

Running Head: Organized for Harassment? Sexual Harassment Risk Factors and
Organizational Configuration

Organized for Harassment? Sexual Harassment Risk Factors and Organizational
Configuration

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ABSTRACT

Nearly half of all women in corporate America will experience sexual harassment at work at some point during their career, and yet limited progress has been made to mitigate these occurrences of sexual harassment. Gender inequalities (i.e. the male dominated workforce, lack of female leadership, and large power differentials between men and women) have been regarded as the key factors that lead to sexual harassment and sexual misconduct in the workplace. This study adds to this area of research by considering how elements of organizational configuration -- an organization's cultural values, office layout, human resources' practices, and organizational structure -- contribute to the occurrence of sexual harassment or sexual misconduct. The study leverages a mixed method design in surveying 164 participants with a variety of quantitative and qualitative questions that provide an understanding of their workplace configuration and experiences with sexual harassment. The quantitative data shows significant correlations between eight organizational variables and incidence rates of sexual harassment, some of these variables act as prevention factors for sexual harassment whereas others increase the risk of harassment. The prevention factors are employees' emotional and physical safety, an organization's sexual harassment policies, positive organizational responses to reports of harassment, gender equality, and access to privacy at work. The risk factors are gender inequality, excessive social stimulation, and reporting relationships with high power differentials between managers and their subordinates. These findings are further explained and supported by the qualitative data, which provides insights into what elements of organizational configuration can be altered in order to reduce the risk of sexual harassment.

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On October 5th, 2017, sexual misconduct and rape allegations against Harvey Weinstein brought the #MeToo movement to the forefront of public discourse in America and around the world. Between October 2017 and October 2018, at least 920 people came forward with allegations of sexual misconduct, as part of the #MeToo movement (Carlsen, Salam, Miller, Lu, Ngu, Patel, & Wichter, 2018). While this movement began as a conversation about workplace sexual violence in the entertainment industry, it quickly became about the normalcy and pervasiveness of sexual violence in general. The sheer number of reports as part of this movement is just one example of the regularity with which sexual harassment occurs, and how all too often it goes unpunished.

Unfortunately, while the stories of survivors of sexual harassment and misconduct in the workplace have been shared now more than ever, limited progress has been made to mitigate the occurrence of sexual harassment in corporate America (Seetharma & Glazer, 2018). Previous research has largely focused on gender inequalities (i.e. the male dominated workforce, lack of female leadership, and high power differentials between men and women) as the key factors that lead to sexual harassment and sexual misconduct in the workplace (Fiske & Glick, 1995; Bell et al., 2002; Gutek & Cohen, 1987). However, it seems more than likely that factors such as an organization's cultural values, office layout, human resources' practices, and organizational structure also contribute to the occurrence of sexual harassment or sexual misconduct, yet little research has been done to understand these potential relationships (Dekker & Barling, 1998; O'Hare & O'Donohue, 1998; Ilies et al., 2003; Schwab, 2018; Fiske & Glick, 1995).

Organizations must seek to reduce and ultimately eliminate sexual harassment. Working women exposed to even 'low level' types of sexual harassment, such as sexual

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teasing and joking, can experience significant negative consequences, including decreased psychological well-being and negative job related attitudes (Schneider, Swan, & Fitzgerald, 1997). Sexual harassment is also costly to organizations in multiple ways including legal fees, decreased productivity of employees, negative impacts on the organization's reputation, and increased employee turnover (Schneider, Swan, & Fitzgerald, 1997; Dekker & Barling, 1998). This study extends on existing research on sexual harassment and misconduct in the workplace by looking beyond the contextual factors related to gender inequality in the workplace and explore what role organizational configurations play (Dekker & Barling, 1998; Fisk & Glick, 1995; Gruber, 1998; Gutek & Cohen, 1987; Ilies et al., 2003; Schneider et al., 1997; Tangri, Burt & Johnson, 1982). Organizational configuration is defined as an organization's cultural values, organizational structure including reporting relationships and hierarchies, office layout in terms of spatial and workplace design, and human resources practices such as policies and procedures related to sexual harassment. The goal of this study was to uncover what relationships exist between different organizational configurations (cultural values, structures, office layouts and human resources practices) and the occurrence of sexual harassment and misconduct. This study leveraged a mixed method design. Participants completed a survey with a variety of quantitative and qualitative questions, which allowed the researchers to gain an understanding of participants' workplace configurations and their experiences with sexual harassment. The results show that one or more aspect of each element of organizational configuration has a statistically significant relationship with sexual harassment, proving that organizational configuration can indeed impact the risk of sexual harassment.

