adopt a zero-tolerance approach when dealing with sexual harassment complaints. Reporting sexual harassment can be a positive experience for the victim but only if the organization ensures that their grievance procedures are fair and just (Appelbaum & Shapiro, 2006; Bergman et al. 2002; Lucero & Allen, 2006).

Coping with Sexual Harassment

Victims of sexual harassment often use a variety of coping techniques when harassed. Coping refers to both the behavioural and cognitive efforts employed by an individual as they attempt to deal with events that they perceive to be threatening or taxing (Folkman & Lazarus, 1988). Lazarus and Folkman (1984) were among the first researchers to examine stress and coping and this model is still consistently used today. They developed a process-orientated model of coping consisting of two processes: primary appraisal and secondary appraisal. Primary appraisal involves considering the degree of threat and anxiety posed by a particular event or stressor, while secondary appraisal involves determining which coping responses are available. Coping inherent in the process of appraisal involves the execution of one of these responses (Lazarus & Folkman, 1984). Both primary and secondary appraisal can be influenced by both

personal factors such as one's values, beliefs about the world as well as their personal resources for coping such as their health and problem solving skills. Environmental factors have also been shown to influence the process of appraisal. For instance, the nature of the stressor, the duration of the stressor and the availability of possible resources such as social support have all been shown to affect this process (Folkman & Lazarus, 1988). All of these factors have been shown to affect the cognitive process of appraisal and ultimately affect how an individual chooses to respond when confronted with a taxing or threatening event.

Two major functions of coping have been examined: problem-focused coping and emotion-focused coping. Problem-focused coping is characterized by a task-oriented process in which information is gathered in order to solve a particular problem and is used when a problem or event is perceived as being changeable. Emotion-focused coping involves regulating one's emotions associated with the stressful event, without actually altering the circumstances surrounding the event. A person typically engages in emotion-focused coping when the outcome appears to be unchangeable or beyond their control (Lazarus & Folkman, 1984).

Applying this theoretical framework to sexual harassment, a sexually harassed woman will first judge the degree of personal threat as well as gauge the perceived offensiveness of this event (primary appraisal). Environmental factors such as the severity and duration of the harassment may also affect how threatening she perceives the incident to be. She will then closely consider her response options, such as telling her supervisor or ignoring the harasser altogether (secondary appraisal). In addition, environmental factors such as the perceived likelihood that reporting the offender may

lead to work-related retaliation may influence her choice of response. Personal factors such as her personal health and her confidence in her own abilities to deal with this particular type of dispute may also affect both primary and secondary appraisal.

During secondary appraisal, a female employee who has been sexually harassed may feel that the situation is easily changeable; that she can stop the harassment from continuing. Therefore, she may engage in problem-focused coping. She may choose to confront her harasser and directly insist that the harassment stop or she may choose to report the harassment to a supervisor. If she believes that her situation is unchangeable, that there is nothing she can do to stop the harassment or resolve this conflict, then she is likely to rely upon emotion-focused coping such as avoiding the harasser's work station or trying to forget that the incident has even occurred.

A variety of coping models and frameworks, ranging in complexity, have also been specifically developed in order to explain how women will cope when sexually harassed (Cortina & Wasti, 2005; Bingham & Scherer, 1993; Knapp, Faley, Ekeberg & Dubois, 1997). For example, Terpstra and Baker (1989) developed a continuum of responses, ranging in assertiveness, from ignoring the incident or doing nothing to quitting their jobs. More recently, more comprehensive, multidimensional frameworks such as the one developed by Knapp et al. (1997) have been explored (Malamut & Offerman, 2001; Cortina & Wasti, 2005; Wasti & Cortina, 2002). Knapp et al. (1997) proposed that there are five categories of coping; advocacy seeking, denial, confrontation/negotiation, social support and avoidance. Advocacy seeking responses involve seeking out formal organizational support such as filing a formal grievance or reporting the harassment. Denial involves telling oneself that the incident was not

important as well as trying to forget that the incident has even occurred. Confrontation/negotiation involves directly insisting that the hostile behaviour stop. Social support is typically described as behaviours that involve obtaining emotional support and advice from respected others, while avoidance involves physically avoiding the harasser. This framework has also recently received empirical support (Malamut & Offerman, 2001; Cortina & Wasti, 2005; Wasti & Cortina, 2002).

Generally, the research indicates that sexually harassed women often choose to avoid their harasser or deny that the incident has even occurred. They usually do not seek out formal organizational support by reporting the incident to a supervisor or union representative or filing a formal sexual harassment grievance (Cochran, Frazier & Olson, 1997; Cortina and Wasti, 2005; Gutek & Koss, 1993; Schneider et al., 1997). Gruber and Smith's (1995) investigation of formal complaints filed to the Canadian Human Rights Commission provides further evidence of low reporting rates. They found that although a large percentage of all working women will experience some form of sexual harassment during their working lives, only 25% will report their harassment to an authority figure and only 10% will file a formal complaint or grievance. Reporting rates in other studies range from only a mere 5% to 20% (Fitzgerald & Shullman, 1993; Gruber, 1989; Gruber & Smith, 1995; Schneider et al., 1997). Therefore, although organizations are required by law to formulate written sexual harassment policies and educate their employees concerning their use, it would seem that few employees actually decide to make use of these policies and file a formal grievance.

Theories of Sexual Harassment

Feminist Theory. There are a variety of theories that have been developed in order to explain the causes of sexual harassment as well as explain why women often fail to report their harasser or file a formal grievance. According to feminist theory, sexual harassment stems from the social inequality that exits between men and women, with men exerting more power over women. Men often have more social and economic power than their female counterparts (MacKinnon, 1979). One of the underlying assumptions of feminist theory is that women are often the victim of sexual harassment, while men are typically the perpetrators (Rudman et el., 1995).

Men and women also differ in terms of how they are typically socialized. Men are often socialized and rewarded by society for engaging in sexually domineering behaviours, while females are often socialized and rewarded for behaving passively (Tangri et al., 1982). Men and women are socialized by society to maintain these stereotypical roles. As Tangri et al. (1982) argues women are trained to value sexual attractiveness and avoid interpersonal conflicts and thus often feel responsible for being sexually harassed.

Support for this theory stems from the research that shows that women in traditionally female dominated occupations (nurses/secretaries) may be sexually harassed because they have less organizational power, while women working in traditionally male careers are often treated with hostility because they are seen as invading male-dominated work environments (Gruber, 1998). Although, sexual harassment is more common in these traditionally male workplaces, women working in traditionally female occupations

often experience more severe forms of sexual harassment because their organizations are usually less apt to protect them (Gutek, 1985; McCabe & Hardman, 2005).

Feminist theory can also be used to explain why sexually harassed women often fail to file formal sexual harassment grievances or report their harasser. Traditionally, women are socialized to feel a responsibility towards caring for others and are taught to develop a sense of nurturance and empathy (Baker et al., 1990; Riger, 1991; Rudman et al., 1995; Stamato, 1992). Thus, these women may seek to maintain a caring orientation towards their harasser. They may believe that assertive responses such as reporting the harasser may cause him unnecessary harm (Gutek, 1985). These victimized women may decide to ignore or avoid the harasser as opposed to filing a formal grievance (Robertson, Dyer & Campbell, 1988).

A lack of organizational power may also prevent women from filing formal sexual harassment grievances or reporting their harasser. Given their relative lack of organizational power, women may feel that their organizations will not support them if they were to file a formal grievance (Tangri et al., 1982). They may feel intimated by the grievance process and fear that their complaints will not be taken seriously and that their harasser will not be appropriately punished (Peirce et al., 1997; Riger, 1991; Rudman et al., 1995). They may feel ashamed and humiliated and may not wish further public scrutiny that may come from filing a grievance in a non-supportive environment (Gruber & Smith, 1995; Rigor, 1991). Thus, they may choose to use less assertive response strategies such as ignoring their harasser (Gruber & Smith, 1995).

In summary, women may feel that reporting their harasser or filing a formal sexual harassment grievance is not worth the risk given their lack of organizational

power. Given, how they are typically socialized, they may not welcome further confrontation and the associated risk of retaliation that stems from filing a formal grievance. Thus, they may be more inclined to seek out social support, ignore the incident, deny that harassment has even occurred or avoid their harasser altogether.

Organizational Justice

Sexually harassed women typically refrain from using their organization's sexual harassment policies and grievance procedures. Perceptions of policy fairness and organizational justice may help to explain why this might be case. Thus, theories of organizational justice will now be discussed.

Distributive Justice. Distributive justice, the first type of justice that will be discussed, refers to the perceived fairness of the decision outcomes or rewards that will be received by an individual, in this case the perceived fairness of the sexual harassment grievance resolution or outcome. Adams (1965) and Homans (1961) were among the first researchers to examine distributive justice. According to Adam's Equity theory, a person's perceived outcomes (rewards, benefits) should be equal to their perceived inputs or contributions. Determining this ratio is not an objective process. A person will compare their own perceived ratio with that of a referent or standard of comparison such as a co-worker with whom they share one or more attributes with. For example, if an employee is deciding whether or not their salary level is fair, they will compare their current level of pay (outcomes) and their own perceived work performance (inputs) with that of a co-worker of similar organizational power. If these ratios are perceived to be unequal, the person with the higher ratio is considered overpaid and will feel a sense of guilt, while the individual with the lower ratio is said to be underpaid and will feel angry.

Employees are said to attempt to regain a sense of equity by altering their own perceived outcomes or inputs or the perceived inputs or outcomes of their referent. Both behavioural (changing their work related performance) and psychological (changing their perceptions of the outcomes) means are used to regain this state of equity (Adam, 1965).

Adam's (1965) Equity theory may also apply to sexually harassed women. For example, the final decision or outcome that stems from filing a sexual complaint or grievance within an organization can be considered a work-related outcome. Thus, if a sexually harassed woman feels that filing a formal grievance will result in negative work-related outcomes (humiliation, the harassment continues, her career is negatively affected) relative to her current inputs (work performance, stress associated with filing a grievance, etc.), then she is likely to experience a state of inequity and this state of inequity may affect how she chooses to respond. This individual will compare her own experiences and perceived equity ratio with a referent within her organization. Specifically, the harassed employee may compare her own situation with that of another employee within the organization who she also knows has been sexually harassed and who has chosen to file a grievance or complaint. In other words, the overall favourability of the final grievance resolution or outcome of this referent co-worker may affect how other female employees decide to respond.

Past research has shown that organizational efficacy – the extent to which reporters remain with the organization and the extent to which the harasser was appropriately disciplined – were positively associated with more assertive responses such as filing a formal grievance or confronting the harasser (Perry et al., 1997). Those individuals who felt that filing a formal grievance would lead to a favourable result

(outcome) given their current inputs (e.g. work performance) were more likely to use more assertive response strategies such as filing a formal grievance or confronting their harasser.

Also in line with Adam's equity theory, Rudman et al. (1995) found that in comparison to reporters, those individuals who chose not to report their harasser were more likely to argue that the benefits of reporting would not outweigh the repercussions that would stem from filing a complaint. Further, they contended that reporting their harasser would only serve to exacerbate the situation. Non-reporters also argue that speaking up against their harasser may only lead to further "organizational abuses" (Gutek & Koss, 1993, p. 15). Clearly these individuals did not feel that the benefits of reporting their harasser (outputs) would outweigh any potential costs (inputs) for doing so.

Also, female employees who have been sexually harassed often argue that they fear that choosing to report their harasser may negatively affect their careers and even their personal lives. For example, Gutek and Koss (1993) argue that sexually harassed women may fail to file a formal grievance or report their harasser because they fear that they may experience work-related retaliation. They argue that they could be ostracized by their organization for doing so and they may become black-listed within their field and that these negative outcomes could potentially lead to financially ruin and additional stress and anxiety.

Peirce et al. (1997) provide additional support for these findings. They developed a survey which focused on the personal experiences of 1500 employed American women. This survey was designed to examine the various facets of sexual harassment policies and

procedures that serve to encourage women to file a formal sexual harassment grievance. Pierce et al. found that a fear of work-related and personal retaliation was the number one factor affecting a sexually harassed woman's choice to report her harasser. A large proportion of the women in their study argued that they feared that their careers would be damaged and that reporting their harasser would only serve to increase hostility within the workplace and not decrease it. Further, these women contend that their complaints should be kept separate from their personal files and current co-workers and that future employers should not be privy to this information (Peirce et al.; Reese & Lindenberg, 1996). They also argued that they were unwilling to experience the heightened levels of stress associated with filing a complaint (Peirce et al.). These findings would suggest that these women carefully considered the possible outcomes before deciding whether or not to file a formal grievance of complaint. Thus, those women who feel that the final grievance resolution will be unfair and unjust may be more likely to utilize less direct coping strategies such as ignoring their harasser or avoiding them altogether or changing jobs as opposed to filing a formal grievance or complaint. Thus, the present study examined how perceptions of distributive justice related to sexual harassment coping, in particular reporting behaviour.

Procedural Justice. Procedural justice refers to the extent to which sexually harassed women perceive their organization's sexual harassment policies or grievance procedures to be fair and just. Only three studies were located that examined the relationship between perceptions of procedural justice and sexual harassment coping. In one investigation, Hogler, Frame and Thornton (2002) examined the relationship between workplace justice systems and women's reactions and perceptions of sexual harassment.

Participants responded to a set of scenarios depicting behaviours indicative of workplace sexual harassment. The presence or absence as well as the ambiguity of procedural justice were varied among scenarios. In the justice present condition, the organization's sexual harassment polices and procedures were described as being fair and participants were told that all complainants would be treated with respect and dignity. In the justice absent condition, the organization did not have a well defined sexual harassment policy or any formal complaint procedures in place. The results revealed that participants in the justice present condition were less likely to indicate that they would leave their jobs while those individuals in the justice absent condition were less likely to indicate that they would be willing to file a sexual harassment complaint. Similarly, Adam-Roy and Barling (1998) and Rudman et al. (1995) found that perceptions of procedural justice were related to sexual harassment reporting behaviour. Employees, who believed that their organization's reporting procedures were fair, were more likely to indicate a willingness to use them. Thus, it would appear that perceptions of policy fairness are related to reporting behaviour.

Several theories have been offered to determine how an individual determines whether the decision-making process will be fair and just. Most notably, Thibaut and Walker (1975) argue that there are two types of control that affect perceptions of procedural justice: process control and decision control. Process control can be defined as the amount of control participants have over the procedures used to resolve their grievances, while decision control can be defined as the amount of control participants have in terms of determining the final outcome or verdict. Decision-making procedures that offer participants process control are generally more favourably accepted and they

are perceived as being fairer than those scenarios in which participants have limited or no process control. Also, process control is often perceived as being more important than decision control. Folger (1977) refers to this finding as providing participants with a "voice". Those individuals who feel like they have control over their outcome and a say in the decision-making process are more likely to perceive the process as being just and fair even when the final decision is not in their favour.

Leventhal (1980; Leventhal, Karusa & Fry, 1980) also contends that there are six factors that affect judgments of procedural justice. First, procedures must be applied consistently. The specific rules of each policy or procedure should be consistently enacted each and every time it is enacted in order for it to be considered fair and just. Thus, those employees affected by the procedures should feel that they will be treated equally throughout the decision-making process. Sexually harassed women have also indicated that they too feel that it is important for all complaints to be thoroughly investigated and that disciplinary measures should not be decided on a case by case basis (Reese & Lindenberg, 2004).

Secondly, procedures must also be free from bias (Leventhal, 1980). More specifically, the decision-maker should not have a vested interest in the final outcome and should not allow their personal beliefs to bias the decision-making process. Sexually harassed women who choose not to report their harasser often argue that their organization's sexual harassment policies are biased towards their harasser and thus reporting them would accomplish nothing (Reese & Lindenberg, 2004). Peirce et al. (1997) also found that perceptions of procedural bias influenced a woman's choice of response. Women in their study argued that they chose not to report their harasser

because they believed that the decision-maker often favours the perpetrator. They also argued that these grievance procedures were not designed to protect the rights of the individual victim (Peirce et al.).

Decisions must also be based on the presentation of accurate information (Leventhal, 1980). Perceptions of fairness will increase if procedures include provisions outlining the fact that the decision-making process only includes accurate information and "expert like" opinions (Folger & Cropanzano, 1998). Some female employees have indicated that they believe that all sexual harassment complaints should be investigated by a panel of trained, impartial professionals (Reese & Lindenberg, 1996; Reese & Lindenberg, 2004; Peirce et al., 1997). Further, they argue that complaint investigators should be independent from the organization.

Procedures must also be correctable and must allow for the correction of unjust or poor decisions (Leventhal, 1980). All groups affected by the procedure must be fairly represented. For example, Reese and Lindenberg (1996) examined the factors that employees perceived as being indicative of fair and just grievance procedures. They found that 90% of their sample strongly believed that all parties involved in the sexual harassment incident should be interviewed and heard throughout the decision-making process. This criterion is synonymous to Thibaut and Walker's (1975) process and decision control variables. Sexually harassed women also argue that being heard throughout the decision-making process is highly valued and greatly affects their overall choice of response (Peirce et al., 1997). Similarly, Rudman et al. (1995) found that compared to reporters, non-reporters were more likely to argue that they felt that they had no control over the procedure.

Finally, procedures must be considered both morally and ethically just (Leventhal, 1980). For example, procedures involving the use of deception or bribery would not be deemed ethically sound decisions. Thus, employees will perceive their organization's sexual harassment policies and grievance procedures to be fair when they are consistently applied, free from bias, based on the presentation of accurate information and when they are correctable, representative and both morally and ethically sound. Therefore, the current study determined whether or not Leventhal's (1980) procedural justice criteria could be used to determine how women respond when sexually harassed.

Interactional Justice. Interactional justice reflects the perceived fairness of the interpersonal treatment received by employees as sexual harassment polices and procedures are enacted within the organization (Folger & Cropanzano, 1998). Bias and Moag (1986) were among the first researchers to examine this construct with respect to employee recruitment. They argued that perceptions of interactional justice are based on four criteria; justification, truthfulness, respect and propriety. Employees expect an explanation of the decision-making process, especially when the end result is not in their favour. They expect a rationale to be provided (Folger & Cropanzano, 1998). For example, Bies and Sharpiro (1988) have shown that individuals are more accepting of negative outcomes when the decision-maker provided them with an appropriate justification for the outcome. The decision-maker or authority figure should be honest. Also, employees expect to be treated politely and with respect. Explanations of final decisions should be conveyed clearly and effectively without the use of inappropriate or unprofessional language (Colquitt, 2001). Thus, employees are more likely to perceive their interpersonal treatment as being fair and just when these four conditions are met.

These four principles of interactional justice may also apply to sexual harassment grievance filing procedures. For example, Peirce et al. (1997) found that one of the most important factors for the facilitation of sexual harassment reporting were perceptions of managerial support. These women argued that supervisors needed to support both the victims as well as the harasser, while continuing to openly discourage sexual harassment within the organization (Peirce et al.). Those women who believed that they would be fairly treated by their supervisor or the person responsible for investigating their complaint were also more likely to report their harasser. Sexual harassment reporting was found to be higher in organizations where supervisors were perceived as being supportive and non-judgmental (Offerman & Malamut, 2002). Similarly, sexually harassed employees felt more inclined to report their harasser when they felt that their integrity would not be questioned, that their complaint would be taken seriously and that they would be treated sympathetically by their supervisor throughout the grievance process (Dorfman, Cobb & Cox, 2000; Firestone & Harris, 2003; Reese & Lindenberg, 1996).

These findings would suggest that female employees do consider the quality of the interpersonal treatment that they will receive before deciding whether to report their harasser. Therefore, the current study examined how perceptions of interactional justice related to sexual harassment coping, in particular reporting behaviour.

Global Organizational Justice. Organizational justice refers to the perceived fairness of the rules and norms as a whole that determine how outcomes, rewards, and benefits are distributed within an organization (Folger & Cropanzano, 1998). According to Ambrose and Arnaud (2005) many organizational justice researchers have primarily studied the unique effects of the three types of organizational justice, procedural,

distributive and interactional justice. However, they argue that although participants may be capable of differentiating between the three types of justice in questionnaire form, their overall justice decisions are more dependent on their overall perceptions of the fairness of a given situation (Ambrose & Arnaud; Lind, 2001). Further, Lind argues that "justice types although distinct may not in the final analysis be very different in either dynamic or their consequences" (p.225). Although many researchers are interested in the unique effects of these three types of justice, they may obscure the overall impact of justice judgments on the variable of interest (Ambrose & Arnaud). Further Greenberg (2001) contends that participants may make only holistic judgments of fairness. Therefore, in order to address this position, the current study also examined how perceptions of overall or global organizational justice related to sexual harassment coping.

