

Assignment to research what **contributes to** a culture of harassment.
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1, March 2015.pp 84-87.

This study finds that when harassment type behavior is condoned or supported by work males this will influence the general atmosphere at work even if the males do not participate in the harassment activity the fact that they are silent about it influences the work culture. [should there be penalties in place that admonish an employee if he/she has knowledge of harassment but does not report his/her observations]

2-Harassment behavior sets the tone and ethos in the workplace and encourages others to be disrespectful to colleagues and subordinates.

3-When harassment is marginalized it is thought of as a trivial event or a one - time matter of poor judgment- this contributes to a culture that accepts harassment behavior.

4- Lack of training for super supervisors and managers as to what constitutes impermissible behavior.

Lach, Denise; Gwartney-Gibbs, Patricia: *Journal of Vocational Behavior*; pgs.' 102-115; Sociological Perspectives on Sexual Harassment and Workplace Disputes, 1993. NOTE: I would not ordinarily include this dated research but I found it interesting that the outcomes have gone for the most part unchanged.

1- Individual variables- the younger first time female employees tend to be targets of harassment and those with lower levels of education.

2- Occupational variables- nontraditional jobs for women translate to increase targeted positions

3- The greater the percentage of males in a work group the increase in female harassment.

4- Organizational variables- if it is in organizational Norm to have strict policies regarding leave, scheduling of time and absenteeism this tends to create conflicts and harassment behavior targeted at working moms.

5- Failure to have a third party independent party who represents and advocates the needs of the harassed individual.

Parker, Sharon; Griffin, M. A. *Journal of occupational health psychology*, 7 (3) What's so bad about a little name calling? (2002) pp. 195-210.

Women who are in non-traditional roles and occupations find themselves working harder – a term called over performance- which causes increased stress and increase male harassment.

Willness, Chelsea; Steel, Piers. Department of Psychology, University of Calgary, A meta- analysis of antecedents and consequences of workplace sexual harassment, 2007.

- 1- An organizational climate that normalizes sexual-harassment was a key situational factor.

Clayburn, Marvin; *Journal of Business Ethics*- 11/21/2016; Vol 100, Issue 2, pp 283-301.

Employees who demonstrate a negative attitude and contribute negatively to the work culture and believe it is acceptable to harm other employees create a toxic environment goal - [work to build a healthy work environment and do frequent employee climate surveys]

Faulx, Daniel; Brun, Jeanne – Pierre, A case study: *Journal Relations Industries*; Psychological harassment in the workplace. VOL 64, Issue 2, 2009, pp 286-306. managerial culture is a key contributor to workplace culture- the way that they are encouraged to behave can stimulate or inhibit harassment- if the manager is laissez faire and you have a lack of constructive leadership -it opens the door to harassment behaviors.

National academies of Sciences, Engineering and Medicine, a 311-page report on Preventing Sexual Harassment in Academia, 2018. There is no evidence that current policies and procedures and approaches have resulted in a significant decrease in sexual harassment. Cultural climate in the workplace is the chief indicator of harassment; there is a strong correlation between the potential for more homogeneous groups to exhibit harassment behavior. Structures that

support diversity, inclusion and respect have lower incidences of harassment. Federal agencies that adopt holistic evidence-based practices and policies have lower rates of harassment. Systems which prohibit unacceptable behaviors and have a very clear definition of those behaviors and hold members of the community consistently accountable demonstrate lower rates of harassment.

The legal system alone is not an adequate mechanism for reducing or eliminating sexual-harassment. You should treat the legal obligations for addressing sexual harassment under Title IX and Title XII as the floor and the minimum standard--- not as a ceiling-- and work beyond the basic legal compliance standards to promote sustainable practices. Examples include remedies that prohibit confidentiality re settlement agreements that currently enable harassers to move to another institution and conceal post adjudications; Ban mandatory arbitration clauses for discrimination claims; and better protect claimants from retaliation.