SEXUAL HARASSMENT IN THE WORKPLACE

There are two legal conceptualizations of harassment: 1) *quid pro quo* harassment, “coercion of sexual cooperation by threat of job-related consequences,” and 2) hostile work environment harassment, “unwanted and offensive sex-related verbal or physical conduct, even absent any job-related threat” (Schneider & Swan, 1997 p. 401; Welsh, 1999 p.170). These definitions of sexual harassment were utilized as a frame of reference when asking participants about their experiences with sexual harassment, as they allow for sexual harassment to be defined broadly, encompassing a range of behaviors.

Sexual harassment in the workplace has a long and complex history in the United States and globally. A review of previous work indicated that the median percentage of women who have experienced sexual harassment at some point in their career was 44% (Gruber, 1990 as cited in O’Hare & O’Donohue , 1998). Ilies, Hauserman, Schwochau, & Stibal (2003) found that 58% of women reported experiencing potentially harassing behaviors, while 24% of women reported having experienced sexual harassment at work. More recently, a survey from LeanIn.org and McKinsey & Co found that “in corporate America, 35% of women and 55% of senior women surveyed said they experienced sexual harassment—from sexist jokes to inappropriate touching—at some point in their careers” (Seetharma & Glazer, 2018, paragraph 6). While these statistics offer the conclusion that nearly half of all women experience sexual harassment, they do not do enough to explain the potential organizational causes and risk factors that lead to these occurrences of violence.

There is a breadth of research on sexual harassment in the workplace, but much of it focuses on how sexism and gender inequality operate at individual and organizational

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levels to produce sexual misconduct and violence. For example, Gruber (1998) found that organizations made up of mostly men are more likely to be physically hostile and intimidating for women than other work environments. Women working in traditionally male environments reported the highest incidence rates of being sexually touched at work, proving male dominated work environments once again, to be a predictor for sexual harassment (Gutek & Cohen, 1987; Gruber, 1989). Male ambivalence- described as including both heterosexual desire towards women and the use of sex and sexuality as a means of domination of women, as well stereotyping- the grouping of women into categories based on culturally shared images of women, have been offered as causes for workplace sexual harassment (Fiske & Glick, 1995). The contact hypothesis is another risk factor, which states that women who work in environments where they are in more regular contact with men are more likely to experience sexual harassment (Gutek, Cohen, Konrad 1990 as cited in Gruber, 1998; Gutek & Cohen, 1987). These risk factors largely consider gender inequality as the root cause of sexual harassment. While sexism is certainly an important factor behind sexual harassment; gaining a deeper understanding of organizational risk factors for sexual harassment can potentially expose new ways for organizations to approach mitigating the risk of sexual harassment.

While there are studies that consider how elements of organizational configuration impact sexual harassment, this is often not the focus of the research, and these elements are not considered in relation to one another. Aspects of organizations such as, an overtly sexualized work environment, a culture that promotes or tolerates sexual teasing and joking, and lack of knowledge of the organization's sexual harassment policies have been cited as sexual harassment risk factors (Dekker & Barling, 1998; O'Hare & O'Donohue,

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1998; Fiske & Glick, 1995). Although these previously cited risk factors encompass aspects of organizational configuration, they largely focus on elements of organizational configuration that are informed by sexist behaviors and beliefs, and do not consider how this may be brought about or reduced by changing organizational configurations. This study looked closely at each element of organizational configuration to understand how different organizational variables can limit or create additional risk for sexual harassment.