Limitations of Past Research

To date, researchers have not examined the relationship between distributive and interactional justice and sexual harassment coping. Although studies have examined procedural justice, they have not examined coping responses, limiting their research to only the exploration of sexual harassment reporting behaviour. They have not examined how perceptions of justice relate to other types of coping responses (e.g., denial, avoidance, confrontation/negotiation or social support seeking). Specifically, both of these studies conducted by – Adam-Roy and Barling (1998) and Rudman et al. (1995) – examined the relationship between perceptions of procedural justice and reporting behaviour. They did not examine this construct in relation to other more widely used types of coping such as denial or avoidance. It is important to examine a variety of

coping responses because research has shown that individuals usually rely upon a range of different response strategies (Cortina & Wasti, 2005; Lazarus, 2000; Lazarus & Folkman, 1984). Thus, the present study examined how all three types of justice related to a variety of coping responses.

Also, the few studies that have examined perceptions of procedural justice have used scales that contain items that may be more applicable to either measuring distributive justice or interactional justice (Adam-Roy & Barling, 1998; Rudman et al., 1995). For example, Adam-Roy and Barling used Moorman's (1991) interactional justice scale to examine the relationship between perceptions of interactional justice and sexual harassment reporting behaviour. However, Moorman's interactional justice scale contains several items more indicative of procedural justice. For instance, this scale contains items asking participants whether or not a "supervisor considered your viewpoint" and was "able to suppress personal biases." Although, these two items deal with the quality of interpersonal treatment received by the complainants, they are also indicative of two aspects of Leventhal's theory of procedural justice; voice and bias suppression. (Colquitt, 2001; Leventhal, 1980)

Rudman et al.'s (1995) study concerning the relationship between perceptions of procedural justice and reporting behaviour was also plagued by similar measurement related problems. They utilized their own unique measure of procedural justice that contained items indicative of both distributive and procedural justice. For example, they asked participants to rate the extent to which they believed reporting their harasser would lead to "positive results" as well as the extent to which fear of reprisal influenced their decision. Both of these items are related to the perceived outcome of filing a grievance

and thus assess perceptions of distributive justice and not perceptions of procedural justice. This cross-pollination of these items may skew any obtained associations (Colquitt, 2001, Greenberg, 1990). These researchers would be unable to determine with any certainty whether or not the construct that they thought they were measuring was actually related to any of their outcome variables.

It is important to measure these three constructs separately because past research has shown them to be uniquely related to various work-related constructs. For example, perceptions of procedural justice, more so than perceptions of distributive justice, affects job satisfaction (Folger & Konovsky, 1989), while perceptions of interactional justice are more strongly associated with citizenship behaviour and affective commitment (Barling & Phillips, 1993). Because these three related constructs can have differential effects on employee attitudes, it is important for researchers to use measures that clearly distinguish among the three. Thus, the current study used measures of organizational justice that clearly differentiate among the three different types of justice to determine how distributive, procedural and interactional justice uniquely relate to each of the five coping strategies; avoidance, denial, confrontation/negotiation, social support seeking and advocacy seeking. Despite the importance of assessing the three types of justice, distributive, procedural and interactional justice, it may nonetheless be the case that participants' justice decisions are more dependent on their overall perceptions of fairness (Ambrose & Arnaud, 2005; Lind, 2001). For example, some researchers contend that participants make only holistic judgments of fairness. Therefore, the relationship between global perceptions of organizational justice and sexual harassment coping were also explored (Ambrose & Arnaud, 2005; Greenberg, 2001; Lind, 2001).

Proposed Study

The current study investigated how the three types of organizational justice (e.g., distributive, procedural and interactional justice) each related to the various coping responses, available to sexually harassed women (e.g., denial, avoidance, confrontation/negotiation, advocacy seeking and social support seeking). In particular, the relationship between all three types of justice and reporting behaviour was explored. The study also investigated how perceptions of overall or global organizational justice related to sexual harassment coping. It is important to understand the factors that encourage reporting behaviour because as some researchers contend reporting sexually harassing behaviours is the first step towards reducing the number of occurrences (Brooks & Perot, 1991; Cochran et al., 1997). Also, very few studies have specifically explored the relationship between sexual harassment frequency and a variety of different coping strategies (e.g., denial, avoidance and social support seeking). Thus, the current study also examined the relationship between sexual harassment frequency and the various types of coping. Demographic variables such a woman's age and situational variables such as the status of the harasser or perpetrator were also considered because these variables have been shown to be related to sexual harassment reporting (Aquino et al., 1999; Baker et al., 1990; Gruber & Smith, 2005; Reese & Lindenberg, 2005; Welsh & Gruber, 1999). A summary of the study is illustrated in Figure 1 and Figure 2 below.

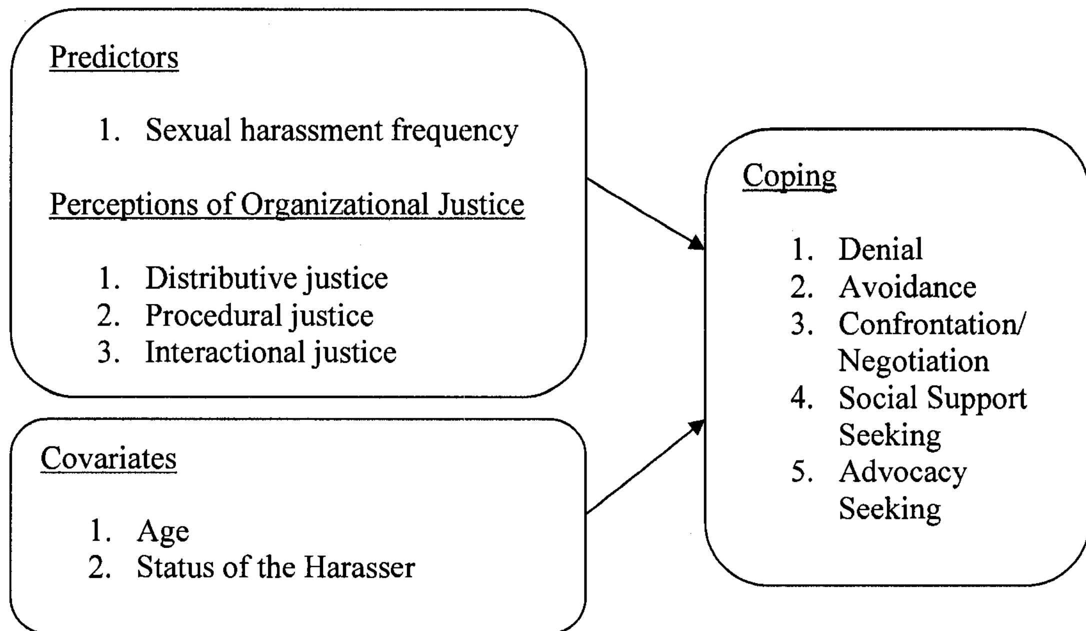

Figure 1: Model 1: Three types of justice used to predict sexual harassment coping

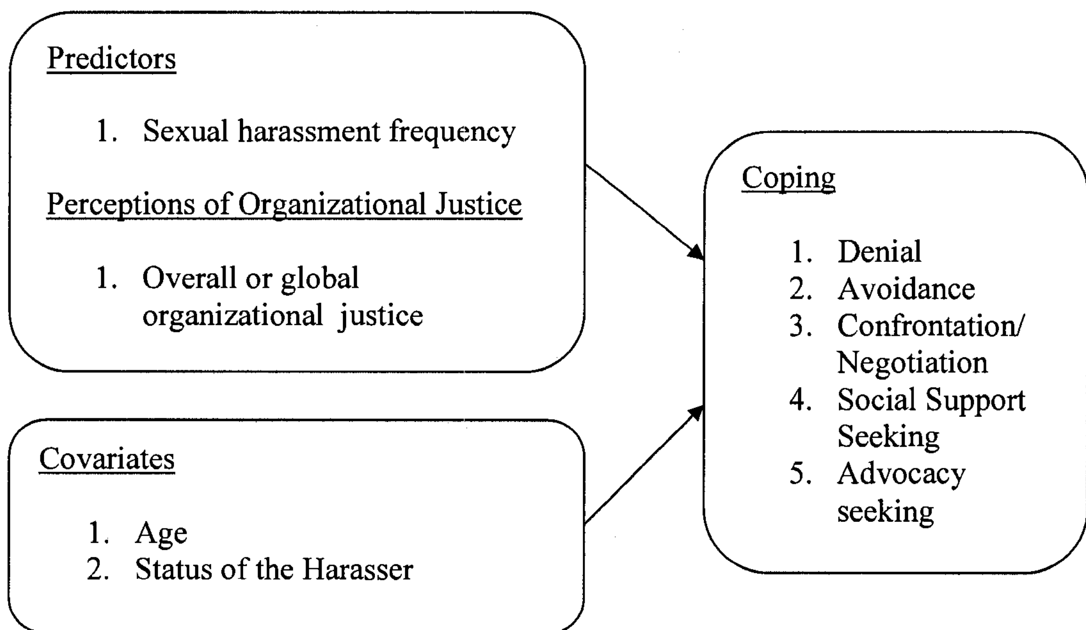

Figure 2: Model 2: Global perceptions of organizational justice used to predict sexual harassment coping

Hypotheses

Sexual Harassment Frequency. Female employees who experience more frequent sexual harassment are more likely to use a variety of different responses. For example, as the frequency of the harassment increases, they may attempt to avoid their harasser or deny that they have been sexually harassed. They may also be more likely to obtain social support from friends and family. As the frequency of the sexual harassment increases, women may also feel that the only way to stop the harassment from occurring is to respond more assertively and confront their harasser. Research has shown that women who have experienced more frequent types of sexual harassment are also more likely to report their harasser (Cochran, et al., 1997; Gutek & Koss, 1993; Munson et al., 2000; Stockdale, 1998). Therefore, based on previous research, it was hypothesized that sexual harassment frequency would be associated with a woman's choice of response.
More specifically, it was predicted that:

Hypothesis 1a-e: Among women who had been sexually harassed, sexual harassment frequency would be positively related to advocacy seeking responses (1a), denial (1b), avoidance (1c), confrontation/negotiation (1d) and social support seeking (1e).

Distributive Justice. As the literature suggests, sexually harassed female employees often fail to report their harassers because they fear retaliation (Gutek & Koss, 1993; Peirce et al., 1997). They argue that filing a grievance may negatively affect their current working conditions and may only serve to exacerbate the situation. This would suggest that these women seriously consider the potentially negative outcomes of filing a

formal grievance. Thus, consistent with Adam's (1965) equity theory, women may choose not to file a formal grievance because they believe that the benefits associated with reporting may not outweigh the costs of doing so.

Also, according to Lazarus and Folkman's (1984) model of coping, both advocacy seeking responses and confrontation/negotiation responses can be considered examples of problem-focused coping. Women who have been sexually harassed may choose to use these types of responses when they feel that the situation is changeable and is in their control. They may be more likely to feel that the situation is easily changeable as their perceptions of distributive justice increase. Denial, avoidance and social support seeking can be considered examples of emotion-focused coping. Individuals typically engage in emotion-focused coping when the outcome appears to be unchangeable. Therefore, women who have been sexually harassed may be more likely to use denial, avoidance and social support seeking strategies as their perceptions of distributive justice decrease.

Therefore, based on previous research and distributive justice theory, it was hypothesized that perceptions of distributive justice would be associated with a woman's choice of response. More specifically, it was predicted that:

Hypothesis 2a-b: Among women who had been sexually harassed, perceived distributive justice would be positively related to advocacy seeking responses (2a) and responses indicative of confrontation / negotiation (2b).

Hypothesis 2c-e: Among women who had been sexually harassed, perceived distributive justice would be negatively associated with denial responses (2c), avoidance responses (2d), and social support seeking (2e).

Procedural Justice. According to Leventhal's (1980) six rules of procedural justice, female employees who believe that their organization's procedures for filing a formal sexual harassment grievance will be consistently applied (*consistency*), that decision-makers will be free from bias (*bias suppression*), that all decisions will be based on the presentation of only accurate information (*accuracy of information*), that appeal procedures are in place (*correctability*), that all groups affected by the decision will be given a chance to voice their opinions (*representation*) and that the policy will be both ethically and morally applied (*ethicality*) (perceptions of high procedural justice) should be more likely to report their harasser and file a formal grievance. Those employees who believe these procedures to be unfair and unjust will be more likely to avoid filing a formal grievance and may be more likely to utilize less formal response strategies such as avoiding their harasser, denying that the incident has occurred or seek out social support from trusted others. Also, consistent with Lazarus and Folkman's (1984) model of coping, employees who believe that the situation is controllable should be more likely to engage in problem-focused coping such as advocacy seeking and confrontation/negotiation, while those women who feel that the situation is beyond their control are more likely to engage in emotion-focused coping such as denial, avoidance and social support seeking. Therefore, the following predictions were made:

Hypothesis 3a-b: Among women who had been sexually harassed, perceived procedural justice would be positively associated with advocacy seeking responses (3a) and responses indicative of confrontation/ negotiation (3b).

Hypothesis 3c-e: Among women who had been sexually harassed, perceived procedural justice would be negatively associated with denial responses (3c), avoidance responses (3d), and social support seeking (3e).

Interactional Justice. According to Bies and Moag's (1986) four criteria of interactional justice, women who believe that the person responsible for handling their grievance will clearly explain the reasons behind the final decision (*justification*), treat them politely throughout the process (*respect*), not make prejudicial statements or judgments (*propriety*), and that the decision-maker will be honest (*truthful*), should be more likely to report their harasser. In addition, victimized female employees often report that perceived managerial support and respect greatly influences their choice of response, in particular whether or not they decide to file a formal grievance (Peirce et al., 1997; Reese & Lindenberg, 1996). Therefore, based on previous research – Bies and Moag's (1986) framework and Lazarus and Folkman's (1984) model of coping – it was hypothesized that:

Hypothesis 4a-b: Among women who had been sexually harassed, perceived interactional justice would be positively associated with advocacy seeking responses (4a) and responses indicative of confrontation/negotiation (4b).

Hypothesis 3c-e: Among women who had been sexually harassed perceived, interactional justice would be negatively associated with denial responses (4c), avoidance responses (4d) and social support seeking (4e).

Global Organizational Justice. Lind (2001) argues that although the three types of justice may be conceptually distinct, they may not at the measurement level of analysis prove to differentially relate to the various constructs. Participants may only make holistic judgments of fairness (Ambrose & Arnaud, 2005). Research has shown that the three individual types of justice, distributive, procedural and interactional justice are uniquely related to various work-related attitudes such as job satisfaction and affective commitment (Barling & Phillips, 1993; Folger & Konovsky, 1989). However, perceptions of global organizational justice may be more closely related to how an employee chooses to behave in a given situation, such as whether or not they decide to file a formal sexual harassment grievance and report their harasser. Thus, those employees who believe that their sexual harassment procedures as a whole will be fair and just, that the outcome that stems from filing a formal grievance will be fair, and that the person responsible for handling the complaint will treat them fairly may be more likely to report their harasser and file a formal grievance. Those employees who believe these procedures as a whole to be unfair and unjust will be more likely to avoid filing a formal grievance and may be more likely to use less formal response strategies such as avoiding their harasser, denying that the incident has occurred, or seeking out social support from trusted others. Also, consistent with Lazarus and Folkman's (1984) model of coping, employees who believe that the situation is controllable are more likely to

engage in problem-focused coping such as advocacy seeking and confrontation/negotiation, while those women who feel that the situation is beyond their control are more likely to engage in emotion-focused coping such as denial, avoidance and social support seeking. Thus, the following predictions were made:

Hypothesis 5a-b: Among women who had been sexually harassed, perceived global organizational justice would be positively associated with advocacy seeking responses (5a) and responses indicative of confrontation /negotiation (5b).

Hypothesis 5c-e: Among women who had been sexually harassed, perceived global organizational justice would be negatively associated with denial responses (5c), avoidance responses (5d) and social support seeking (5e).

Methods

Participants

Data were collected from an online pool of participants that were recruited through the Study Response Project. The Study Response Project is a non-profit academic service offered by Syracuse University. To recruit participants, the Study Response Project created a website and corresponding database of participants. This website contains a webpage outlining The Study Response Project as well as contains information for researchers and participants and information outlining registration procedures and participant compensation. The Study Response Project also uses snowball sampling methods to recruit their participants. They first began recruiting potential participants by sending e-mail requests to a select group of contacts, inviting them to

register and asking them to pass along the request to others. Interested individuals then registered to become participants using The Study Response website. Participants were then invited to complete a particular survey when they had met the requirements for that study established by the researcher. The Study Response Project allows researchers to recruit participants from varying occupations and organizations. Other peer-reviewed publications have used this service in order to obtain participants for their research (e.g., Judge, Ilies & Scott, 2006; Staples & Webster, 2007). These studies have examined a variety of different work-related topics such as pay satisfaction and leadership (e.g., Harris, Anseel & Lievens, 2008; Piccolo & Colquitt, 2006).

For the purposes of the present study, participation was limited to female participants who were currently employed. Only female employees were recruited because they are the ones who predominantly experience sexual harassment (Rudman et el., 1995). No further limitations were placed upon the sample. A total of 1200 female employees were invited to participate. The final sample consisted of 312 female employees from various occupations.

The respondents ranged in age from 18 to 66 ($M = 36.29$, $SD = 9.59$) (see Table 1 in Appendix A). Participants indicated they had been working for their current organization for an average of 6 years. Approximately 94.5% of participants indicated that they currently worked full-time. The majority of respondents were Caucasian (66.5%) and 36.9% identified themselves as being American , while 15.1% identified themselves as being Canadian and 44% identified themselves as being residents of the U.S. In addition, 27.6% of participants indicated that they had obtained a Bachelor's degree, while 23.6% indicated that they had a high school diploma or the equivalent (see

Table 2 in Appendix A). Only 36.3% of participants indicated that their job would be considered a management position and a large percentage of participants (44.9%) claimed that they felt their job would be classified as a business, finance and administration occupation (see Table 3 in Appendix A). All participants were entered into a draw for one of five $54 gift certificates for Amazon.com.

Questionnaire

Demographics. Participants were asked to indicate to the nearest year, the time they have spent working within their current organization. They were also asked to indicate their current age to the nearest year as well as to state their current job title or position. Participants were asked to classify their current occupational category. For descriptive purposes only, participants were also asked to indicate their ethnicity and education (see Appendix B).

Sexual Harassment. Sexual harassment frequency was measured using the 20-item, self-report inventory, Sexual Experiences Questionnaire (SEQ) designed by Fitzgerald et al. (1988). This questionnaire contains behaviour exemplars of the three behavioural types of sexual harassment: gender harassment, unwanted sexual attention and sexual coercion. Gender harassment can be defined as crude verbal and physical behaviours that convey sexist and offensive attitudes. This category represents the most commonly reported type of harassment (Fitzgerald et al., 1988; Gelfand, Fitzgerald & Drasgow, 1995). Unwanted sexual attention includes unwanted and unreciprocated attention of a sexual nature. Finally, sexual coercion, the least common type of sexual harassment, involves quid pro quo behaviours, such as work-related benefits that are contingent upon sexual cooperation.

Participants were asked to indicate the extent to which they had experienced each behaviour using a 5-point scale, ranging from 1 (never) to 5 (many times). Sample behavioural items included, "Have you ever been in a situation where a male co-worker habitually told suggestive stories?" and "Have you ever been in a situation where a male supervisor made unwanted attempts to establish a relationship with you?" The final item of this scale asked participants to indicate whether they had ever been in a situation where they had been sexually harassed by a male co-worker, supervisor or subordinate/client. Internal consistency of this scale has been found to be high ($\alpha = 0.86$) for a sample of employees. Test-retest reliability following a two week interval was also acceptable ($\alpha = 0.86$) (Fitzgerald et al., 1988). The SEQ was scored by averaging each participant's score across the first 19-items. Given that women who experience sexual coercion are also likely to have experienced gender harassment and unwanted sexual attention, higher scores on the SEQ were interpreted to reflect more severe harassment (Munson et al., 2000; Schneider et al., 1997; Stockdale, 1998). Also, participants who endorsed any of these behavioural items were considered to have been sexually harassed (see Appendix C).

Most Offensive Behaviour. Participants who endorsed any of the SEQ items were asked to complete section B (see Appendix D). In section B, they were asked to indicate which of the SEQ items or behaviours they felt had affected them the most. They were instructed to only select one behaviour.

Status of the perpetrator. For the first 19 items of the SEQ, participants were asked to indicate if that particular behaviour was initiated by a male subordinate, a male co-worker and a male supervisor. The status of harasser was determined by examining

who was responsible for initiating the behaviour described in the item that participants felt had affected them most. For example, if a participant indicated that she felt that the behaviour described in item 8 had affected them the most and she only endorsed the item when a male co-worker was responsible for initiating the behaviour, then the status of the harasser was considered to be co-worker. However, if the participant indicated that the behaviour that she felt had affected her the most was initiated by a male co-worker as well as a male supervisor then this participant was considered to have been sexually harassed by more than one perpetrator. Therefore, the status of the harasser was determined by examining who was responsible for initiating the behaviour participants indicated had affected them the most. Participants may have indicated that this behaviour was initiated by a male subordinate, a male co-worker or a male supervisor. Any combination of these three and participants were considered to have been sexually harassed by more than one perpetrator.