Organizational Configuration: Cultural Values

Culture can be described as deeply held values and beliefs that inform the way individuals and organizations think, act, and believe (Harder, 1999). Just as with an individual's personality, much of an organization's culture is not transparent at first exposure. There are many elements of organizational culture, including artifacts, formal policies, espoused values, informal norms, values in practice, and beliefs held at the level of assumption (Harder, 1999). Artifacts are tangible representations of culture, such as stories told about an organization and the organization's mission and vision; artifacts are the most observable element of culture (Harder, 1999). More deeply held aspects of culture may be more challenging to identify, but they are critical to understand, as discrepancies often exist between an organization's espoused culture and their beliefs and values in practice. The deeply held beliefs and values of an organization's culture can inform behaviors at both an individual and organizational level, thus impacting the way organizations are positioned for risk factors and incidents of sexual harassment.

Many measures of organizational culture focus on categorizing companies into rigidly defined typologies. Although this can be a useful practice in order to identify elements of organizational culture that are typically present together, it is also limited as it

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denies that organizations may present characteristics of multiple cultural types (Wallach, 1983). Most organizational cultures cannot be neatly placed into a category, rather an organization's culture will likely contain characteristics from each typology to varying degrees (Wallach, 1983). For this reason this study measures a variety of cultural values rather than employing a measure of cultural typology. Not only does looking into cultural values rather than specific cultural typologies provide a more holistic view of organizational culture, but it also allows for individual cultural values to be measured against sexual harassment incident rates.

Previous research has identified elements of organizational culture as risk factors for sexual harassment, showing that there is a linkage between culture and sexual misconduct. O'Hare & O'Donohue (1998) showed that an unprofessional environment in the workplace, a sexist atmosphere, and a lack of knowledge about the organization's formal grievances were risk factors for sexual harassment in the workplace. These risk factors relate to the organizational environment and attitude, which are manifestations of the formal and informal norms set by organizational culture. Similarly, Dekker & Barling (1998) found that an organization's perceived tolerance or intolerance towards sexual harassment, whether or not the work environment is overtly sexualized, and the norms set and monitored by the management impact the rate of sexual harassment within the organization. These findings suggest that a work environment that is overtly sexualized can allow for sexual harassment to occur. Therefore, organizational factors, such as the cultural values manifested in the organizational environment, can act as sexual harassment risk factors (Dekker & Barling, 1998). Leaders' attitudes towards sexual harassment and sexist behaviors, and the formal policies they set in place are some of the most visible

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elements of organizational culture, as a result leaders are largely in control of establishing the 'local norms' that can either approve or disprove of sexist and harassing behaviors (Dekker & Barling, 1998; Pryor, LaVite, & Stroller, as in Gruber, 1998). This suggests that management has the ability to prevent sexual harassment by creating an organizational culture and environment that does not tolerate sexual misconduct.

Organizational Configuration: Structure

Organizational structure is the set of organizational roles, relationships and procedures that govern and enable action in an organization; this can include elements such as, reporting relationships and hierarchies, diffusion of decision making power, and integration mechanism to coordinate activity like the use of different forms of technology (Bernstein & Nohria, 2016). There is no one best organizational structure, rather organizational structure is adapted to fit organizations based on a variety of parameters including, the size and age of the organization, the organization's business focus, stability or instability of the environment, use information technology, and workforce characteristics (Bolman & Deal, 2010).

Findings from Ilies et al. (2003) and Marasi, Bennet & Budden (2018) show that organizational structure can impact employee behavior. Ilies et al. (2003) indicates that highly structured organizations with significant power differentials are more prone to sexual harassment than other organizations. Similarly, Marasi, Bennet & Budden (2018) found that higher levels of hierarchy and authority are linked with deviant behavior. The authors define workplace deviance as "voluntary, norm-violating behavior that threatens the well-being of an organization and/or its members," (Marasi, Bennett, & Budden, 2018, p.8). While this definition does not explicitly define sexual harassment as a deviant

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behavior, most harassing behaviors would be categorized as deviant. Furthermore, the same study found that increased employee autonomy in decision making results in higher rates workplace deviance (Marasi, Bennett, & Budden, 2018). Thus, both centralization (high levels of hierarchy and authority) and decentralization (employee autonomy) can result in deviant workplace behaviors. These findings are critical in supporting the hypothesis that altering elements of organizational configuration, such as organizational structure can reduce sexual harassment risk factors.