Offensiveness. Participants were also asked to indicate the overall offensiveness of the behaviour that they felt had affected them the most, using a 5-point likert scale, ranging from 1 (not very offensive) to 5 (very offensive) (Schneider et al., 1997) (see Appendix D).

Duration. Participants were asked to specify the duration of this offensive experience (e.g., one day, one week etc) (see Appendix D).

Coping Measures. Coping responses were assessed using the 14-item coping with Harassment Questionnaire (CHQ) (Fitzgerald, 1990). Participants indicated the extent to which they had used each coping strategy in response to the SEQ item that they felt had affected them the most. The CHQ consists of five dimensions which have been confirmed

through factor analysis (Cortina & Wasti, 2005). These five dimensions include: denial, avoidance, confrontation/negotiation, social support and advocacy seeking responses. An item assessing the extent to which an employee tries to forget the incident would be considered an example of a denial response. Advocacy seeking responses involve obtaining formal organizational support such as talking with a supervisor, manager or union representative or filing a formal grievance. The advocacy seeking scale was used to examine sexual harassment reporting behaviour. These five categories are synonymous to the ones proposed by Knapp et al (1997).

Each item was rated using a 5-point likert scale, ranging from 1 (never) to 5 (many times). Items within each of the five dimensions were then summed to create a total score for each of the five coping dimensions. These total scores were then divided by the number of items in each scale in order to create an average scale score for each participant. Cronbach's alpha for each subscale have found to be within acceptable limits: 0.76 for confrontation/ negotiation, 0.82 for avoidance, 0.86 for social support seeking, 0.61 for denial and 0.87 for advocacy seeking (Cortina & Wasti, 2005). Internal consistency of the combined sub-scales is reported to be acceptable, $\alpha = 0.79$ (Cortina & Wasti, 2005) (see Appendix E).

Organizational Justice

Distributive Justice. Distributive justice was measured using items adapted from Sousa and Vala's (2002) 5-item measure of distributive justice (see Appendix F for full measure). The initial question asked participants to indicate, "If you or someone in your organization were to file a formal sexual complaint or grievance, to what extent would the final decision or resolution …" (i.e. "be favourable towards you, the complainant,"

"be consistent with the outcome you feel you deserve") (Sousa & Vala, 2002). Each item was rated using a 5-point likert scale, ranging from 1 (to a small extent) to 5 (to a large extent). The item scores were averaged to create an index of distributive justice for each participant.

Procedural Justice. Colquitt's (2001) 7-item procedural justice scale was used to measure the extent to which sexually harassed women perceived their organization's sexual harassment policy or grievance procedures as being fair and just. Two items were designed to measure Thibaut and Walker's (1975) process and decision making control. The remaining five items accessed concepts related to Leventhal's (1980) six rules of procedural justice: consistency (procedural rules are consistently applied across workers and situations), bias suppression (impartial decision-makers), accuracy of information (procedures are based on truthful, factual information only), decisions should appear correctable (fair appeal process in place), representation (all parties affected by the decision are equally represented) and finally ethically sound decisions (the procedures should uphold high moral standards).

The initial question asked participants to indicate, "If you or someone in your organization were to file a formal sexual complaint or grievance, to what extent would …" (e.g., "you be able to express your views and feelings during the decision-making process") (Colquitt, 2001; Adams-Roy & Barling, 1998). Each item was rated using a 5-point likert scale, ranging from 1 (to a small extent) to 5 (to a large extent). The item scores were averaged to create an index of procedural justice (ranging from 1 to 5) for each participant. Internal consistency of this scale has been found to be high ($\alpha = 0.93$) (Colquitt, 2001) (see Appendix F for full measure).

Interactional Justice. The perceived quality of the interpersonal treatment received throughout the decision-making process was measured using Colquitt's (2001) 4-item interpersonal sensitivity scale and 5-item informational explanation scale. Interactional justice can be considered a combination of both interpersonal sensitivity (fair and polite treatment) and informational explanations (social accounts or justifications) (Brockner & Wiesenfeld, 1996; Greenberg, 1990). These items were designed to measure the four criteria of interactional justice that were originally outlined by Bies and Moag's (1986). These four criteria include: justification (explaining the reason behind the decisions), respect (polite treatment), propriety (not making prejudicial statements), and truthfulness (the decision-maker should be honest).

Responses ranged from 1 (to small extent) to 5 (to a large extent). Item scores were averaged to create an index of interactional justice (ranging from 1 to 5) for each participant. Internal consistency for this scale has also been reported to be high ($\alpha = 0.92$) (Colquitt, 2001) (see Appendix F for full measure).

Global or Overall Organizational Justice. Scores on each of the three measures of organizational justice (distributive, procedural and interactional) were summed to create a total score for perceptions of global or overall organizational justice. Total scores were then divided by the number of items across the three scales in order to create an average scale score (ranging from 1 to 5) for each participant.

Procedure

Participants were sent an initial recruitment e-mail by The Study Response Project containing a link for the online questionnaire (see Appendix G). A reminder e-mail was also sent two weeks following the initial recruitment e-mail. Those respondents

choosing to participate were first provided with the letter of information (see Appendix H). The letter of information introduced participants to the study and explained the purpose of the study. Participants were then provided with the consent form (see Appendix I). The consent form advised participants of their rights and responsibilities, including their right to withdraw and their right to confidentiality, as well as explained the procedures for participating. Participants were also assured that all responses would remain anonymous and that none of their specific responses would be shared with their employers.

Each survey contained the *Sexual Experience Questionnaire (SEQ),* the *Coping with Harassment Questionnaire (CHQ)*, and an Organizational Justice questionnaire. Employees were instructed to only report incidents that they had experienced while working within their current organization. Participants were asked to indicate the extent to which they had used each type of coping, in response to the SEQ experience that they felt had affected them the most. The Organizational Justice scale was then completed. Those employees who indicated that they had not been sexually harassed and did not endorse any of the SEQ items were presented with a scenario indicative of gender harassment.[1] They were then asked to state how they would respond if the behaviour described in the scenario happened to them by completing the CHQ. They then completed the Organizational Justice scale. At the end of each survey, participants were asked to indicate if they had any questions or concerns regarding any of the questions or their responses (see Appendix J).

[1] The scenario was included in the study because incidence rates of sexual harassment are typically low. The behaviour described in the scenario was selected because it represented an experience similar to what the average sexually harassed woman may encounter in the workforce. For more information concerning the scenario please contact the researcher.

Following the completion of each survey, participants were provided with a research summary (see Appendix K) and they were also provided with a list of sexual harassment community resources (see Appendix L) and a list of internet security measures (see Appendix M). The research summary outlined the goals of the study. The list of sexual harassment resources was provided to participants so that they could obtain information concerning how to file a formal sexual harassment grievance and how to seek additional help if so desired. The internet security measures were provided to participants in order to further ensure participant anonymity.

Results

Data Cleaning

Prior to all analyses a missing value analysis (MVA) was conducted in order to determine the pattern of missing data. Results of the MVA indicated that the data was missing at random (Little's MCAR test; $X^2 = 5383.8$, $p = 0.25$). Therefore, mean substitution was used to compute the values for all the items on the SEQ, CHQ and for all three justice scales. All further analyses excluded missing data listwise. The data was also screened for multivariate outliers using Cook's Distance with a cutoff of 1 and DFFITS with a cutoff of 2. No multivariate outliers were found. The assumptions of linearity and heteroscedasticity were also tested and found to be acceptable. The assumption of normality was violated as measures of sexual harassment frequency (SEQ) and advocacy seeking responses (reporting) were both positively skewed. However, multiple regression is robust to violations of this assumption (Tabachnick & Fidell, 2007). These scales were not transformed because transforming the variables did not improve normality and transformations can make interpreting the variables more difficult (Tabachnick & Fidell).

Inspection of the Variance Inflation ratio (VIF) and tolerance values for each predictor demonstrated an absence of multicollinearity.

Preliminary Analyses

Mean scale averages and standard deviations are presented in Table 4. In addition, the internal consistency for each scale was established using Cronbach's alpha. The reliability coefficients for all measures are presented in Table 5. The internal consistencies for each of the scales were found to be acceptable (greater than 0.75).

The correlations among all study variables are displayed in Table 5. The covariate age, was significantly correlated with advocacy seeking responses (reporting) ($r = -0.12$, $p < .05$). As age decreased, women who had been sexually harassed were more likely to use advocacy seeking responses or report their harasser. Age was not significantly correlated with any of the other coping variables.

The covariate, status of the perpetrator (more than one perpetrator) was negatively correlated with advocacy seeking responses (reporting), such that women were less likely to report the harassment when they were harassed by more than one perpetrator ($r = -0.15$, $p < .05$). The covariate status of the perpetrator was not significantly correlated with any of the remaining coping variables.

Table 4

Scale Means, and Standard Deviations

Measure	*M*	*SD*	*Possible Range*	*N*
SEQ	3.82	1.46	1-5	257
Gender harassment	1.77	0.63	1-5	257
Unwanted sexual attention	1.47	0.57	1-5	257
Sexual coercion	1.12	0.40	1-5	257
Organizational justice	3.56	0.92	1-5	222
Procedural justice	3.25	1.07	1-5	257
Distributive justice	3.28	1.02	1-5	257
Interactional justice	3.90	0.95	1-5	222
CHQ				
Advocacy seeking (reporting)	1.37	0.70	1-5	257
Denial	2.92	1.23	1-5	257
Avoidance	3.32	1.47	1-5	257
Confrontation/Negotiation	2.44	1.33	1-5	257
Social support seeking	2.36	1.21	1-5	257

Note. SEQ = Sexual Experiences Questionnaire; CHQ = Coping with Harassment Questionnaire.

Table 5

Correlations Between Independent, Dependent Variables and Covariates

Variables	2	3	4	5	6	7	8
1. Age[a]	-.02	-.06	-.02	.08	-.16**	.02	-.01
2. Sup.[b]		-.23*	-.19*	-.34*	.07	-.09	-.09
3. Co.[c]			-.29*	-.50*	-.10	-.05	.04
4. Sub.[d]				-.41*	-.12	.19*	.19*
5. More than[e]					.14*	-.05	-.13
6. SEQ[f]					*.97*	-.09	-.14*
7. PJ[g]						*.93*	.77**
8. DJ[h]							0.95
9. IJ[i]							
10. OJ[j]							
11. AS[k]							
12. D[l]							
13. A[m]							
14. C/N[n]							
15. SSS[o]							

Note: Coefficient alpha reliability estimates are on the diagonal. *Note:* Age = age of participant; Sup = harasser was a supervisor; Co = harasser was a co-worker; Sub = harasser was a subordinate; More than = participant was harassed by more than one harasser; SEQ = Sexual Experiences Questionnaire score; PJ = Procedural justice; DJ = Distributive justice; IJ = interactional justice; OJ = Organizational justice; AS = Advocacy seeking (reporting); D = Denial; A = Avoidance; C/N = Confrontation/negotiation; SSS = Social support seeking.
[a]$n = 255$; [b]$n = 30$; [c]$n = 59$; [d]$n = 44$; [e]$n = 94$; [f]$n = 257$; [g]$n = 257$; [h]$n = 257$; [i]$n = 222$; [j]$n = 222$; [k]$n = 257$; [l]$n = 257$; [m]$n = 257$; [n]$n = 257$; [o]$n = 257$.
$^{*}p < .05$; $^{**}p < .01$.

Variables	9	10	11	12	13	14	15
1. Age[a]	.10	.07	-.12*	.07	.03	*-.00*	-.10
2. Sup.[b]	-.07	-.08	-.07	.01	-.03	-.01	-.04
3. Co.[c]	.05	.00	-.07	-.03	-.01	-.03	-.16
4. Sub.[d]	.17*	.20*	-.05	.04	.01	.04	.10
5. More than[e]	-.14*	-.11	-.15*	-.01	.02	.01	.09
6. SEQ[f]	-.14*	-.12	.47**	.19**	.25**	.37**	.28**
7. PJ[g]	.74**	.92**	.07	-.02	-.22**	-.01	.01
8. DJ[h]	.70**	.88**	.04	.01	-.19**	.03	-.02
9. IJ[i]	*.97*	.92**	-.04	-.02	-.18**	-.07	-.08
10. OJ[j]		*.97*	.01	-.01	-.22**	-.02	-.05
11. AS[k]			*.86*	.07	.22**	.47**	.45**
12. D[l]				*.75*	.40**	.27**	.20**
13. A[m]					*.96*	.56**	.40**
14. C/N[n]						*.84*	.49**
15. SSS[o]							*.91*

Note: Coefficient alpha reliability estimates are on the diagonal. *Note:* Age = age of participant; Sup = harasser was a supervisor; Co = harasser was a co-worker; Sub = harasser was a subordinate; More than = participant was harassed by more than one harasser; SEQ = Sexual Experiences Questionnaire score; PJ = Procedural justice; DJ = Distributive justice; IJ = interactional justice; OJ = Organizational justice; AS = Advocacy seeking (reporting); D = Denial; A = Avoidance; C/N = Confrontation/negotiation; SSS = Social support seeking.
[a]$n = 255$; [b]$n = 30$; [c]$n = 59$; [d]$n = 44$; [e]$n = 94$; [f]$n = 257$; [g]$n = 257$; [h]$n = 257$; [i]$n = 222$; [j]$n = 222$; [k]$n = 257$; [l]$n = 257$; [m]$n = 257$; [n]$n = 257$; [o]$n = 257$.
*$p < .05$; **$p < .01$

Characteristics of Sexual Harassment Behaviours

Participants who endorsed any of the SEQ behavioural items were considered to have been sexually harassed. Of the 312 participants, 257 endorsed at least one of the SEQ items, indicating that they had experienced some form of sexual harassment, while working for their current organization. Table 6 presents the frequencies and percentages for each of the SEQ behavioural items endorsed by the 257 participants who indicated that they had been sexually harassed (see Appendix N).

Participants who endorsed any of the SEQ items were then asked to indicate which of the SEQ items or behaviours they felt had affected them the most. Only 227 participants responded to this item. A large number of these 227 participants (18.5%) indicated that they felt that they had been affected the most when another male supervisor/co-worker or subordinate/client treated them differently because of their gender. Table 7 presents the frequencies and percentages of SEQ items describing the behaviours that participants felt had affected them the most. In addition, 44 participants (19.4%) indicated that the behaviour or experience that they felt had affected them the most was initiated by a male client or subordinate, 59 (26.0%) said that this behaviour was initiated by a male co-worker, 30 (13.2%) indicated that this behaviour was initiated by a male supervisor, and 94 (41.4%) indicated that the behaviour or experience that had affected them the most was initiated by more than one perpetrator. Of these sexually harassed women, 18.7% rated this experience as being very offensive, 27.4% rated it as being offensive, and 27.0% rated this experience as being moderately offensive, while 11.6% indicated that they did not find this experience offensive and 15.4% rated this experience as being not very offensive.

Also, 20.3% of these women indicated that the behaviour they felt had affected them the most had first started to occur less then twelve months ago, while 25.7% said that this experience began to occur between one and two years ago, and only 14.3% said that this experience had first started to occur more then ten years ago. The majority of participants (66.0%) indicated that this experience had lasted between one day and six months.

The last item of the SEQ also asked participants to indicate in their opinion if they had ever been sexually harassed by a male supervisor, co-worker or subordinate/client. Of those women who endorsed at least one of the SEQ items, 52 (20.5%) indicated that in their opinion they had been sexually harassed by a male supervisor, while 64 (25.1%) indicated that they had been sexually harassed by a male co-worker and 45 (17.6%) indicated that they had been sexually harassed by a male client or subordinate.

Table 7

SEQ Behaviours that Affected Participants the Most

SEQ Behaviour	Type of Sexual Harassment	Frequency	Percent
Another male supervisor/co-worker or subordinate/client habitually told suggestive stories or offensive jokes.	Gender Harassment	34	15.0%
Another male supervisor/co-worker or subordinate/client made crudely suggestive remarks, either publicly, or to you in private.	Gender Harassment	19	8.4%
Another male supervisor/co-worker or subordinate/client displayed or distributed suggestive or sexist	Gender Harassment	4	1.8%

materials. (e.g., pictures, pornography).			
Another male supervisor/co-worker or client/subordinate treated you differently because of your gender.	Gender Harassment	42	18.5%
Another male supervisor/co-worker or client/subordinate made sexist remarks (e.g., supporting the concept of gender appropriate careers).	Gender Harassment	11	4.8%
Another male supervisor/co-worker or client/subordinate made remarks about your appearance, body or sexual activities that made you uncomfortable.	Gender Harassment	23	10.1%
Another male supervisor/co-worker or client/subordinate was staring, leering, or ogling you in a way that was inappropriate, or that made you feel uncomfortable.	Unwanted Sexual Attention	25	11.0%
Another male supervisor/co-worker or client/subordinate made unwanted attempts to draw you into a discussion of personal sexual matters (e.g., attempted to discuss or comment on your sex life).	Unwanted Sexual Attention	2	0.9%
Another male supervisor/co-worker or client/subordinate engaged in what you considered seductive behaviour towards you (e.g., made flattering or suggestive remarks, asked you for a date, suggested that you get together for a drink, offered to give you a backrub).	Unwanted Sexual Attention	14	6.2%
You were the recipient of unwanted sexual attention from another male supervisor/co-worker or client/subordinate.	Unwanted Sexual Attention	11	4.8%
Another male supervisor/co-worker or client/subordinate attempted to establish a romantic sexual relationship with you.	Unwanted Sexual Attention	6	2.6%

Another male supervisor/co-worker or client/ subordinate propositioned you.	Unwanted Sexual Attention	3	1.3%
Another male supervisor/co-worker or client/subordinate made deliberate attempts to touch, fondle, kiss or grab you.	Unwanted Sexual Attention	12	5.3%
You have felt you were being subtly bribed with some sort of reward (e.g., raise or preferential treatment) to engage in sexual behaviour with another male supervisor/co-worker or client/subordinate.	Sexual Coercion	1	0.4%
You actually were rewarded by a male supervisor/co-worker or client/subordinate for being socially cooperative (e.g., going to diner, having drinks, establishing a sexual relationship).	Sexual Coercion	2	0.9%
You felt that you were being subtly threatened with some sort of punishment for not being sexually cooperative with another male supervisor/co-worker or client/subordinate.	Sexual Coercion	3	1.3%
You actually experienced some negative consequences for refusing to engage in sexual activity with another male supervisor/co-worker or client/subordinate.	Sexual Coercion	3	1.3%

Main Analyses

Distributive, Procedural and Interactional Justice Perceptions. To test hypotheses 2a, 3a and 4a that among women who had been sexually harassed (endorsed

any of the SEQ items), perceived procedural, distributive and interactional justice would be positively associated with advocacy seeking responses (reporting), a hierarchical multiple regression was conducted. Age and status of the perpetrator (subordinate, co-worker, supervisor and more than one perpetrator) were entered in step one of the analysis in order to control for any variance in advocacy seeking responses that they may have accounted for. The status of the perpetrator was dummy coded prior to all analyses and the category more than one perpetrator was used as the reference group. For code 1, perpetrators that were either co-workers or supervisors were coded as 0 and subordinate/client perpetrators were coded as a 1. For code 2, subordinates/client and supervisor perpetrators were coded as 0 and co-worker perpetrators were coded as 1. For code 3, supervisor perpetrators were coded as 1 and subordinate/client and co-worker perpetrators were coded as 0.

In step 2 of the analysis, sexual harassment frequency was entered in order to explore the relationship between sexual harassment frequency and advocacy seeking responses (reporting). In step 3 of the analysis, all three organizational justice variables (distributive, procedural and interactional) were entered simultaneously in order to determine how much unique variance these three predictor variables could account for.

The linear combination of age and status of the perpetrator scores were not significantly related to advocacy seeking responses (reporting), $R^2 = .04$, adjusted $R^2 = .02$, $F(4, 203) = 1.95$, $p > .05$. Following step 2 of the analysis, sexual harassment frequency (SEQ) was found to be a significant predictor of advocacy seeking responses (reporting) and accounted for 27.7% of the variance in advocacy seeking responses (reporting), $\beta = 0.51$., $sr^2 = 0.50$ (see Table 8 in Appendix O). As the frequency of the

sexual harassment increased, women were more likely to engage in advocacy seeking responses or report their harasser. The addition of the three justice variables (distributive, procedural and interactional) to the equation did not reliably improve R^2, $R^2 = .29$, adjusted $R^2 = .26$, F_{inc} (3, 199) = 1.27, $p > .05$. Perceptions of distributive, procedural and interactional justice were not found to be significant predictors of advocacy seeking responses (reporting).

To test hypotheses 2b-e, 3b-e and 4b-e, four separate hierarchical multiple regression analyses were run (following the same procedure as described above) for each of the remaining types of coping (denial, avoidance, confrontation/negotiation and social support seeking). Perceptions of distributive, procedural and interactional justice were not found to be significant predictors of denial, avoidance, confrontation/negotiation and social support seeking (see Tables 9-12 in Appendix O).

Global Perceptions of Organizational Justice

Some researchers also argue that although participants may be capable of differentiating between the three types of justice in questionnaire form, their overall justice decisions are more dependent on their overall perceptions of the fairness of a given situation (Ambrose & Arnaud; Lind, 2001). Therefore, the relationships between perceptions of global organizational justice and sexual harassment coping were explored.

The three types of justice were also found to be highly correlated with one another (see Table 5). Therefore, a global organizational variable was created by summing the three types of justice, procedural, distributive and interactional justice. Combining these three highly correlated predictors into one overall variable will serve to remove any

collinearly effects as well as increase the degrees of freedom used in the analysis and ultimately increase the power of the analysis (Cohen, Cohen, West & Aiken, 2003).

Advocacy Seeking Responses (reporting). To test hypotheses 5a, that among women who had been sexually harassed (endorsed any of the SEQ items) perceived global or overall organizational justice would be positively associated with advocacy seeking responses, a hierarchical multiple regression analysis was conducted. The covariates age and the status of the perpetrator (subordinate/client, co-worker, supervisor and more than one perpetrator) were entered in step 1 to control for any variance that they may have accounted for. The covariate status of the perpetrator was dummy coded following the same procedures as described in the previous set of analyses. In step 2, of the analysis sexual harassment frequency was entered in order to test hypothesis (1a), which states that among women who have been sexually harassed, sexual harassment frequency would be positively associated with advocacy seeking responses (reporting). In the third step of the analysis, perceptions of global organizational justice was entered.

Following step 1, the overall regression equation was not significant, $R^2 = .04$, adjusted $R^2 = .02$, $F\,(4, 203) = 1.95, p > .05$ (see Table 13). The addition of sexual harassment frequency to the analysis significantly improved R^2, $R^2 = .28$, adjusted $R^2 = .26$, $F_{inc}\,(1, 202) = 67.11, p < .01$. As the frequency of the sexual harassment increased, women were more likely to engage in advocacy seeking responses or report their harasser, $\beta = 0.51$, $sr^2 = 0.50$. Sexual harassment frequency was also positively correlated with advocacy seeking responses (reporting) ($r = 0.47, p < .01$) (see Table 5). After step 3, with perceptions of global organizational justice in the equation, $R^2 = .28$, adjusted R^2

= .26, F (6, 201) = 13.23, p >.05. Perceptions of global organizational justice did not significantly predict advocacy seeking responses (reporting).

Table 13

Summary of Hierarchical Regression Analyses for the Effects of Perceptions of Global Organizational Justice on Advocacy Seeking Responses (reporting)

Variable	Advocacy Seeking								
	Step 1			Step 2			Step 3		
	B	*SE*	β	*B*	*SE*	β	*B*	*SE*	β
Step 1									
Age	-.01	.01	-.10	-.00	.01	-.03	-.00	.01	-.04
Subordinate/client	-.25	.14	-.13	-.08	.13	-.04	-.11	.13	-.06
Co-worker	-.23	.13	-.14	-.10	.11	-.06	-.11	.11	-.06
Supervisor	-.29	.16	-.13	-.32	.14	-.14	-.31	.14	-.14
More than one perpetrator	-.25	.14	-.16	-.09	.13	-.05	-.11	.13	-.07
Step 2									
Sexual Harassment frequency				.77**	.10**	.51**	.78**	.09**	.51**
Step 3									
Global organizational justice							.07	.05	.08
Model F (df)	1.95 (4, 203)			15.49 (5, 202)			10.20 (6, 201)		
Overall R^2	.04			.28			.28		
ΔR^2				.24			.01		
Adjusted R^2	.02			.26			.26		

$^{*}p < .05$; $^{**}p < .01$.

Denial. Hierarchical multiple regression was used to test hypothesis 5c, that among women who had been sexually harassed (endorsed any of the SEQ items) global perceptions of organizational justice would be negatively associated with denial responses (following the same procedure as described above). This analysis was also used to test hypothesis 1b, that among women who had been sexually harassed, sexually harassment frequency would be positively associated with denial responses. The linear combination of age and status of the perpetrator were not significantly related to denial responses, $R^2 = .00$, adjusted $R^2 = .00$, $F(4, 203) = 0.15$, $p > .05$. Following step 2, sexual harassment frequency was found to be a significant predictor of denial responses and accounted for 5.1% of the variance in denial responses, $\beta = 0.23$, $sr^2 = 0.22$ (see Table 14). As the frequency of the sexual harassment increased, women were more likely to engage in denial responses. Sexual harassment frequency was also positively correlated with denial responses ($r = 0.19$, $p < .01$) (see Table 5). The addition of global perceptions of organizational justice to the equation did not reliably improve R^2, $R^2 = .05$, adjusted $R^2 = .02$, $F_{inc}(1, 201) = 0.28$, $p > .05$. Perceptions of global organizational justice did not significantly predict denial responses.

Table 14

Summary of Hierarchical Regression Analyses for the Effects of Perceptions of Global Organizational Justice on Denial

Variable	Denial								
	Step 1			Step 2			Step 3		
	B	*SE*	β	*B*	*SE*	β	*B*	*SE*	β
Step 1									
Age	.01	.01	.05	.01	.01	.08	.01	.01	.08
Subordinate/client	.01	.24	.00	.13	.24	.04	.11	.24	.04
Co-worker	.04	.22	.02	.06	.02	.06	.05	.22	.02
Supervisor	.04	.28	.01	.02	.27	.01	.02	.27	.01
More than one perpetrator	-.01	.23	-.00	-.13	.24	-.05	-.11	.24	.04
Step 2									
Sexual Harassment frequency				.58**	.18**	.23**	.58**	.18**	.23**
Step 3									
Global organizational justice							.02	.10	.04
Model *F (df)*	0.15 (4, 203)			2.18 (5, 202)			1.86 (6, 201)		
Overall R^2	.00			.05			.05		
ΔR^2				.05			.00		
Adjusted R^2	.00			.03			.02		

$^{*}p < .05$; $^{**}p < .01$

Avoidance. To test hypothesis 5d, that among women who had been sexually harassed perceptions of global organizational justice would be negatively associated with avoidance, a hierarchical multiple regression analysis (following the same procedures as

described above) was conducted. This analysis also tested hypothesis 1c, that among women who had been sexually harassed, sexual harassment frequency would be positively associated with avoidance responses. After step 1, with age and status of the perpetrator in the equation, $R^2 = .01$, adjusted $R^2 = .01$, $F(4, 203) = 0.29$, $p > .05$ (see Table 15). Following step 2, sexual harassment frequency was found to be a significant predictor of avoidance, $R^2 = .08$, adjusted $R^2 = .05$, $F(5, 202) = 3.15$, $p < .05$. As the frequency of the sexual harassment increased, women were more likely to avoid their harasser, $\beta = 0.27$, $sr^2 = 0.26$. Sexual harassment frequency was also positively correlated with avoidance responses ($r = 0.25$, $p < .01$) (see Table 5).

The addition of perceptions of organizational justice to the equation resulted in a significant increment in R^2, and accounted for an additional 2.6% of the variance in avoidance, $R^2 = .10$ adjusted $R^2 = .07$, $F_{inc}(1, 201) = 5.76$, $p < .05$. Examination of squared semi-partial correlations revealed that perceptions of organizational justice ($sr^2 = -0.16$, $p < .05$) contributed uniquely to the prediction of avoidance responses. Women were more likely to avoid their harasser as their perceptions of organizational justice decreased.

Table 15

Summary of Hierarchical Regression Analyses for the Effects of Perceptions of Global Organizational Justice on Avoidance

Variable	Avoidance								
	Step 1			Step 2			Step 3		
	B	*SE*	β	*B*	*SE*	β	*B*	*SE*	β
Step 1									
Age	.01	.01	.07	.02	.01	.11	.02	.01	.12
Subordinate/client	.04	.28	.01	.13	.28	.04	.25	.28	.07
Co-worker	.04	.26	.01	.06	.11	.25	.14	.25	.04
Supervisor	-.07	.32	-.02	-.01	.31	-.02	-.11	.31	-.03
More than one perpetrator	-.04	.28	-.01	-.13	.28	-.04	-.26	.28	-.09
Step 2									
Sexual Harassment frequency				.80**	.21**	.27**	.76**	.21**	.26**
Step 3									
Global organizational justice							-.27*	.11*	-.17*
Model *F (df)*	0.29 (4, 203)			3.15 (5, 202)			3.65 (6, 201)		
Overall R^2	.01			.08			.10		
ΔR^2				.07			.03		
Adjusted R^2	.01			.05			.07		

$^{*}p < .05$; $^{**}p < .01$

Confrontation/Negotiation. To test hypothesis 5b, that among women who had been sexually harassed perceptions of global organizational justice would be positively associated with confrontation/negotiation, a hierarchical multiple regression analysis (following the same procedures as described above) was conducted. This analysis also

tested hypothesis 1d, that among women who had been sexually harassed, sexual harassment frequency would be positively associated with responses indicative of confrontation/negotiation. The linear combination of age and status of the perpetrator were not significantly related to confrontation/negotiation responses, $R^2 = .01$, adjusted $R^2 = .01$, $F(4, 203) = 0.28$, $p > .05$ (see Table 16). Following step 2, with sexual harassment frequency in the equation, $R^2 = .19$, adjusted $R^2 = .17$, $F(5, 202) = 9.37$, $p < .05$. Sexual harassment frequency was found to be a significant predictor of confrontation/negotiation, $\beta = 0.44$, $sr^2 = 0.43$. As the frequency of sexual harassment increased, women were more likely to engage in responses indicative of confrontation/negotiation. Sexual harassment frequency was also positively correlated with confrontation/negotiation responses ($r = 0.37$, $p < .01$) (see Table 5).

The addition of perceptions of global organizational justice to the equation did not reliably improved R^2, $R^2 = .19$ adjusted $R^2 = .17$, $F_{inc}(1, 201) = 0.30$, $p > .05$. Perceptions of global organizational justice did not significantly predict confrontation/negotiation responses.

Table 16

Summary of Hierarchical Regression Analyses for the Effects of Perceptions of Global Organizational Justice on Confrontation/negotiation

Variable	Confrontation/Negotiation								
	Step 1			Step 2			Step 3		
	B	*SE*	β	*B*	*SE*	β	*B*	*SE*	β
Step 1									
Age	.01	.01	.06	.02	.01	.12	.02	.01	.12
Subordinate/client	.02	.26	.01	.25	.24	.07	.23	.24	.07
Co-worker	.12	.24	.04	.09	.22	.03	.08	.22	.03
Supervisor	-.12	.30	-.03	-.15	.27	-.04	-.15	.27	-.04
More than one perpetrator	-.12	.26	-.01	-.25	.24	-.09	-.22	.24	-.08
Step 2									
Sexual Harassment frequency				1.2^{**}	$.18^{**}$	$.44^{**}$	1.2^{**}	$.18^{**}$	$.44^{**}$
Step 3									
Global organizational justice							.05	.10	.04
Model *F (df)*	0.29 (4, 203)			9.37 (5, 202)			7.83 (6, 201)		
Overall R^2	.01			.19			.19		
ΔR^2				.18			.00		
Adjusted R^2	.01			.17			.17		

$^{*}p < .05$; $^{**}p < .01$

Social Support Seeking. Hierarchical multiple regression (following the same procedures as described above) was used to test hypothesis 5e, that among women who had been sexually harassed, perceptions of global organizational justice would be negatively associated with social support seeking. This analysis also tested hypothesis 1e,

that among women who had been sexually harassed, sexual harassment frequency would be positively associated with social support seeking. After step 1, with age and status of the perpetrator in the equation, $R^2 = .04$ adjusted $R^2 = .02$, $F(4, 203) = 1.86$, $p > .05$ (see Table 17). The addition of sexual harassment frequency reliably improved R^2, $R^2 = 0.11$ adjusted $R^2 = .09$, $F_{inc}(1, 202) = 16.91$, $p < .05$. As the frequency of the sexual harassment increased, women were more likely to obtain social support, $\beta = 0.28$, $sr^2 = 0.28$. Sexual harassment frequency was also positively correlated with social support seeking ($r = 0.28$, $p < .01$) (see Table 5). Following step 3, with global perceptions of organizational justice in the equation, $R^2 = .11$, adjusted $R^2 = .08$, $F(6, 201) = 4.14$, $p > .05$. Perceptions of global organizational justice was not a significant predictor of social support seeking.

Table 17

Summary of Hierarchical Regression Analyses for the Effects Perceptions of Global Organizational Justice on Social Support Seeking

Variable	Social Support Seeking								
	Step 1			Step 2			Step 3		
	B	*SE*	β	*B*	*SE*	β	*B*	*SE*	β
Step 1									
Age	.00	.01	.03	.00	.01	.01	.00	.01	.01
Subordinate/client	.02	.24	.01	.18	.23	.06	.19	.24	.06
Co-worker	-.52	.22	-.18	-.40	.21	-.14	-.38	.22	-.14
Supervisor	-.32	.27	-.09	-.34	.26	-.09	-.34	.26	-.09
More than one perpetrator	-.02	.25	-.01	-.17	.23	-.09	-.20	.24	-.08
Step 2									
Sexual Harassment frequency				$.72^{**}$	$.18^{**}$	$.28^{**}$	$.72^{**}$	$.18^{**}$	$.28^{**}$
Step 3									
Global organizational justice							-.03	.09	-.02
Model *F (df)*	1.85 (4, 203)			4.98 (5, 202)			4.14 (6, 201)		
Overall R^2	.04			.11			.11		
ΔR^2				.07			.00		
Adjusted R^2	.02			.09			.08		

$^{*}p < .05$; $^{**}p < .01$

Post hoc analyses

Many of the expected relationships between perceptions of organizational justice and coping were not obtained. The data may not have supported many of the proposed

relationships because a third variable may have either blocked these relationships. Perceptions of global organizational justice may interact[2] with another variable to predict sexual harassment coping. For example, sexual harassment frequency may have moderated the relationship between perceptions of global organizational justice and each of the five types of coping. Although no a prior predictions were made, the original regression analyses were re-run to determine if sexual harassment frequency moderates the relationship between perceptions of global organizational justice and coping. This may help to explain why many of the proposed relationships were not significant.

Five separate moderated hierarchical multiple regression analyses, one for each of the five types of coping (advocacy seeking, denial, avoidance, confrontation/negotiation and social support seeking) were conducted. The variables, perceptions of global organizational justice and sexual harassment frequency (SEQ) were centered prior to conducting all analyses. Centering involves subtracting the overall mean for each variable from each individual score. Centering is recommended as it reduces the likelihood of multicollinearity among predictors (Aiken & West, 1991). A product term was then calculated from the centered variables.

Age and status of the perpetrator (subordinate/client, co-worker, supervisor and more than one perpetrator) were entered in step one as covariates. The centered variables, perceptions of global organizational justice and, sexual harassment frequency (SEQ) were entered in step two and the interaction term created from these two predictor variables was entered in step 3. The assumptions of linearity and heteroscedasticity were found to be acceptable. The assumption of normality was violated. However, multiple

[2] Please note the term "interaction" will be used for clarity when describing the analyses conducted throughout this study. However, some researchers such as Pedhazur (1997) argue that this term should be reserved for the discussion of experimental research.

regression is robust to violations of this assumption (Tabachnick & Fidell, 2007). The results of these five analyses will now be discussed.

Advocacy seeking (reporting). The linear combination of age and the status of the perpetrator did not account for a significant amount of the variance in advocacy seeking responses, $R^2 = .04$, adjusted $R^2 = .02$, $F(4,203) = 1.95, p > .05$. In step 2, the addition of the centered sexual harassment frequency term and the centered perceptions of global organizational justice term to the equation significantly improved R^2, $R^2 = .28$, adjusted $R^2 = .26$, $F_{inc}(2, 201) = 34.50, p < .01$. Following step 3, the addition of the interaction term to the equation resulted in a significant increment in R^2, $R^2 = .32$, adjusted $R^2 = .30$, $F_{inc}(1, 200) = 10.64, p < .01$. A positive interaction effect between sexual harassment frequency (SEQ) and perceptions of global organizational justice (OJ) ($\beta = 0.19$, $sr^2 = 0.18, p < .01$) was found (see Table 18). These findings are graphically displayed in Figure 3 using procedures described by Aiken and West (1991). These procedures involve creating simple regression lines for one predictor at high and low values of the other predictor. Cohen et al. (2003) recommends using values of one standard deviation below and one standard deviation above the centered mean for the moderating variable, in this case, sexual harassment frequency. Participants, who received a score of 1 (never) on the advocacy seeking scale, did not endorse any of these items and chose not to report their harasser. Participants who received a score greater than 1 on the advocacy seeking scale were considered to have engaged in advocacy seeking responses and have made an attempt to report the harassment.

Simple slopes analyses (using procedures described by Aiken and West, 1991) were also conducted to further understand the exact nature of this interaction. The simple

slope analyses revealed a significant positive relationship between perceptions of organizational justice and advocacy seeking (reporting) when participants experienced more frequent sexual harassment., $b = 0.22$, $\beta = 0.26$, $SE = 0.07$, 95% CI (0.08 to 0.35), $t = 3.19$, $p < .05$. However, when the frequency of the sexual harassment was low, perceptions of organizational justice were not significantly related to advocacy seeking (reporting), $b = -0.12$, $\beta = -0.14$, $SE = 0.08$, 95% CI (- 0.26 to 0.03), $t = -1.57$, $p > .05$. Individuals who scored high on both perceptions of organizational justice and sexual harassment frequency (SEQ) were also the ones most likely to engage in advocacy seeking responses and report their harasser. At one standard deviation below the centered mean for perceptions of organizational justice (OJ), participants who had experienced more frequent sexual harassment were more likely to engage in advocacy seeking responses (reporting) than individuals who had experienced less frequent sexual harassment. At the centered mean of zero for perceptions of organizational justice and at one standard deviation above the centered mean for perceptions of organizational justice, participants who had experienced more frequent sexual harassment were more likely to report their harasser than individuals who had experienced less frequent sexual harassment.

Table 18

Summary of Hierarchical Regression Analyses for the Effects of Global Organizational Justice and Sexual Harassment Frequency Interaction on Advocacy Seeking Responses (reporting)

Variable	Advocacy Seeking								
	Step 1			Step 2			Step 3		
	B	*SE*	β	*B*	*SE*	β	*B*	*SE*	β
Step 1									
Age	-.01	.01	-.10	-.00	.01	-.03	-.00	.01	-.04
Subordinate/client	-.25	.14	-.13	-.08	.13	-.04	-.09	.12	-.05
Co-worker	-.23	.13	-.14	-.10	.11	-.06	-.10	.11	-.06
Supervisor	-.29	.16	-.13	-.32	.14	-.14	-.31	.14	-.14
More than one perpetrator	.25	.14	.16	.09	.13	.05	.10	.12	.07
Step 2									
SEQ				.78**	.09**	.51**	.76**	.09**	.50**
OJ				.07	.05	.08	.05	.05	.06
Step 3									
SEQ x OJ							.34**	.11**	.19**
Model *F (df)*	1.95 (4, 203)			13.23 (6, 201)			13.40 (7, 200)		
Overall R^2	.04			.28			.32		
ΔR^2				.25			.04		
Adjusted R^2	.02			.26			.30		

Note: SEQ = Sexual harassment frequency: OJ = Perceptions of global organizational justice

$^{*}p < .05$; $^{**}p < .01$

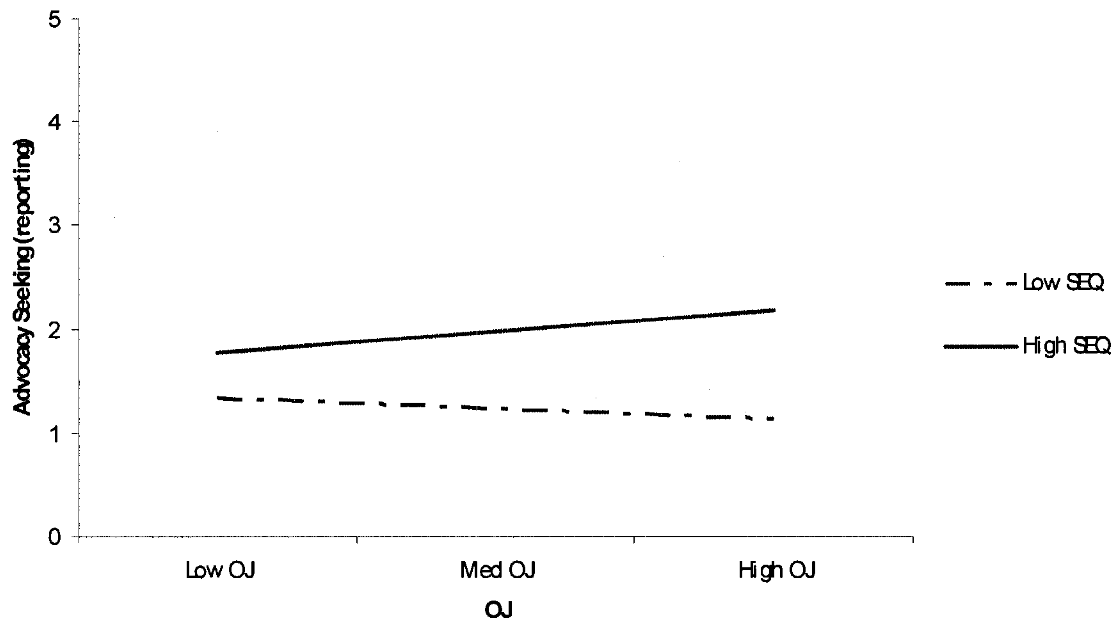

Figure 3. The interactive effect of perceptions of organizational justice and sexual harassment frequency (SEQ) on advocacy seeking responses (reporting)

Four separate moderated hierarchical multiple regression analyses were run (following the same procedure as described above) for each of the remaining types of coping (denial, avoidance, confrontation/negotiation and social support seeking). The interaction between perceptions of global organizational justice and sexual harassment frequency was not found to be a significant predictor of any of the remaining types of coping (see Tables 19-22 in Appendix P).