Organizational structure determines hierarchies, reporting relationships, and ultimately the structures of power. Sexual harassment is said to be more related to a desire for power than sex, and it is most harmful when it results from an abuse of organizational power (Tangri et al., 1982). People in positions of power, such as supervisors, are two and half times more likely to be the harassers of women than men (Tangri et al., 1982). This provides further evidence for the prominence of sexual harassment in the workplace for women, the abuse of power as a means of perpetrating harassment, and the role that organizational structure may play in allowing for or preventing harassment.

Organizational Configuration: Workplace Layout

Current research on the effects of office layout is largely focused on how it impacts business outcomes, such as collaboration and productivity (Kabo, Hwang, Levenstein, & Owen-Smith, 2015). While the finding that more compact office layouts increase collaboration does show that office layouts can alter workplace behavior, there is currently a dearth of research on how elements of organizational spatial design can impact harassment (Kabo et al., 2015). This research adds to the existing body of literature on the impacts of organizational layout by examining its relationship to sexual harassment.

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In this study workplace layout refers to an organization's spatial design. There are three central types of organizational layouts: open office, cubicles, or closed private offices, as defined in Khanzachi, Sprinkle, Materson and Tong's (2018) article, which considers how an office's spatial layout can impact the quality of workplace relationships. In addition to these types of layouts, there are four elements of spatial design that vary by type of layout in an organization: proximity - physical closeness to others, workspace assignment- whether work stations are assigned or unassigned, access to privacy, and crowding- excessive social stimulation (Khanzanchi, Sprinkle, Masterson & Tong, 2018). The authors define low quality relationships as ones that are damaging to at least one individual, and may include avoiding interactions with individuals who make you uncomfortable (Khanzachi et al., 2018). Per this definition, harassing relationships would often fall under the category of 'low quality relationships.' Thus, the predictors the authors propose for negative work relationships, such as excessive social stimulation and territorial behaviors as result of unassigned workspaces could potentially be risk factors for sexual harassment (Khanzachi et al., 2018). Schwab (2018) has also found that the lack of privacy in open office floor plans can increase sexist behaviors and pose issues, particularly for female employees. These negative outcomes include feelings of constantly being watched, which caused multiple women to alter the way they dress in the workplace (Schwab, 2018). Schwab's (2018) findings are consistent with Khanzachi et al.'s (2018) prediction that elements of organization's spatial design, such as lack of privacy can have negative outcomes on workplace relationships. The findings of these two studies also make it reasonable to predict that office layout can impact rates of sexual harassment in an organization.

Organizational Configuration: Human Resources' Practices

Human resources' practices are likely the element of organizational configuration that is most often associated with preventing and being 'responsible for' sexual harassment. For the purposes of this study human resources practices' refers to an organization's recruitment efforts, policies and training around sexual harassment, issues of equity on the basis of gender, and governance of the workplace environment (ie how sexual harassment policies are upheld) (Fiske & Glick, 1995).

Previous research offers multiple human resource practices that may impact the risk of sexual harassment. High gender skews of men to women in organizations have been cited as a risk factor for sexual harassment (Fisk & Glick, 1995; Gruber, 1998; Gutek & Cohen, 1987). In response to this, research calls for human resources to deploy "massive and effective recruitment efforts," reduce gendered aspects of job descriptions and titles, minimize the sexualized nature of the work environment, and make men's work dependent on women's (Fiske & Glick, 1995, p. 111). Altering power asymmetries, by making men's work dependent on women's humanizes new hires and reduces the risk of them being seen as unqualified (Fiske & Glick, 1995). Companies with more women in leadership have less sexual harassment (Miller, 2017). Therefore, improved gender ratios and the promotion of women in the workplace could potentially reduce instances of sexual harassment.

Workshops and trainings around sexual harassment are commonly used practices deployed by human resources departments in an effort to prevent sexual harassment. While the effectiveness of workshops and trainings on reducing sexual harassment has been debated, workshops have been found to be effective in increasing knowledge and awareness about sexual harassment, and somewhat effective in changing attitudes towards

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sexual harassment (Beauvais, 1986; Anderson & Whitson, 2005; Miller 2017). Certain elements of training and workshops can make them more or less effective (Anderson & Whitson, 2005). Effectiveness of trainings is increased when they are part of an ongoing effort, focus on one specific topic, and when they emphasize risk reduction methods and facts rather than empathy (Anderson & Whitson, 2005; Miller 2017). Human resources' practices are directly related to many risk and prevention factors for sexual harassment, making it a critical element of organizational configuration to consider in this study.