Discussion

Much of the previous research on predictors of sexual harassment reporting behaviour has been primarily atheoretical. In the current study, theories of organizational

justice were used to examine how women respond when sexually harassed (Adam, 1965; Bies & Moag, 1986; Leventhal, 1980; Thibaut & Walker, 1975). More specifically, the purpose of this study was to investigate how the three types of organizational justice (distributive, procedural and interactional justice) influence women's coping responses to sexual harassment. The following discussion will begin with a brief review of organizational justice theory. It will then revisit the hypotheses and summarize all significant findings. Possible explanations for the findings and directions for future research will be provided. Finally, the study's strengths and limitations will be discussed.

According to Adam's (1965) theory of distributive justice women may choose not to report their harasser because they feel that the benefits associated with reporting their harasser may not outweigh the costs of doing so. Sexually harassed women may fail to report their harasser because they fear the negative repercussions that can stem from reporting the harassment (Gutek & Koss, 1993; Peirce et al., 1997). Also, in accordance with procedural justice theory, women who believe that their organization's sexual harassment policy will be consistently applied, that the decision-maker will be free bias, that only accurate information will be considered throughout the decision-making process, that appeal procedures will be in place, that the policy will be both morally and ethically just and that all groups affected by the decision will be given the opportunity to voice their opinions should have been more likely to report their harasser (Leventhal 1980). In line with Bies and Moag's (1986) four criteria of interactional justice: justification, truthfulness, respect and propriety, women with high perceptions of interactional justice should have been more likely to report the harassment. Lazarus and Folkman's (1986) transactional model of coping was also used to explain how

perceptions of organizational justice relate to sexual harassment coping. According to this theory, both advocacy seeking and confrontation/negotiation responses can be considered problem-focused coping, while denial, avoidance and social support seeking can be considered emotion-focused coping. Women who have been sexually harassed are more likely to use problem-focused coping when they feel that the situation is controllable and they are more likely to feel that the situation is controllable as their perceptions of distributive, procedural and interactional justice increase. Therefore, the current study predicted that among women who had been sexually harassed, perceptions of procedural, distributive and interactional justice would be positively associated with advocacy seeking responses (reporting) and responses indicative of confrontation/negotiation and negatively associated with denial, avoidance and social support seeking. However, none of the three justice variables were found to individually predict any of the five types of coping. These findings are inconsistent with Rudman et al. (1995) and Adam-Roy and Barling (1998) studies. Both studies found that perceptions of procedural justice were significantly related to sexual harassment reporting. They found that as perceptions of procedural justice increased, women who had been sexually harassed were more likely to report their harasser. It is noteworthy, though, that these two studies did not examine how perceptions of procedural justice were related to other types of coping such as denial or avoidance.

One possible explanation as to why the three specific types of justice did not predict any of the five types of coping is that although participants may be capable of differentiating between the three types of justice in questionnaire form, their overall justice decisions are more dependent on their overall perceptions of the fairness of a

given situation (Ambrose & Arnaud, 2005; Lind, 2001). Thus, the current study also explored the relationship between perceptions of global organizational justice and sexual harassment coping. These analyses indicated that perceptions of organizational justice significantly predicted avoidance. More specifically, as perceptions of organizational justice decreased, women who had been sexually harassed were more likely to use avoidance responses or avoid their harasser. This finding is consistent with hypothesis 5a, which argued that among women who had been sexually harassed, perceived global organizational justice would be negatively associated with avoidance responses. This finding is also consistent with Folkman and Lazarus' (1984) model of coping. Avoidance is a form of emotion-focused coping. Individuals typically engage in emotion-focused coping when the outcome appears to be unchangeable. Sexually harassed women may feel that the situation is out of their control as their perceptions of global organizational justice decrease and consequently they are more likely to avoid their harasser. However, perceptions of global organizational justice were not found to be related to any of the other types of coping (denial, confrontation/negotiation, advocacy seeking, and social support seeking).

Consistent with hypotheses 1a-e, sexual harassment frequency was found to be positively associated with each of the five types of coping (advocacy seeking, denial, avoidance, confrontation/negotiation, and social support seeking). Participants who experienced more frequent sexual harassment were more likely to engage in advocacy seeking (report their harasser), and were more likely to deny that they had been sexually harassed. They were also more likely to confront their harasser, avoid their harasser and seek social support from trusted others. These finding are also consistent with the

literature. Women who experience more frequent sexual harassment often engage in a variety of responses and are typically more likely to confront or report their harasser (Cochran et al., 1997; Gutek & Koss, 1993; Munson et al., 2000; Stockdale, 1998).

One of the goals of this study was to determine if perceptions of global organizational justice were related to sexual harassment coping. Unexpectedly, perceptions of organizational justice were found to be related to avoidance responses only. One reason why the data may not have supported the hypotheses is that sexual harassment frequency may have moderated the relationship between perceptions of organizational justice and each of the five types of coping, particularly advocacy seeking responses (reporting). For example, women who believed that their grievance procedures as a whole were fair and just may have only been willing to file a formal grievance and report their harasser when they had experienced more frequent forms of sexual harassment. When the frequency of the sexual harassment was low, women may have felt that there were more appropriate methods for dealing with the harassment, such as confrontation, denial or avoidance. Therefore, while no prior predictions were made, the original regression analyses were re-run to determine if sexual harassment frequency moderates the relationship between perceptions of organizational justice and coping.

The results of these post hoc analyses revealed a significant interaction between sexual harassment frequency and perceptions of organizational justice for advocacy seeking responses (reporting). Women who had experienced more frequent sexual harassment were more likely to report their harasser as their perceptions of global organizational justice increased. In general, women who had experienced more frequent sexual harassment were more likely to report their harasser. The simple slopes analyses

also suggested that women who scored high on both perceptions of organizational justice and sexual harassment frequency were the most likely to report the harassment. Thus, consistent with organizational justice theory, those women who had experienced more frequent sexual harassment and who believed that the outcome associated with filing a grievance would be fair, that the grievance procedures were fair and that the person responsible for handling their complaint would treat them fairly (high perceptions of organizational justice) were more likely to report their harasser than those individual with low perceptions of organizational justice (Adams, 1965; Bies & Moag, 1986; Leventhal, 1980). When the frequency of the sexual harassment was high, those individuals with high perceptions of organizational justice may realize that to end the harassment they will have to take action themselves and they may choose to report the harassment. They are also more willing to do so because they perceive the grievance procedures and processes as being fair and just. However, those individuals with low perceptions of organizational justice are less likely to report their harasser than those individuals with high perceptions of organizational justice because these individuals believe their organization's grievance procedures to be unfair. These findings provide partial support for hypothesis 5a, which argued that among women who had been sexually harassed, perceptions of organizational justice would be positively related to advocacy seeking response (reporting). Perceptions of organizational justice were related to advocacy seeking responses in the proposed direction. However, this relationship was contingent upon the frequency of the sexual harassment experienced.

The simple slopes analyses also revealed that when the frequency of the sexual harassment was low, perceptions of organizational justice were not related to reporting.

Women may feel that less frequent sexual harassment does not constitute sexual harassment and therefore they do not even consider reporting their harasser. Therefore, their organizational justice perceptions do not affect their decision to report their harasser. Also, when the frequency of the sexual harassment is low, women may consider other response options, such as avoiding their harasser, obtaining social support or confronting their harasser before the harassment escalates into something more severe or frequent. Women therefore do not consider whether their organization's grievance policies are fair and just.

Although the obtained differences in advocacy seeking responses (reporting) were small, this finding has important implications for organizations. For example, these findings suggest that organizations can encourage more assertive response strategies such as reporting if they ensure that their sexual harassment grievance procedures are perceived as being fair and just. Also, any increase in reporting should be encouraged because as some researchers contend, reporting sexual harassment is the first step towards reducing the number of occurrences (Rudman et al., 1995). Therefore, organizations may wish to first ensure that their grievance procedures are perceived as being fair and also ensure that appropriate sanctions are in place for the offender. Further the findings from the post hoc analyses indicate that theories of organizational justice can be used to predict advocacy seeking responses (reporting), when the frequency of the sexual harassment experienced is considered. Thus, future research should theoretically explore this finding further in order to allow for a better understanding of the organizational factors that affect sexual harassment reporting.

Sexual Harassment Coping

Another possible explanation for why the results did not support many of the proposed predictions is that given the chronic stress often associated with experiencing sexual harassment, sexually harassed women may have engaged in a variety of different responses in order to determine which strategies were the most and least effective. Cortina and Wasti (2005) argue that typically, sexual harassment can be considered a chronic stressor as opposed to an acute stressor because the harassment is usually an ongoing process. Therefore, these women are likely to engage in a "trial and error" approach to coping (p.182). A chronic stressor can be defined as an event or stimulus that an individual perceives to be taxing and that is reoccurring (Lazarus & Folkman, 1984). Both the processes of primary appraisal (the extent to which a female employee finds the harassment to be threatening) and secondary appraisal (their consideration of the controllability of an event as well as possible response options) may also be influenced by how that individual has already chosen to respond to a particular stressor (Lazarus, 1966; Lazarus & Folkman, 1984). For example, it is possible that a sexually harassed woman may first attempt to avoid her harasser or deny that the harassment has even occurred. If she continues to perceive the event (sexual harassment) to be threatening or taxing, she may attempt another response option. For example, she may then seek out social support before then attempting to confront or report the harasser (Gutek & Koss, 1993). Thus, Cortina and Wasti contend that researchers need to examine the pattern of coping responses employed by sexually harassed woman and "stop relying upon nomothetic approaches, where the coping variables are analyzed separately as unique dependent variables" (p.182). Future research needs to explore whether perceptions of

procedural, distributive and interactional justice relate to a woman's overall pattern of responses. This may be accomplished through more complex statistical techniques such as structural equation model which will require larger samples than the one used in the current study. Alternatively, researchers could use longitudinal research to further explore both the processes of primary and secondary appraisal and ultimately how a female employee chooses to respond to sexual harassment over time, as well as how her justice perceptions affect this process.

Model Refinement and Future Research Directions

A variety of studies have examined the factors that affect how a sexually harassed woman chooses to respond when sexually harassed (e.g., Aquino, et al., 1999; Baker et al., 1990; Cortina & Wasti, 2005; Gruber & Smith, 2005; Reese & Lindenberg, 2005; Welsh & Gruber, 1999). However, much of this research has been primarily atheoretical. Thus, one of the goals of the present study was to take a theoretical approach to understanding the relationship between perceptions of policy fairness and sexual harassment coping. More specifically, the current study examined how perceptions of distributive, procedural and interactional justice related to sexual harassment coping. The lack of significant findings suggests that perhaps a more complex theoretical model is required. Therefore, a refined conceptual model for predicting responses to sexual harassment and especially sexual harassment reporting will now be discussed. This model is based on the findings of this and other past research, as well as theory (e.g., Feminist Theory; Bjorn's Resource model) and contains some of the many possible variables that may predict sexual harassment coping. First, a description of the proposed model and

various constructs will be reviewed and then finally a figure representing this proposed model will be provided.

In the proposed model, an individual's locus of control may also interact with her perceptions of procedural, distributive and interactional justice to predict advocacy seeking responses (reporting) and sexual harassment coping. Gruber and Bjorn's (1986) personal resources model argues that individuals carefully consider their own personal resources such as their ability to control a situation before deciding how to act when sexually harassed. For example, those individuals with an internal locus of control, who believe that they are in control of their own behaviour and that they can influence the behaviour of others, may be more likely to engage in advocacy seeking responses (reporting). Those individuals with an external locus of control tend to attribute the causes of events to sources outside of themselves, such as fate (Rotter, 1990). These individuals may be less likely to engage in advocacy seeking responses (reporting). These individuals may feel that there is nothing that they can do to stop the harassment from occurring and therefore they are less likely to engage in more assertive responses such as confronting or reporting the harasser. For example, Baker et al. (1990) have shown that women were more likely to respond more assertively to severe types of harassment when they were found to have had an external locus of control. Therefore, individuals with high perceptions of procedural, distributive and interactional justice may only choose to engage in more assertive response strategies such as advocacy seeking (reporting) or confrontation/negotiation if they have an external locus of control. Thus, a possible direction for future research would be to explore dispositional variables such as locus of

control as a possible moderator between perceptions of the three types of justice and sexual harassment coping.

In addition, participants may not have been fully aware of their organization's sexual harassment polices and grievance procedures. These individuals may have lacked the necessary knowledge needed to actually make use of the grievance procedures and file a formal sexual harassment grievance. Research has shown that one of the reasons that women choose not to make use of their organization's sexual harassment policies and report the harassment is that they are unsure of what steps they must take to do so. In other words, they lack knowledge concerning the proper grievance procedures (Reese & Lindenberg, 1997). Perceptions of procedural, distributive and interactional justice may be related to reporting and other types of coping. However, increased awareness of the process involved in filing a formal grievance and reporting might be needed. Gruber (1998) supports this assertion. He found that participants in organizations that were perceived as being intolerant of behaviours representative of sexual harassment were more likely to report the harassment when the organizations used proactive measures, such as training sessions to alert their employees to the existence of sexual harassment grievance polices and procedures. Pierce et al. (1997) also found that approximately 80% of the 1500 female employees in their sample, claimed that they would be more willing to file a grievance or report their harasser if a counselor or company representative was made available to them who could advise them on how to file a complaint. Therefore, future research needs to continue to explore the relationship between perceptions of procedural, distributive and interactional justice and sexual harassment coping, while

considering how these perceptions might relate to policy awareness as well as the steps an organization can take to educate their employees concerning the use of these policies.

Feminist theory argues that women may choose not to report their harasser because they lack organizational power (Rigor, 1991). For example, women are less likely to respond assertively when they have been sexually harassed by someone with more organizational power than themselves, such as a supervisor (Gruber & Smith, 1995). Women who believe that sexual harassment is about power and male dominance are also less likely to avoid or ignore their harasser (Gruber & Smith, 1995). However, in the current study, the status of a woman's harasser was not related to her response. It is possible that the extent to which a woman endorses pro-feminist beliefs may affect her choice of response; however, this study did not measure feminist beliefs or attitudes. The final question of the survey asked participants to indicate if there was anything else they would like the researcher to know about the work-related experience they felt had affected them the most. Some participants responded by saying that they felt that women were to blame for being sexually harassed. They argued that women would not be harassed if they simply wore less revealing clothes in the workplace. This attitude would suggest that these women held anti-feminist beliefs. Other participants indicated that they felt sexual harassment occurred because men chose to abuse their power. These comments would suggest pro-feminist beliefs. Research indicates that pro-feminist attitudes are related to reporting (Gruber & Smith, 1995); however researchers have not have not examined how both perceptions of organizational justice as well as endorsement of feminist beliefs affect sexual harassment coping. Thus, in line with past research as well as some of the comments received in the current study, future research should

explore how both perceptions of organizational justice as well as endorsement of feminist beliefs affect sexual harassment coping.

Research has also shown that women may choose not to report their harasser because they are socialized to maintain a caring orientation towards their harasser (Gutek, 1985; Robertson et al., 1988). Women may believe that assertive responses such as reporting the harasser may cause him unnecessary harm (Gutek, 1985). However, few studies have examined how the process of gender socialization as well as perceptions of organizational justice relate to sexual harassment coping. For example, only one study was located that examined gender socialization, as well as perceptions of procedural justice and their effects on reporting behaviour (Rudman et al., 2005). In this study, gender socialization referred to the fact that women are typically socialized to feel a sense of responsibility towards caring for others and are taught to develop a sense of nurturance and empathy. Thus, these women may seek to maintain a caring orientation towards their harasser. However, in their study, Rudman et al. found that procedural justice concerns were more directly related to low reporting rates than gender socialization concerns. Future research should expand on this finding and examine how all three types of justice (distributive, procedural and interactional) as well as measures of feminist attitudes and gender socialization affect how women choose to respond when sexually harassed.

The results of the current study revealed that women who had experienced more frequent sexual harassment were more likely to report their harasser when they perceived their organization's grievance procedures as being fair and just (high perceptions of organizational justice) than those women who did not perceive their organizations' grievance procedures to be fair and just (low perceptions of organizational justice). The

relationship between perceptions of organizational justice and reporting was dependent upon the frequency of the sexual harassment experienced. Although research has examined how these individual variables such as locus of control, feminist attitudes and policy knowledge relate to sexual harassment coping, they have not examined how perceptions of distributive, interactional and procedural justice affect these simple bivariate relationships. Therefore, future research needs to theoretically explore whether variables such as locus of control, policy knowledge, and feminist attitudes affect the relationship between perceptions of distributive, procedural and interactional justice and sexual harassment coping. This may help to explain why none of the individual justice variables were found to be related to the five types of coping responses (e.g., denial, avoidance, confrontation/negotiation, social support seeking and advocacy seeking). A summary of this refined theoretical model is presented in Figure 4 below.

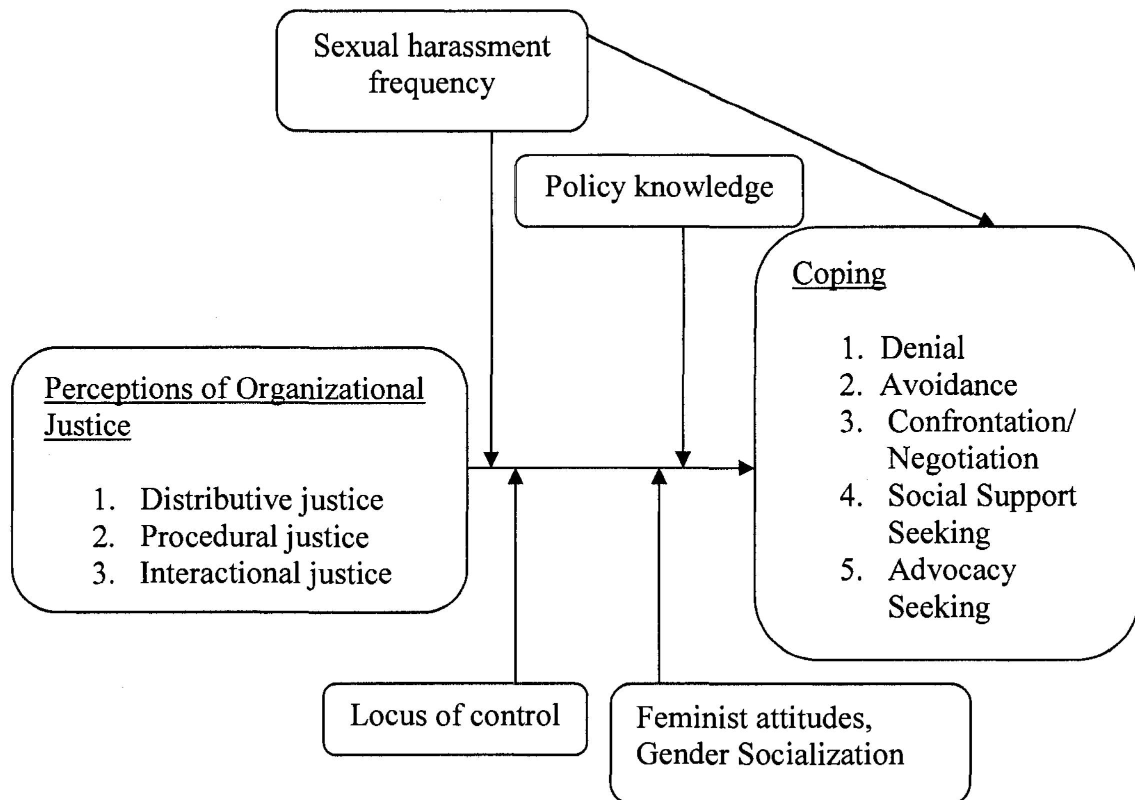

Figure 4: Proposed theoretical model for future research

Strengths and Limitations

The current research has a number of strengths. First, previous research has primarily focused on the relationship between perceptions of procedural justice and sexual harassment reporting (Adam-Roy & Barling, 1998; Rudman et al., 1995). Therefore, one of the strengths of the current study was that it examined how perceptions of all three types of justice: procedural, distributive and interactional justice related to a variety of different coping responses (denial, avoidance, confrontation/negotiation, social support seeking and advocacy seeking. In addition, past research has examined the

relationship between perceptions of procedural justice and sexual harassment reporting using scales containing items measuring more then one type of justice. For example, Adam-Roy and Barling (1998) used Moorman's (1991) procedural justice scale to examine the relationship between perceptions of procedural justice and sexual harassment reporting behaviour. Moorman's procedural justice scale contains several items more indicative of interactional justice. However, the current study used measures of justice that were based upon organizational justice theory. For example, the procedural justice scale used in the present study contained items based upon Thibaut and Walker's (1975) process and decision making control and Leventhal's (1980) six rules of procedural justice. This scale allowed researchers to determine if distributive, procedural and interactional justice were uniquely related to each of the five coping strategies; avoidance, denial, confrontation/ negotiation, social support seeking and advocacy seeking. However, in the current study, none of the three types of justice were found to uniquely relate to any of the five types of coping.

The current study also has some limitations. First, only 312 of a possible 1200 individuals agreed to participate in this study. This response rate is not uncommon for e-mail initiated surveys and the demographics of the sample were also diverse (Sheehan, 2001). For example, the sample contained employees who worked in a variety of different job industries and who came from diverse educational and ethnic backgrounds.

Statistical power was also found to be low when denial was used as the outcome variable, and perceptions of global justice was used as a predictor (0.63). However, the observed power for all other outcome variables was acceptable (greater than 0.80; Cohen et al. 2003). Statistical power is dependent upon the reliability of the measures as well as

the sample size (Cohen et al.). The internal consistencies for all scales used in the current study were found to be acceptable (greater than 0.75). However, a larger response rate may have improved statistical power, when denial was used as an outcome variable.

The current study also conducted multiple statistical analyses which can be problematic. For example, conducting multiple statistical tests increases the likelihood of making a Type I error. The greater the number of variables involved in a study and the more hypotheses that are tested increases the probability of obtaining false significance (making a Type I error) (Cohen et al. 2003). However, commonly used corrections for multiple comparisons such as Bonferroni adjustments can greatly reduce the power of the statistical test (Cohen et al.).

Another potential limitation is that measures of perceptions of procedural, distributive and interactional justice as well as global organizational justice were taken after the sexual harassment had occurred and after participants had already responded to the harassment. Therefore, it is possible that a female participant may have perceived her organization's grievance procedures as being fair and just prior to filing a grievance or responding to the harassment. However, these perceptions may have been either positively or negatively affected by how the organization chose to handle the complaint or by the effectiveness of her chosen response strategies. For example, women who experienced work-related retaliation as result of filing a formal sexual harassment grievance may be incapable of accurately recalling that before they decided to file a sexual harassment grievance they believed that the outcome associated with filing a grievance would be fair and just (high distributive justice). Therefore, future research

may wish to replicate this study using a longitudinal approach in which perceptions of organizational justice could be measured over time.

Mono-method bias may also be a concern in this study. All measures were obtained using self-report questionnaires and correlations measured using the same method can become inflated due to common method variance (CMV) (Spector, 2006). CMV is a situation where a specific amount of variance in a particular measure depends on the methods used to obtain that measure. This method variance would be shared by all measures using that particular method. Therefore, any relationship assessed by measures using the same methods may become inflated which may in turn inflate relationships of interest. However, researchers such as Spector (2006; Lindell & Whitney, 2001) have demonstrated that CMV does not necessarily automatically affect variables measured using the same method and the negative effects of CMV are often exaggerated. For example, mono-method correlations are not always found to be higher than multi-method correlations (Crampton & Wagner, 1994; Doty & Glick, 1998; Spector). Therefore, although self-report measures are prone to CMV, not all correlations will necessarily become inflated (Spector).

Another potential limitation is the way in which sexual harassment frequency scores were assigned to participants. The SEQ can be used to reliably measure the frequency of specific types of behaviour as well as be used to determine the average frequency of specific types of sexual harassment (e.g. gender harassment, unwanted sexual attention and sexual coercion); however, little agreement concerning how to assign a score to a particular individual exists in the literature (Fitzgerald & Shullman, 1993). Some researchers ask participants to indicate the duration and offensiveness of these

behaviours and then use these variables as measures of severity (Brooks & Perot, 1991). However, given that women who experience sexual coercion are also likely to have experienced gender harassment and unwanted sexual attention; higher scores on the SEQ are often interpreted to reflect more severe harassment as well as frequent sexual harassment (Munson et al., 2000; Schneider et al., 1997; Stockdale, 1998). It remains for future research to determine the most appropriate method for assigning frequency scores to individual participants.

Conclusion

Much of the previous research on predictors of sexual harassment coping have not been guided by theory. The present study aimed to fill this gap and was therefore guided by two theoretical frameworks: Feminist theory and Theories of Organizational justice. The results of this study have shown that perceptions of organizational justice can affect how a woman chooses to respond when sexually harassed. More specifically, women were more likely to avoid their harasser as their perceptions of organizational justice decreased. Sexually harassed women who had experienced more frequent sexual harassment were also more likely to report their harasser as their perceptions of organizational justice increased. Although many of the predicted relationships in the current study were not supported, it is still important for future research to examine whether perceptions of distributive, procedural and interactional justice relate to sexual harassment coping as well as theoretically explore other factors that may affect sexual harassment coping and especially reporting. For example, researchers should examine whether other factors such as locus of control, feminist attitudes and policy knowledge relate to perceptions of organizational justice and sexual harassment coping. This type of

research may help organizations to ensure that their sexual harassment grievance procedures are perceived as being fair and just and this may help to encourage employees to respond more assertively and report the sexual harassment. It is important to encourage sexual harassment reporting because as some researchers argue reporting harassment is the first step towards ultimately reducing the number of incidents (Rudman et al., 1995). Therefore, future research needs to continue to theoretically explore factors that influence sexual harassment coping and especially reporting in order to discourage sexual harassment in the workplace.

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Appendix A: Tables 1-3

Table 1

Demographics: Age and Tenure

Variable	*M*	*SD*	Range	N
Age	36.29	9.59	18-66	255
Tenure	6.06	6.51	0-44	254

Table 2

Demographics: Education, Position, Ethnic Group, and Residence Status

Variable	%	Frequency
Education		
Less than high school	2.4	6
High school or equivalent	23.6	60
Vocational/technical school	7.5	19
College	22.8	58
Bachelor's degree	27.6	70
Master's degree	9.4	24
Doctoral degree	2.8	7
Professional degree (e.g. MD)	2.0	5
Other	2.0	5
Total	100	254
Position		
Full-time	95.7	243
Part-time	4.3	9
Total	100	254
Ethnic Group		
Aboriginal (e.g. Métis)	0.4	1
French Canadian	1.6	4
English Canadian	13.1	33
Bilingual Canadian	0.4	1

American	36.9	93
British	5.2	13
West European	4.4	11
East European	1.6	4
South European	2.0	5
Far Eastern	11.5	29
African	3.2	8
Caribbean	2.0	5
Middle Eastern	0.8	2
Latin American	0.4	1
Other	15.9	40
Total	100	252
Residence status		
US residence	44	106
Non-residence of US	56	135
Total	100	241

Table 3

Occupational Categories

Variable	% Yes	Frequency (yes)	% No	Frequency (No)
Occupational Categories				
Management occupation	93	36.3	163	63.7
Business, finance, and administration	115	44.9	141	55.1
Natural and applied sciences	31	12.3	222	87.7
Health occupation	21	8.3	233	91.7
Occupation in social sciences, education, government service, and religion	58	22.9	195	77.1
Occupation in art, culture, recreation, and sport	14	5.5	239	94.5
Sales and service occupation	67	26.3	168	73.7
Trades, transport, and equipment operators and related occupations	29	11.4	225	88.6
Occupation unique to primary industry	8	3.3	238	96.7
Occupation unique to processing, manufacturing, and utilities	18	7.1	237	92.9

Appendix B: Demographic Questions

The following questions ask about your background. Please answer as honestly and as accurately as possible.

1. Age: __________ (years)

2. Sex: (Please circle)

Male

Female

3. Which Ethnic or cultural group do you most identify with?

- ☐ Aboriginal (e.g., Métis)
- ☐ Central American (El Salvador, Hondoras, etc.)
- ☐ Scandinavian (Denmark, Sweden, Norway)
- ☐ French Canadian
- ☐ English Canadian
- ☐ Bilingual (French and English) Canadian
- ☐ American
- ☐ British (Scotland, Wales, England, North Ireland)
- ☐ West European (France, Germany, Holland, etc.)
- ☐ East European (Russia, Poland, Baltic States, Hungary, etc.)
- ☐ South European (Italy, Spain, Portugal, Greece, etc.)
- ☐ Far Eastern (Japan, China, India, etc.)
- ☐ African
- ☐ Caribbean
- ☐ Middle Eastern (Israel, Lebanon, Iraq, Iran, etc.)
- ☐ Latin American
- ☐ Other (please specify):___________

4. What is the highest level of education that you have obtained (please circle)?

Less than high school
High school or equivalent
Vocational/technical school
College
Bachelor's degree
Master's degree
Doctoral degree
Professional degree (e.g., MD)
Other (please specify): ________

5. How long have you worked for your current organization? __________ (years)

6. What is your current job position or job title? ________________

7. Are you currently a part-time or full-time employee? (Please circle)

Part-time
Full-time
Other (please specify): __________

8. Would your current job be considered a "Management Occupation?"

Management occupations are defined as:

"Legislators, senior management occupations and middle and other management occupations."

- Yes
- No

9. Would your current job be considered a "Business, Finance and Administration Occupation?"

Business, Finance and Administration Occupations are defined as:

"Occupations that are concerned with providing financial and business services, administrative and regulatory services and clerical supervision and support services."

- Yes
- No

10. Would your current job be considered a "Natural and Applied Sciences Related Occupation?"

Natural and Applied Sciences and Related Occupations are defined as:

"Professional and technical occupations in the sciences, including physical and life sciences, engineering, architecture and information technology."

- Yes
- No

11. Would your current job be considered a "Health Occupation?"

Health Occupations are defined as:

"Occupations concerned with providing health care services directly to patients and occupations that provide support to professional and technical health care staff."

- Yes
- No

12. Would your current job be considered an "Occupation in Social Sciences, Education, Government Service and Religion?"

Occupations in Social Sciences, Education, Government Service and Religion are defined as:

"Occupations that are concerned with law, teaching, counseling, conducting social science research, developing government policy, and administering government and other programs."

- Yes
- No

13. Would your current job be considered an "Occupation in Art, Culture, Recreation and Sport?"

Occupations in Art, Culture, Recreation and Sport are defined as:

"Professional and technical occupations related to art and culture, including the performing arts, film and video, broadcasting, journalism, writing, creative design, libraries and museums. It also includes occupations in recreation and sport."

- Yes
- No

14. Would your current job be considered a "Sales and Service Occupation?"

Sales and Service Occupations are defined as:

"Sales occupations, personal and protective service occupations and occupations related to the hospitality and tourism industries."

- Yes
- No

15. Would your current job be considered a "Trades, Transport and Equipment Operators and Related Occupations?"

Trades, Transport and Equipment Operators and Related Occupations are defined as:

"Construction and mechanical trades, trades supervisors and contractors and operators of transportation and heavy equipment."

- Yes
- No

16. Would your current job be considered an "Occupation Unique to Primary Industry"

Occupations Unique to Primary Industry are defined as:

"Supervisory and equipment operation occupations in the natural resource-based sectors of mining, oil and gas production, forestry and logging, agriculture, horticulture and fishing."

- Yes
- No

17. Would your current job be considered an "Occupation Unique to Processing, Manufacturing and Utilities?"

Occupations Unique to Processing, Manufacturing and Utilities are defined as:

"Supervisory and production occupations in manufacturing, processing and utilities."

- Yes
- No

Appendix C: Sexual Experiences Questionnaire (SEQ)

Section A

For each item, please check the box underneath the word or phrase which most closely describes your own experiences while working for your current organization.

Have you ever been in a situation at work where	Never	Once or twice	Sometimes	Often	Most of the time
1a. a male supervisor habitually told suggestive stories or offensive jokes?					
b. a male co-worker habitually told suggestive stories or offensive jokes?					
c. a male client/ subordinate habitually told suggestive stories or offensive jokes?					
2a. a male supervisor made crudely sexual remarks, either publicly, or to you privately?					
b. a male co-worker made crudely sexual remarks, either publicly, or to you privately?					
c. a male client/ subordinate made crudely sexual remarks, either publicly, or to you privately?					
3a. a male supervisor displayed or distributed sexist or suggestive materials (e.g., pictures, pornography)?					
b. a male co-worker displayed or distributed sexist or suggestive materials (e.g., pictures, pornography)?					

Have you ever been in a situation at work where	Never	Once or twice	Sometimes	Often	Most of the time
c. a male client/ subordinate displayed or distributed sexist or suggestive materials (e.g., pictures, pornography)?					
4a. a male supervisor treated you "differently" because of your gender?					
b. a male co-worker treated you "differently" because of your gender?					
c. a male client/ subordinate treated you "differently" because of your gender?					
5a. a male supervisor made sexist remarks (e.g., supporting the concept of gender appropriate careers).					
b. a male co-worker made sexist remarks (e.g., supporting the concept of gender appropriate careers).					
c. a male client/ subordinate made sexist remarks (e.g., supporting the concept of gender appropriate careers).					
6a. a male supervisor made remarks about your appearance, body or sexual activities that made you uncomfortable?					
b. a male co-worker made remarks about your appearance, body or sexual activities that made you uncomfortable?					
c. a male client/ subordinate made remarks about your appearance, body or sexual activities that made you uncomfortable?					

Have you ever been in a situation at work where	Never	Once or twice	Sometimes	Often	Most of the time
7a. a male supervisor was staring, leering, or ogling you in a way that was inappropriate, or that made you feel uncomfortable?					
b. a male co-worker was staring, leering, or ogling you in a way that was inappropriate, or that made you feel uncomfortable?					
c. a male client/ subordinate was staring, leering, or ogling you in a way that was inappropriate, or that made you feel uncomfortable?					
8a. a male supervisor made unwanted attempts to draw you into discussion of personal sexual matters (e.g., attempted to discuss or comment on your sex life)?					
b. a male co-worker made unwanted attempts to draw you into a discussion of personal sexual matters (e.g., attempted to discuss or comment on your sex life)?					
c. a male client/ subordinate made unwanted attempts to draw you into a discussion of personal sexual matters (e.g., attempted to discuss or comment on your sex life)?					
9a. a male supervisor engaged in what you considered seductive behaviour towards you (e.g., made flattering or suggestive remarks, asked you for a date, suggested that you get together for a drink, offered to give you a backrub)?					

Have you ever been in a situation at work where	Never	Once or twice	Sometimes	Often	Most of the time
b. a male co-worker engaged in what you considered seductive behaviour towards you (e.g., made flattering or suggestive remarks, asked you for a date, suggested that you get together for a drink, offered to give you a backrub)?					
c. a male client/ subordinate engaged in what you considered seductive behaviour towards you (e.g., made flattering or suggestive remarks, asked you for a date, suggested that you get together for a drink, offered to give you a backrub)?					
10a. you received unwanted sexual attention from a male supervisor?					
b. you received unwanted sexual attention from a male co-worker?					
c. you received unwanted sexual attention from a male client/ subordinate?					
11a. a male supervisor attempted to establish a romantic sexual relationship with you?					
b. a male co-worker attempted to establish a romantic sexual relationship with you?					
c. a male client/ subordinate attempted to establish romantic sexual relationship with you?					
12a. a male supervisor "propositioned" you?					
b. another male co-worker "propositioned" you?					
c. a male client/subordinate "propositioned" you?					

Have you ever been in a situation at work where	Never	Once or twice	Sometimes	Often	Most of the time
13a. a male supervisor made deliberate attempts to touch, fondle, kiss, or grab you?					
b. a male co-worker made deliberate attempts to touch, fondle, kiss, or grab you?					
c. a male client/ subordinate made deliberate attempts to touch, fondle, kiss, or grab you?					
14a. a male supervisor made unwanted attempts to touch or fondle you (e.g., stroking your leg or neck, touching your chest and so forth)?					
b. a male co-worker made unwanted attempts to touch or fondle you (e.g., stroking your leg or neck, touching your chest and so forth)?					
c. a male client/ subordinate made unwanted attempts to touch or fondle you (e.g., stroking your leg or neck, touching your chest and so forth)?					
15a. you have felt you were being subtly bribed with some sort of *reward* (e.g., a raise or preferential treatment) to engage in sexual behaviour with a male supervisor?					
b. you have felt you were being subtly bribed with some sort of *reward* (e.g., a raise or preferential treatment) to engage in sexual behaviour with another male co-worker?					
c. you have felt you were being subtly bribed with some sort of *reward* (e.g., a raise or to preferential treatment) engage in sexual behaviour with a male client/ subordinate?					

Have you ever been in a situation at work where …..	Never	Once or twice	Sometimes	Often	Most of the time
16a. you **actually** were rewarded by a male supervisor for being socially or sexually cooperative (e.g., going out to dinner, having drinks, establishing a sexual relationship)?					
b. you **actually** were rewarded by a male co-worker for being socially or sexually *cooperative* (e.g., going out to dinner, having drinks, establishing a sexual relationship)?					
c. you **actually** were rewarded by a male client/ subordinate for being socially or sexually *cooperative* (e.g., going out to dinner, having drinks, establishing a sexual relationship)?					
17a. you felt you were being subtly threatened with some sort of "punishment" for not being sexually cooperative with a male supervisor?					
b. you felt you were being subtly threatened with some sort of "punishment" for not being sexually cooperative with a male co-worker?					
c. you felt you were being subtly threatened with some sort of "punishment" for not being sexually cooperative with a male client/ subordinate?					
18a. you actually experienced negative consequences for refusing to engage in sexual activity with a male supervisor?					

b.	you actually experienced negative consequences for refusing to engage in sexual activity with a male co- worker?					

Have you ever been in a situation ...where......		Never	Once or twice	Sometimes	Often	Most of the time
c.	you actually experienced negative consequences for refusing to engage in sexual activity with a male client/ subordinate?					
19a.	you were raped by a male supervisor?					
b.	you were raped by a male co-worker?					
c.	you were raped by a male client/ subordinate?					
20a	you have been sexually harassed by a male supervisor?					
b.	you have been sexually harassed by a male co-worker?					
c.	you have been sexually harassed by a male client/ subordinate?					

Appendix D: SEQ behaviour that has affected them the most and status of the harasser

SECTION B

Please indicate which of the following experiences you feel has affected you the most by placing a checkmark in the box next to the item that most closely describes this experience. Please only select one item.

1. Another male supervisor/co-worker or client/subordinate habitually told suggestive stories or offensive jokes. ☐
2. Another male supervisor/co-worker or client/subordinate made crudely sexual remarks, either publicly, or to you privately. ☐
3. Another male supervisor/co-worker or client/subordinate displayed or distributed sexist or suggestive materials (e.g., pictures, pornography). ☐
4. Another male supervisor/co-worker or client/subordinate made sexist remarks (e.g., supporting the concept of gender appropriate careers). ☐
5. Another male supervisor/co-worker or client/subordinate made remarks about your appearance, body or sexual activities that made you uncomfortable. ☐
6. Another male supervisor/co-worker or client/subordinate was staring, leering, or ogling you in a way that was inappropriate, or that made you feel uncomfortable. ☐
7. Another male supervisor/co-worker or client/subordinate treated you differently because of your gender. ☐
8. Another male supervisor/co-worker or client/subordinate made unwanted attempts to draw you into a discussion of personal sexual matters (e.g., attempted to discuss or comment on your sex life). ☐
9. Another male supervisor/co-worker or client/subordinate engaged in what you considered seductive behaviour towards you (e.g., made flattering or suggestive remarks, asked you for a date, suggested that you get together for a drink, offered to give you a backrub). ☐

10. You were the recipient of unwanted sexual attention from another male supervisor/co-worker or client/subordinate. ☐

11. Another male supervisor/co-worker or client/subordinate attempted to establish a romantic sexual relationship with you. ☐

12. Another male supervisor/co-worker or client/subordinate propositioned you. ☐

13. Another male supervisor/co-worker or client/subordinate made deliberate attempts to touch, fondle, kiss or grab you. ☐

14. Another male supervisor/co-worker or client/subordinate made unwanted attempts to touch or fondle you (e.g., stroking your leg or neck, touching, your chest and so forth). ☐

15. You have felt you were being subtly bribed with some sort of reward (e.g., raise or preferential treatment) to engage in sexual behaviour with another male supervisor/co-worker or client/subordinate. ☐

16. You actually were rewarded by a male supervisor/ co-worker or client/subordinate for being socially cooperative (e.g., going to diner, having drinks, establishing a sexual relationship). ☐

17. You felt that you were being subtly threatened with some sort of punishment for not being sexually cooperative with another male supervisor/co-worker or client/subordinate. ☐

18. You actually experienced some negative consequences for refusing to engage in sexual activity with another male supervisor/co-worker or client/subordinate. ☐

19. You were raped by a male supervisor/co-worker or client/subordinate. ☐

On a scale from 1 (not very offensive) to 5 (very offensive), please indicate how offensive you found this experience to be.

1	2	3	4	5
Not very Offensive		Moderately Offensive		Very Offensive

Please indicate how long you experienced or have been experiencing this offensive behaviour (e.g. one day, one week, one month, one year, etc)?

____

Please indicate (by circling ONE of the following choices below) when you first began to experience the behaviour or experience that you feel has affected you the most.

Less than 12 months ago	1 – 2 years ago	3 – 5 years ago	6 – 10 years ago	More than 10 years ago

Appendix E: Coping with Harassment Questionnaire (CHQ)

Section B Continued

On a scale from 1 (never) to 5 (many times), please indicate how often or frequently you have engaged in each of the following behaviours in response to the above experience that you feel has affected you the most.

1. I told myself that it was not important.

1	2	3	4	5
Never		Some of the Time		Many Times

2. I tried to forget it.

1	2	3	4	5
Never		Some of the Time		Many Times

3. I tried to stay away from him.

1	2	3	4	5
Never		Some of the Time		Many Times

4. I stayed out of his way.

1	2	3	4	5
Never		Some of the Time		Many Times

5. I avoided being alone with him.

1	2	3	4	5
Never		Some of the Time		Many Times

6. I asked him to leave me alone.

1	2	3	4	5
Never		Some of the Time		Many Times

On a scale from 1 (never) to 5 (many times), please indicate how often or frequently you have engaged in each of the following behaviours in response to the above experience that you feel has affected you the most.

7. I tried to let him know that I didn't like what he was doing.

1	2	3	4	5
Never		Some of the Time		Many Times

8. I talked with someone that I trusted.

1	2	3	4	5
Never		Some of the Time		Many Times

9. I talked to my friends for support and understanding.

1	2	3	4	5
Never		Some of the Time		Many Times

10. I asked friends for advice.

1	2	3	4	5
Never		Some of the Time		Many Times

11. I talked with a supervisor, manager or union representative.

1	2	3	4	5
Never		Some of the Time		Many Times

12. I reported him.

1	2	3	4	5
Never		Some of the Time		Many Times

13. I made a formal complaint.

1	2	3	4	5
Never		Some of the Time		Many Times

On a scale from 1 (never) to 5 (many times), please indicate how often or frequently you have engaged in each of the following behaviours in response to the above experience that you feel has affected you the most.

14. I filed a formal grievance.

1	2	3	4	5
Never		Some of the Time		Many Times

Appendix F: Organizational Justice Scales

Section C

Please think carefully about your own organization as you answer the following questions. Read each statement carefully and then on a scale from *1 (to a small extent)* to *5 (to a large extent)* choose the number that best describes how you believe your organization would respond.

If you or someone in your organization were to file a formal sexual harassment complaint or grievance, to what extent would...

1. You be able to express your views and feelings during the grievance process?

1	2	3	4	5
To a small extent		To a moderate extent		To a large extent

2. You have influence over the final decision arrived at during these procedures?

1	2	3	4	5
To a small extent		To a moderate extent		To a large extent

3. These procedures be applied consistently?

1	2	3	4	5
To a small extent		To a moderate extent		To a large extent

4. These procedures be free from bias?

1	2	3	4	5
To a small extent		To a moderate extent		To a large extent

5. These procedures be based on accurate information?

1	2	3	4	5
To a small extent		To a moderate extent		To a large extent

6. You be able to appeal the outcome arrived at by these procedures?

1	2	3	4	5
To a small extent		To a moderate extent		To a large extent

7. These procedures uphold ethical and moral standards?

1	2	3	4	5
To a small extent		To a moderate extent		To a large extent

If you or someone within your organization were to file a formal sexual harassment grievance or complaint, to whom would you/they speak? (Please place a check mark beside the option that you feel most applies to you).

☐ a.) Authority figure (i.e. supervisor)

☐ b.) Union representative

☐ c.) Both (Authority figure and a union representative)

If you or someone in your organization were to speak to an authority figure such as a supervisor <u>(note: not the person who has been sexually harassing you)</u> about a sexual harassment complaint or grievance, to what extent would....

1a. He/she treat you in a polite manner?

1	2	3	4	5
To a small extent		To a moderate extent		To a large extent

2a. He/she treat you with dignity?

1	2	3	4	5
To a small extent		To a moderate extent		To a large extent

3a. He/she treat you with respect?

1	2	3	4	5
To a small extent		To a moderate extent		To a large extent

4a. He/she refrain from improper remarks or comments?

1	2	3	4	5
To a small extent		To a moderate extent		To a large extent

5a. He/she be candid in his/her communication with you?

1	2	3	4	5
To a small extent		To a moderate extent		To a large extent

6a. He/she thoroughly explain the grievance process?

1	2	3	4	5
To a small extent		To a moderate extent		To a large extent

7a. His/her explanations regarding the grievance procedures be reasonable?

1	2	3	4	5
To a small extent		To a moderate extent		To a large extent

8a. He/she communicate details in a timely manner?

1	2	3	4	5
To a small extent		To a moderate extent		To a large extent

9a. He/she tailor his/her communications to meet the individual's specific needs?

1	2	3	4	5
To a small extent		To a moderate extent		To a large extent

If you or someone in your organization were to speak to a union representative (note: not the person who has been sexually harassing you) a sexual harassment complaint or grievance, to what extent would....

1b. He/she treat you in a polite manner?

1	2	3	4	5
To a small extent		To a moderate extent		To a large extent

2b. He/she treat you with dignity?

1	2	3	4	5
To a small extent		To a moderate extent		To a large extent

3b. He/she treat you with respect?

1	2	3	4	5
To a small extent		To a moderate extent		To a large extent

4b. He/she refrain from improper remarks or comments?

1	2	3	4	5
To a small extent		To a moderate extent		To a large extent

5b. He/she be candid in his/her communication with you?

1	2	3	4	5
To a small extent		To a moderate extent		To a large extent

6b. He/she thoroughly explain the grievance process?

1	2	3	4	5
To a small extent		To a moderate extent		To a large extent

7b. His/her explanations regarding the grievance procedures be reasonable?

1	2	3	4	5
To a small extent		To a moderate extent		To a large extent

8b. He/she communicate details in a timely manner?

1	2	3	4	5
To a small extent		To a moderate extent		To a large extent

9b. He/she tailor his/her communications to meet the individual's specific needs?

1	2	3	4	5
To a small extent		To a moderate extent		To a large extent

If you or someone with your organization were to file a formal sexual harassment complaint or grievance, to what extent would the final decision or resolution....

1. Be favourable towards the person filing the grievance.

1	2	3	4	5
To a small extent		To a moderate extent		To a large extent

2. Be consistent with the outcome they feel they that they would deserve.

1	2	3	4	5
To a small extent		To a moderate extent		To a large extent

3. Be easy to accept.

1	2	3	4	5
To a small extent		To a moderate extent		To a large extent

4. Be consistent with their needs for filing a grievance.

1	2	3	4	5
To a small extent		To a moderate extent		To a large extent

5. Be consistent with the solution found for others who found themselves in similar circumstances.

1	2	3	4	5
To a small extent		To a moderate extent		To a large extent

Appendix G: Initial Recruitment from Study Response Project

Participant [ID]: New Survey Invitation

Dear StudyResponse Project Participant:

We are requesting your assistance with a study conducted by a researcher at the University of Windsor on the topic of Work Related Conflicts. You must be female, at least 18 years of age and currently employed to participate in the survey. The study will take you approximately 20-25 minutes to complete. Please note that if you choose not to respond now you will receive another reminder in a couple of weeks.

This study is anonymous, so please do not enter any identifying information into the research instrument except your StudyResponse ID, which is [ID]. The researcher has pledged to keep your data confidential and only to report aggregated results in any published scientific study.

In appreciation of your choice to participate in the project, we will enter you into a random drawing for a gift certificate to Amazon.com. The researcher has provided StudyResponse with funding for 5 gift certificates to Amazon.com worth 54 each. The drawing for the 5 gift certificate will be held on February 29, 2008. Note that your StudyResponse ID number is [ID] (also shown in the subject line of this message) and that you must enter that number into the survey to be eligible for the random drawing.

Follow this link to participate:

http://studyresponse.syr.edu/sr1468gcredir.asp?srid=999999

Participation in this study is voluntary and you may withdraw from participation at any time. If you have any questions about the study you may contact the researcher directly:

Andrea Butler
Department of Psychology
University of Windsor
Email: butlerq@uwindsor.ca

Greg A. Chung-Yan, Ph.D.
Assistant Professor, Industrial & Organizational Psychology
Department of Psychology
University of Windsor
Phone: (519) 253-3000, x4091
E-mail: gcy@uwindsor.ca

We very much appreciate your participation in the StudyResponse project and your willingness to consider completing this study.

You received this email because you signed up as a research participant for the StudyResponse project, which is based at Syracuse University's School of Information Studies, in Syracuse NY, USA. You also provided a confirmation of that signup in a subsequent step. The StudyResponse project has received institutional review board approval (#02165), affirming our commitment to ethical treatment of research participants.

Appendix H: Letter of Information

Welcome to a Web Based Study on: Employee Responses and Reactions to Interpersonal Conflict within the Workplace

My name is Andrea Butler and I am a graduate student from the Psychology department at the University of Windsor. I am looking for **female employees only.** This study will examine how employees respond and react to various work-related conflicts. This project is the basis of my Master's thesis research, under the supervision of Dr. Greg Chung-Yan.

If you agree to participate in this study, you will be asked to complete an online survey containing some questions of a personal nature, about your previous work experience and the stresses that you may have experienced. Your participation in this study is completely voluntary. **Your answers will remain confidential.** Your answers will only be released as summaries grouped with other people's responses. Internet security steps will also be included once you exit the survey so that others who have access to your computer cannot see that you viewed this study's website. Completing the entire survey should only take you between 20 and 25 minutes

If you would like to proceed to filling out the online survey, **please proceed to the website,** where you will be asked to read and provide consent for your participation in the study.

If you have any questions or comments about this study, please feel free to contact me at butlerq@uwindsor.ca, or my supervisor, Dr. Greg Chung Yan (519-253-3000, ext. 4091, e-mail: gcy@uwindsor.ca).

Your participation is greatly appreciated. Thank you very much for your time.

Andrea Butler
Department of Psychology
University of Windsor

Appendix I: Consent Form

CONSENT TO PARTICIPATE IN RESEARCH

Please read this page so that you know what this study is about and what you are being asked to do. It is our responsibility to make sure that you are familiar with the general nature of this study, and that you understand the risks and benefits associated with participating in this study. In this way, you can decide in a free and informed manner, whether you want to participate or not.

TITLE OF STUDY: Employee Responses and Reactions to Interpersonal Conflict within the Workplace.

You are asked to participate in a research study conducted by Andrea Butler, under the supervision of Dr. Greg Chung-Yan, from the Department of Psychology at the University of Windsor. The study is in fulfillment of Ms. Butler's Master's thesis.

If you have any questions or concerns about the research, please feel free to contact the primary researcher at butlerq@uwindsor.ca or Greg Chung-Yan at 519-253-3000 ext. 4091, e-mail: gcy@uwindsor.ca.

PURPOSE OF THE STUDY

The purpose of this study is to examine how individual employees respond and react to various work-related conflicts.

HOW TO PARTICIPATE

If you volunteer to participate in this study, we would ask you to do the following things:

First, please read through this consent form and decide whether or not you would like to participate in this study. To participate, please do the following:

> 1) Click the "I Agree" button at the bottom of this page. By clicking the "I Agree" button, you have provided your consent to participate.

2) Please follow the instructions for completing the survey questions, which will be found at the beginning of each survey section.

You will be asked to complete an online survey. As part of this survey, you will be presented with a series of questions that will ask about past work-related conflicts that you may have experienced. If you wish, you can stop the survey half way through, save your responses, and return to it at a later time. Following completion of the survey, or once you exit the survey, you will be provided with an information letter that will contain a list of resources. Completing the entire survey should take you between 20 and 25 minutes.

POTENTIAL RISKS AND DISCOMFORTS

There are limited potential risks or discomforts expected to come from your participation in this study. However, some of the questions in the survey are of a very personal nature, including some questions about experiences of unwanted sexual behaviours that you may have experienced while working for your current organization. If you feel uncomfortable answering any of these questions, you are free not to answer these questions or not to complete the questionnaire. Your specific responses will not be shared with your employer or any of your co-workers. Also, due to the sensitive and personal nature of this research topic, you may experience negative emotions related to something you might have experienced in the past, or are currently experiencing. A list of community resources will be provided to all participants. Please contact any of these resources if you would like to further discuss any of your experiences.

POTENTIAL BENEFITS TO SUBJECTS AND/OR SOCIETY

Although you will not gain any specific personal benefit from participating in this study, your participation will allow for a greater understanding of the factors that affect how employees respond to interpersonal conflict in the workplace.

PAYMENT FOR PARTICIPATION

Participants will be entered into a draw for one of five, $54 gift certificates to Amazon.com. The draw is conducted by the StudyResponse Project. Your contact information will **NOT** be linked to your survey responses in any way.

CONFIDENTIALITY

Your questionnaire responses are completely confidential and anonymous. Your answers cannot be matched to your identity or location and will be released only as summaries grouped with other people's responses. Information about the computer and Internet service provider you are using will not be collected. Your survey responses are entered into a non-identifiable data file with other people's responses.

PARTICIPATION AND WITHDRAWAL

You may choose whether to be in this study or not. If you volunteer to be in this study, you may withdraw at anytime without consequences of any kind. You may also refuse to answer any questions you do not want to answer and still remain in the study. However, any research study benefits from having as much complete information from participants, as possible. You can withdraw your data at any time prior to the end of the survey by exiting the study or by closing your web browser window or by clicking on the withdraw data button at the bottom of each page. The investigator also has the right to withdraw your data.

FEEDBACK OF THE RESULTS OF THIS STUDY TO THE SUBJECTS

It is expected that the results of this study will be available on the University of Windsor REB website (http://www.uwindsor.ca/reb) in the Fall of 2008.

SUBSEQUENT USE OF DATA

This data may be used in subsequent studies.

RIGHTS OF RESEARCH SUBJECTS

You may withdraw your consent at any time and discontinue participation without penalty. If you have questions regarding your rights as a research subject, contact: Research Ethics Coordinator, University of Windsor, Windsor, Ontario, N9B 3P4: Telephone: 519-253-3000, ext. 3948; e-mail:ethics@uwindsor.ca.

SIGNATURE OF RESEARCH SUBJECT/LEGAL REPRESENTATIVE

By clicking the button labeled "I agree and wish to participate," I am indicating that I understand the information provided for the study "Employee Responses and Reactions to Interpersonal Conflict within the Workplace" as described herein. My questions have been answered to my satisfaction, and I agree to participate in this study. I am encouraged to print this form for my records.

I Agree and Wish to Participate

I Do not Wish to Participate

Andrea Butler Jan. 25/08

Signature of Researcher

Appendix J: Comments

Please feel free to let us know in the space provided below (Approx. 400 characters); if there is anything else you would like us to know about your work-related experience. No one will contact you as a result of any comments you make.

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Appendix K: Research Summary

Thank you for participating. We are interested in studying factors that make female employees more likely to use their organizations sexual harassment polices and or complaint (grievance) procedures. In particular, we are focusing on whether or not employees believe that the sexual harassment polices at their places of work are fair and supportive. Ultimately, we are interested in how these beliefs affect how women respond and are affected when sexually harassed.

Approximately 50% of all women will experience some form of sexual harassment during their working lives (Fitzgerald, 1988). Sexual harassment can also lead to negative psychological, physical and work related effects. For example, women who report being sexually harassed often report sleep disturbances, feeling depressed or feeling guilty or being dissatisfied with their work. Because of these negative effects, many researchers have examined how women respond when harassed. They have found that few sexually harassed women decide to seek formal organizational support and file a formal sexual harassment complaint or grievance. As a result, more research into what factors encourage the use of sexual harassment polices is needed. By participating in this study, you have made a significant contribution to this research area. Your responses may also be used to help organizations ensure that their polices are fair and just. This research may also be used to help all organizations work towards creating supportive work environments for their employees.

Please take a look at the list of resources that is provided to you. This list contains contact information for various services in case you wish to contact someone to talk about some of your past or present experiences. You can contact the Canadian Humans Rights Commission or the U.S. Equal Employment Opportunity Commission if you wish to obtain more information on sexual harassment within the workplace.

Thank you for your participation!

Appendix L: List of Community Resources and Service

List of Community Resources and Services

The following resources are agencies designed to help:

Canadian Human Right Commission

The Canadian Human Rights Commission administers the *Canadian Human Rights Act* and is responsible for ensuring compliance with the *Employment Equity Act*. Both laws ensure that the principles of equal opportunity and non-discrimination are followed in all areas of federal jurisdiction.

Outlines what behaviours can be considered sexual harassment under the law, the employer's responsibilities as well as provides suggestions for how to deal with harassment when it occurs.

Toll Free: 1-888-214-1090
http://www.chrc-ccdp.ca

The U.S. Equal Employment Opportunity Commission

The US Equal Employment Opportunity Commission outlines what behaviours can be considered sexual harassment under the law. They also provide suggestions for how to deal with these types of behaviour when they occur. They outline the steps involved in filing a formal discrimination charge as well as provide statistics concerning the number and the nature of sexual harassment charges that they receive.

1-800-669-4000

By Email:

Please include your zip code and/or city and state so that your email will be sent to the appropriate office.
info@eeoc.gov
http://www.eeoc.gov/types/sexual_harassment.html

Equality and Human Rights Commission (Britain)

The new commission works towards eliminating discrimination, reducing inequality as well as protecting human rights.

Outlines what incidents are considered sexual harassment and where individuals can obtain legal help.

http://www.equalityhumanrights.com/en/yourrights/equalityanddiscrimination/gender/atwork/Sexualharassment/Pages/Sexualharrassmentwhatthe.aspx

0845 604 6610 – England main phone number 9:00 am-5:00 pm
0845 604 8810 - Wales main phone number
0845 604 5510 - Scotland Main phone number

Sexual Harassment Resources

Contains a variety of US community resources for those individuals dealing with sexual harassment as well as provides a variety of International resources.

http://library.uncg.edu/depts/docs/us/harassment.asp#United

Appendix M: Internet security measures

Here are Internet security steps that can be taken if you wish to prevent others who have access to your computer from seeing that you viewed this study's website. These instructions were taken directly from The Broken Spirits Network, which can be accessed at: http://www.brokenspirits.com/security/web_security.asp

Clearing the Internet cache

Risk: Low

Possible Repercussions: Any other user shouldn't notice a difference. However if they check the temporary internet files folder it will be empty, which might seem unusual. The probability that anyone would look in this folder is very small. Less than 1% of internet users even know where this folder is.

The Internet cache is designed to help pages load faster by storing images and web pages locally on your machine. This can result in a security risk if an unwanted viewer decides to poke through the cache folder. To prevent unwanted security risks please follow the following directions to clear your internet cache.

1. From the menu bar select "Tools"

2. Select the option "Internet Options"

3. Under the "General" Tab look for "Temporary Internet Files"

4. Click on the "Delete Files" button

5. Select the "Delete All Offline Content" checkbox and click "Ok"

6. Click "Ok" once more to return to your browser.

Removing sites from your browser history

Risk: Moderate

Possible Repercussions: If this is done properly there will be no obvious sign that anything has been changed. However if you delete the entire history there is a large possibility that other users may notice that their history has been cleared.

The browser history is designed to store previous visits in an area that is easily accessible at the click of a button. This is useful when you forget to bookmark a site and remember visiting it last week and wish to return. Unfortunately, in the case that you are researching sensitive material that you do not wish others to see, this can be a security risk. To

prevent unwanted security risks please follow the following directions to remove particular sites from your browsers history.

1. From the menu bar select "View"

2. Highlight "Explorer Bar"

3. Select "History"

4. A bar will show up on the left of your browser. Select the item you wish to delete.

5. Right Click on the selected Folder and select "Delete".

Removing cookies from your hard drive

Risk: High

Possible Repercussions: If this is done properly there will be no sign that anything has been changed. However if you delete ALL of the cookie files there is a very large possibility that other users may notice the change.

Cookies are small pieces of code left behind by web pages to store information frequently requested. For example if I clicked on a checkbox to say "save my login information" it would then write a cookie onto my hard drive that I can call next time you visit the site, preventing you from having to login again. This is why it can be very dangerous to delete all of the cookie files. If you delete all of them, all of the stored passwords, user information, and preferences from various sites will be forgotten and you will have to re-enter this information. This will be an obvious change. However, if you follow the directions below, we will instruct you how to delete only the cookies from sites which are high risk. In addition not all browsers will allow you to delete a single item.

1. From the menu bar select "Tools"

2. Select the option "Internet Options"

3. Under the "General" Tab look for "Temporary Internet Files"

4. Click on the "Settings" button

5. Click on the "View Files" button

6. A list of cookies will appear.
Most of the filenames will be in this format.
username@domain [ie. user@cnet]

7. Select the cookie you wish to delete

8. Right mouse click & Select "Delete"

Appendix N: Table 6

Table 6

SEQ Item Endorsement

Item Number	SEQ Behaviour	Type of Harassment	Frequency (N) Endorsed	Percent Endorsed	Total who Responded
1.a	a male supervisor habitually told suggestive stories or offensive jokes?	Gender harassment	142	55.3%	257
1.b	a male co-worker habitually told suggestive stories or offensive jokes?	Gender harassment	177	68.9%	257
1.c	a male client/ subordinate habitually told suggestive stories or offensive jokes?	Gender harassment	139	54.5%	255
2.a	a male supervisor made crudely sexual remarks, either publicly, or to you privately?	Gender harassment	92	36.6%	255
2.b	a male co-worker made crudely sexual remarks, either publicly, or to you privately?	Gender harassment	117	45.9%	255
2.c	a male client/ subordinate made crudely sexual remarks, either publicly, or to you privately?	Gender harassment	94	36.6%	257
3.a	a male supervisor displayed or distributed sexist or suggestive materials (e.g.,	Gender harassment	49	19.1%	257

	pictures, pornography)?				
3.b	a male co-worker displayed or distributed sexist or suggestive materials (e.g., pictures, pornography)?	Gender harassment	71	28.0%	254
3.c	a male client/ subordinate displayed or distributed sexist or suggestive materials (e.g., pictures, pornography)?	Gender harassment	52	20.4%	255
4.a	a male supervisor treated you "differently" because of your gender?	Gender harassment	144	56.0%	257
4.b	a male co-worker treated you "differently" because of your gender?	Gender harassment	154	60.0%	257
4.c	a male client/ subordinate treated you "differently" because of your gender?	Gender harassment	151	59.0%	256
5.a	a male supervisor made sexist remarks (e.g., supporting the concept of gender appropriate careers).	Gender harassment	109	42.7%	255
5.b	a male co-worker made sexist remarks (e.g., supporting the concept of gender appropriate careers).	Gender harassment	128	50.2%	255
5.c	a male client/ subordinate made sexist remarks (e.g., supporting the concept	Gender harassment	103	40.6%	254

	of gender appropriate careers).				
6.a	a male supervisor made remarks about your appearance, body or sexual activities that made you uncomfortable?	Unwanted sexual attention	88	34.5%	255
6.b	a male co-worker made remarks about your appearance, body or sexual activities that made you uncomfortable?	Unwanted sexual attention	109	42.7%	255
6.c	a male client/ subordinate made remarks about your appearance, body or sexual activities that made you uncomfortable?	Unwanted sexual attention	89	34.9%	255
7.a	a male supervisor was staring, leering, or ogling you in a way that was inappropriate, or that made you feel uncomfortable?	Unwanted sexual attention	83	32.5%	255
7.b	a male co-worker was staring, leering, or ogling you in a way that was inappropriate, or that made you feel uncomfortable?	Unwanted sexual attention	112	44.1%	254
7.c	a male client/ subordinate was staring, leering, or ogling you in a way that was inappropriate, or that made you feel	Unwanted sexual attention	110	43.3%	254

	uncomfortable?				
8.a	a male supervisor made unwanted attempts to draw you into a discussion of personal sexual matters (e.g., attempted to discuss or comment on your sex life)?	Unwanted sexual attention	60	23.6%	254
8.b	a male co-worker made unwanted attempts to draw you into a discussion of personal sexual matters (e.g., attempted to discuss or comment on your sex life)?	Unwanted sexual attention	94	36.9%	255
8.c	a male client/ subordinate made unwanted attempts to draw you into a discussion of personal sexual matters (e.g., attempted to discuss or comment on your sex life)?	Unwanted sexual attention	73	28.9%	253
9.a	a male supervisor engaged in what you considered seductive behaviour towards you (e.g., made flattering or suggestive remarks, asked you for a date, suggested that you get together for a drink, offered to give you a backrub)?	Unwanted sexual attention	74	29.2%	253
9.b	a male co-worker engaged in what you considered seductive behaviour towards you	Unwanted sexual attention	104	40.8%	255

	(e.g., made flattering or suggestive remarks, asked you for a date, suggested that you get together for a drink, offered to give you a backrub)?				
9.c	a male client/ subordinate engaged in what you considered seductive behaviour towards you (e.g., made flattering or suggestive remarks, asked you for a date, suggested that you get together for a drink, offered to give you a backrub)?	Unwanted sexual attention	102	40.0%	255
10.a	you received unwanted sexual attention from a male supervisor?	Unwanted sexual attention	79	31.0%	255
10.b	you received unwanted sexual attention from a male co-worker?	Unwanted sexual attention	108	42.5%	254
10.c	you received unwanted sexual attention from a male client/ subordinate?	Unwanted sexual attention	97	38.2%	254
11.a	a male supervisor attempted to establish a romantic sexual relationship with you?	Unwanted sexual attention	59	23.0%	256
11.b	a male co-worker attempted to establish a romantic sexual relationship with you?	Unwanted sexual attention	91	35.7%	255
11.c	a male client/ subordinate attempted	Unwanted sexual	72	28.6%	252

	to establish romantic sexual relationship with you?	attention			
12.a	a male supervisor "propositioned" you?	Unwanted sexual attention	52	20.6%	253
12.b	another male co-worker "propositioned" you?	Unwanted sexual attention	75	29.6%	253
12.c	a male client/ subordinate "propositioned" you?	Unwanted sexual attention	60	23.7%	253
13.a	a male supervisor made deliberate attempts to touch, fondle, kiss, or grab you?	Unwanted sexual attention	44	17.3%	254
13.b	a male co-worker made deliberate attempts to touch, fondle, kiss, or grab you?	Unwanted sexual attention	59	23.3%	253
13.c	a male client/ subordinate made deliberate attempts to touch, fondle, kiss, or grab you?	Unwanted sexual attention	42	16.7%	252
14.a	a male supervisor made unwanted attempts to touch or fondle you (e.g., stroking your leg or neck, touching your chest and so forth)?	Unwanted sexual attention	44	17.3%	254
14.b	a male co-worker made unwanted attempts to touch or	Unwanted sexual attention	58	22.7%	255

	fondle you (e.g., stroking your leg or neck, touching your chest and so forth)?				
14.c	a male client/ subordinate made unwanted attempts to touch or fondle you (e.g., stroking your leg or neck, touching your chest and so forth)?	Unwanted sexual attention	36	14.1%	255
15.a	you have felt you were being subtly bribed with some sort of *reward* (e.g., a raise or preferential treatment) to engage in sexual behaviour with a male supervisor?	Sexual coercion	14	5.5%	254
15.b	you have felt you were being subtly bribed with some sort of *reward* (e.g., a raise or preferential treatment) to engage in sexual behaviour with another male co-worker?	Sexual coercion	19	7.5%	254
15.c	you have felt you were being subtly bribed with some sort of *reward* (e.g., a raise or preferential treatment) to engage in sexual behaviour with another male subordinate/client?	Sexual coercion	26	10.2%	255
16.a	you **actually** were rewarded by a	Sexual coercion	14	5.6%	252

	male supervisor for being socially or sexually cooperative (e.g., going out to dinner, having drinks, establishing a sexual relationship)?				
16.b	you **actually** were rewarded by a male co-worker for being socially or sexually *cooperative* (e.g., going out to dinner, having drinks, establishing a sexual relationship)?	Sexual coercion	15	5.9%	255
16.c	you **actually** were rewarded by a male client/ subordinate for being socially or sexually *cooperative* (e.g., going out to dinner, having drinks, establishing a sexual relationship)?	Sexual coercion	11	4.4%	252
17.a	you felt you were being subtly threatened with some sort of "punishment" for not being sexually cooperative with a male supervisor?	Sexual coercion	27	10.6%	254
17.b	you felt you were being subtly threatened with some sort of "punishment" for not being sexually cooperative with a male co-worker?	Sexual coercion	24	9.4%	255
17.c	you felt you were being subtly threatened with some sort of	Sexual coercion	23	9.1%	254

	"punishment" for not being sexually cooperative with a male client/ subordinate?				
18.a	you actually experienced negative consequences for refusing to engage in sexual activity with a male supervisor?	Sexual coercion	14	5.5%	254
18.b	you actually experienced negative consequences for refusing to engage in sexual activity with a male co-worker?	Sexual coercion	15	5.9%	255
18.c	you actually experienced negative consequences for refusing to engage in sexual activity with a male client/ subordinate?	Sexual coercion	23	9.0%	255
19.a	you were raped by a male supervisor?	Sexual coercion	9	3.5%	254
19.b	you were raped by a male co-worker?	Sexual coercion	9	3.5%	254
19.c	you were raped by a male client/ subordinate?	Sexual coercion	8	3.2%	253
20.a	you have been sexually harassed by a male supervisor?		52	20.5%	254
20.b	you have been sexually harassed by a male co-worker?		64	25.1%	255

20.c	you have been sexually harassed by a male client/ subordinate?	45	17.6%	255

Appendix O: Tables 8-12

Table 8

Summary of Hierarchical Regression Analyses for the Effects of Distributive, Procedural and Interactional justice on Advocacy Seeking Responses (reporting)

Variable	Advocacy Seeking								
	Step 1			Step 2			Step 3		
	B	*SE*	β	*B*	*SE*	β	*B*	*SE*	β
Step 1									
Age	-.01	.01	-.10	-.00	.01	-.03	-.00	.01	-.03
Subordinate/client	-.25	.14	-.13	-.08	.13	-.04	-.11	.13	-.06
Co-worker	-.23	.13	-.14	-.10	.11	-.06	-.10	.12	-.05
Supervisor	-.29	.16	-.13	-.32	.14	-.14	-.31	.14	-.14
More than one perpetrator	-.25	.14	-.16	-.09	.13	-.05	-.12	.13	-.07
Step 2									
Sexual Harassment frequency				.77**	.10**	.51**	.78**	.10**	.51**
Step 3									
Distributive justice							.08	.07	.10
Procedural justice							.06	.08	.09
Interactional justice							-.08	.08	-.10
Model *F (df)*	1.95 (4, 203)			15.49 (5, 202)			10.20 (8, 199)		
Overall R^2	.04			.28			.29		
ΔR^2				.24			.01		
Adjusted R^2	.02			.26			.26		

$^{*}p < .05$; $^{**}p < .01$

Table 9

Summary of Hierarchical Regression Analyses for the Effects of Distributive, Procedural and Interactional justice on Denial

Variable	Denial								
	Step 1			Step 2			Step 3		
	B	*SE*	β	*B*	*SE*	β	*B*	*SE*	β
Step 1									
Age	.01	.01	.05	.01	.01	.08	.01	.01	.09
Subordinate/client	.01	.24	.00	.13	.24	.04	.10	.24	.03
Co-worker	.04	.22	.02	.06	.02	.06	.06	.02	.06
Supervisor	.04	.28	.01	.02	.27	.01	.02	.27	.01
More than one perpetrator	-.01	.23	-.00	-.13	.24	-.05	-.10	.24	-.04
Step 2									
Sexual Harassment frequency				.58**	.18**	.23**	.58**	.18**	.23**
Step 3									
Distributive justice							.14	.14	.12
Procedural justice							.01	.15	.01
Interactional justice							-.10	.15	-.08
Model *F (df)*	0.15 (4, 203)			2.18 (5, 202)			1.54 (8, 199)		
Overall R^2	.00			.05			.06		
ΔR^2				.05			.01		
Adjusted R^2	.00			.03			.02		

$^{*}p < .05$; $^{**}p < .01$

Table 10

Summary of Hierarchical Regression Analyses for the Effects of Distributive, Procedural and Interactional justice on Avoidance

Variable	Avoidance								
	Step 1			Step 2			Step 3		
	B	*SE*	β	*B*	*SE*	β	*B*	*SE*	β
Step 1									
Age	.01	.01	.07	.02	.01	.11	.02	.01	.12
Subordinate/client	.04	.28	.01	.13	.28	.04	.26	.28	.07
Co-worker	.04	.26	.01	.06	.11	.25	.12	.25	.04
Supervisor	-.07	.32	-.02	-.01	.31	-.02	-.11	.31	-.03
More than one perpetrator	-.04	.28	-.01	-.13	.28	-.04	-.26	.28	-.09
Step 2									
Sexual Harassment frequency				.80**	.21**	.27**	.76**	.21**	.26**
Step 3									
Distributive justice							-.15	.16	-.11
Procedural justice							-.11	.17	-.08
Interactional justice							.00	.16	.00
Model *F (df)*	0.29 (4, 203)			3.15 (5, 202)			2.80 (8, 199)		
Overall R^2	.01			.07			.10		
ΔR^2				.07			.03		
Adjusted R^2	.01			.05			.07		

$^{*}p < .05$; $^{**}p < .01$

Table 11

Summary of Hierarchical Regression Analyses for the Effects of Distributive, Procedural and Interactional justice on Confrontation/negotiation

Variable	Confrontation/Negotiation								
	Step 1			Step 2			Step 3		
	B	*SE*	β	*B*	*SE*	β	*B*	*SE*	β
Step 1									
Age	.01	.01	.06	.02	.01	.12	.02	.01	.14
Subordinate/client	.02	.26	.01	.25	.24	.07	.21	.24	.06
Co-worker	.12	.24	.04	.09	.22	.03	.09	.22	.04
Supervisor	-.12	.30	-.03	-.15	.27	-.04	-.15	.27	-.04
More than one perpetrator	-.12	.26	-.01	-.25	.24	-.09	-.21	.24	-.07
Step 2									
Sexual Harassment frequency				1.2^{**}	$.18^{**}$	$.44^{**}$	1.2^{**}	$.18^{**}$	$.45^{**}$
Step 3									
Distributive justice							.30	.14	.22
Procedural justice							-.02	.14	-.02
Interactional justice							-.22	.14	-.16
Model *F (df)*	0.29 (4, 203)			9.37 (5, 202)			6.67 (8, 199)		
Overall R^2	.01			.19			.21		
ΔR^2				.18			.02		
Adjusted R^2	.01			.17			.18		

$^{*}p < .05$; $^{**}p < .01$

Table 12

Summary of Hierarchical Regression Analyses for the Effects of Distributive, Procedural and Interactional justice on Social Support Seeking

Variable	Social Support Seeking								
	Step 1			Step 2			Step 3		
	B	*SE*	β	*B*	*SE*	β	*B*	*SE*	β
Step 1									
Age	.00	.01	.03	.00	.01	.01	.00	.01	.02
Subordinate/client	.02	.24	.01	.18	.23	.06	.19	.24	.06
Co-worker	-.52	.22	-.18	-.40	.21	-.14	-.38	.22	-.13
Supervisor	-.32	.27	-.09	-.34	.26	-.09	-.33	.26	-.09
More than one perpetrator	-.02	.25	-.01	-.17	.23	-.09	-.20	.24	-.08
Step 2									
Sexual Harassment frequency				.72**	.18**	.28**	.71**	.18**	.28**
Step 3									
Distributive justice							.05	.14	.04
Procedural justice							.04	.14	.03
Interactional justice							-.11	.14	-.08
Model *F (df)*	1.85 (4, 203)			4.98 (5, 202)			3.15(8, 199)		
Overall R^2	.04			.11			.11		
Δ R^2				.07			.00		
Adjusted R^2	.02			.09			.08		

$^{*}p < .05$; $^{**}p < .01$

Appendix P: Tables 19-22

Table 19

Summary of Hierarchical Regression Analyses for the Effects of Global Organizational Justice and Sexual Harassment Frequency Interaction on Denial

Variable	Denial								
	Step 1			Step 2			Step 3		
	B	*SE*	β	*B*	*SE*	β	*B*	*SE*	β
Step 1									
Age	.01	.01	.05	.01	.01	.08	.01	.01	.09
Subordinate/client	.01	.24	.00	.13	.24	.04	.10	.24	.03
Co-worker	.04	.22	.02	.06	.02	.06	.05	.22	.02
Supervisor	.04	.28	.01	.02	.27	.01	.02	.27	.01
More than one perpetrator	-.01	.23	-.00	-.13	.24	-.05	-.10	.24	-.04
Step 2									
SEQ				.58**	.18**	.23**	.59**	.18**	.23**
OJ				.05	.10	.04	.06	.10	.04
Step 3									
SEQ x OJ							-.18	.21	-.06
Model *F (df)*	0.15 (4, 203)			1.86 (6, 201)			1.70 (7, 200)		
Overall R^2	.00			.05			.06		
ΔR^2				.05			.01		
Adjusted R^2	.00			.02			.02		

Note: SEQ = Sexual harassment frequency: OJ = Perceptions of global organizational justice

$^{*}p < .05$; $^{**}p < .01$

Table 20

Summary of Hierarchical Regression Analyses for the Effects of Global Organizational Justice and Sexual Harassment Frequency Interaction on Avoidance

Variable	Avoidance								
	Step 1			Step 2			Step 3		
	B	*SE*	β	*B*	*SE*	β	*B*	*SE*	β
Step 1									
Age	.01	.01	.07	.02	.01	.11	.02	.01	.12
Subordinate/client	.04	.28	.01	.13	.28	.04	.26	.28	.07
Co-worker	.04	.26	.01	.06	.11	.25	.14	.25	.04
Supervisor	-.07	.32	-.02	-.01	.31	-.02	-.11	.31	-.03
More than one perpetrator	-.04	.28	-.01	-.13	.28	-.04	-.26	.28	-.09
Step 2									
SEQ				$.76^{**}$	$.21^{**}$	$.26^{**}$	$.75^{**}$	$.21^{**}$	$.25^{**}$
OJ				$-.26^{*}$	$.11^{*}$	$-.17^{*}$	$-.27^{*}$	$.11^{*}$	$-.17^{*}$
Step 3									
SEQ x OJ							.01	.24	.03
Model *F (df)*	0.29 (4, 203)			3.65 (6, 201)			3.14 (7, 200)		
Overall R^2	.01			.10			.10		
Δ R^2				.10			.00		
Adjusted R^2	.01			.07			.07		

Note: SEQ = Sexual harassment frequency: OJ = Perceptions of global organizational justice

$^{*}p < .05$; $^{**}p < .01$

Table 21

Summary of Hierarchical Regression Analyses for the Effects of Global Organizational Justice and Sexual Harassment Frequency Interaction on Confrontation/negotiation

Variable	Confrontation/Negotiation								
	Step 1			Step 2			Step 3		
	B	*SE*	β	*B*	*SE*	β	*B*	*SE*	β
Step 1									
Age	.01	.01	.06	.02	.01	.12	.02	.01	.12
Subordinate/client	.02	.26	.01	.25	.24	.07	.24	.24	.07
Co-worker	.12	.24	.04	.09	.22	.03	.09	.22	.03
Supervisor	-.12	.30	-.03	-.15	.27	-.04	-.15	.27	-.04
More than one perpetrator	-.12	.26	-.01	-.25	.24	-.09	-.23	.24	-.09
Step 2									
SEQ				1.2**	.18**	.44**	1.2**	.18**	.44**
OJ				.05	.10	.04	.04	.10	.03
Step 3									
SEQ x OJ							.28	.21	.09
Model *F (df)*	0.29 (4, 203)			7.83 (6, 201)			7.02 (7, 200)		
Overall R^2	.01			.19			.20		
ΔR^2				.19			.01		
Adjusted R^2	.01			.17			.17		

Note: SEQ = Sexual harassment frequency: OJ = Perceptions of global organizational justice

$^{*}p < .05$; $^{**}p < .01$

Table 22

Summary of Hierarchical Regression Analyses for Effects of Global Organizational Justice and Sexual Harassment Frequency Interaction on Social Support Seeking

Variable	Social Support Seeking								
	Step 1			Step 2			Step 3		
	B	*SE*	β	*B*	*SE*	β	*B*	*SE*	β
Step 1									
Age	.00	.01	.03	.00	.01	.01	.00	.01	.01
Subordinate/client	.02	.24	.01	.18	.23	.06	.19	.24	.06
Co-worker	-.52	.22	-.18	-.40	.21	-.14	-.39	.22	-.14
Supervisor	-.32	.27	-.09	-.34	.26	-.09	-.33	.26	-.09
More than one perpetrator	-.02	.25	-.01	-.17	.23	-.09	-.20	.24	-.08
Step 2									
SEQ				.72**	.18**	.28**	.71**	.18**	.28**
OJ				-.03	.09	-.02	-.03	.10	-.02
Step 3									
SEQ x OJ							.08	.20	.03
Model *F (df)*	1.85 (4, 203)			4.14 (6, 201)			3.56 (7, 200)		
Overall R^2	.04			.11			.11		
ΔR^2				.07			.00		
Adjusted R^2	.02			.08			.08		

Note: SEQ = Sexual harassment frequency: OJ = Perceptions of global organizational justice

$^{*}p < .05$; $^{**}p < .01$

VITA AUCTORIS

Andrea Butler was born in Mississauga, Ontario. She graduated from the University of Guelph where she obtained a B.Sc. in Psychology in 2005. She is currently a candidate for the Master's degree in Applied Social Psychology at the University of Windsor and hopes to graduate in Fall 2008.