Organizational Configurations and Harassment in the Workplace

There is a gap in existing research about the effects of organizational configuration on sexual harassment in the workplace. While previous research often considers one or two aspects of organizational configuration, it fails to take account of how all of these elements exist in tandem. The study presented here adds to the existing body of research on sexual harassment and misconduct in the workplace by considering the many relationships between individual elements of each aspect of organizational configurations (cultural values, structures, office layouts, and human resources practices) and the occurrences of sexual harassment and misconduct. The results unveil risk and prevention factors related to organizational configuration and ways organizations can reconfigure themselves to safeguard against sexual harassment in the workplace.

METHODS

The goal for this study was to recruit a diverse sample of women employed at organizations with a variety of organizational cultures, structures, layouts, and human resources' practices to participate in a exploratory mixed method one time online survey administered through Qualtrics. Leveraging a survey was beneficial because it allowed for

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the collection of a lot of data over a short period of time, eliminated observer bias, and helped the research team gain a qualitative assessment of multiple organizations' configurations. Utilizing a mixed methods approach was critical to answering the research questions posed by this study, as the quantitative data helped show the potential relationships between organizational configuration and sexual harassment, and the open ended qualitative questions allowed for additional information to be gleaned from participants to uncover additional risk factors of sexual harassment. For many people regardless of whether or not they have experienced sexual harassment, sexual harassment is an emotionally loaded and sensitive topic. Many people are also uncomfortable discussing sexual harassment in person. Leveraging a survey allowed participants to remain completely anonymous, and hopefully encouraged the sharing of their thoughts and experiences.

Participants

This study focuses on women's experiences of sexual harassment at work for multiple reasons including, to control for the variable of gender identity, to somewhat limit the scope of the study due to time and resources available for this project, and largely because most sexual harassment is perpetrated by men towards women (Tangri et al., 1982). That being said, it is important to note that sexual harassment can and does occur between people of the same sex, and where women are the harassers of men. The 1998 Supreme Court ruling *Oncale v. Sundowner Offshore Services, Inc.*, ruled that same sex harassment is actionable under Title VII (Perry & Fink, 1998). While this study does not focus on same sex harassment, participants were not asked the sex or gender identity of

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their harasser, so it is possible that some of the harassment experienced by participants was perpetrated by individuals of their same sex.

Study participants were recruited through use of social media platforms (i.e.: LinkedIn, Facebook) and the researcher's personal and professional contacts. A snowball sampling method was leveraged, where participants were able to forward the survey on to other potential participants (Goodman, 1961). Snowball sampling provided access to networks of professional women; sexual harassment in the workplace affects many women and is something that people want to share and discuss with their friends, making this an effective sampling method. Snowball sampling also provided the research team with a lot of data quickly, and it is an inexpensive and effective means of collecting data, especially because the researcher did not have extensive access to the desired population. While these benefits of snowball sampling exist, there are some potential challenges of snowball sampling and recruitment through personal contacts. Snowball sampling makes the data less generalizable to the population of all women employed by private sector business in the US because it is not a random sample. Leveraging social media and the researchers personal contacts will likely skew the sample towards younger women and limit the socioeconomic and geographic diversity.

Amazon Mechanical Turk (Mturk) is a service that was developed in 2005, in order to crowd source labor-intensive tasks. Mturk is now widely used as a way to find participants for experimental research (Paolacci, Chandler, Ipeirotis, 2010). This study leveraged Mturk to increase the size, diversity, randomness, and generalizability of the sample. Access to this additional group of participants was critical to this study due to the researcher's limited access to the desired population, and to mitigate some of the

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limitations of leveraging personal networks and snowball sampling. Paolacci et al. (2010) found the demographics of Mturk workers to be generalizable to the U.S. population, indicating that leveraging Mturk likely increased the diversity and generalizability of the sample. The ability to recruit participants quickly and anonymously made Mturk an appealing service for the needs of this project, and for experimental research in general (Paolacci et al., 2010). The use of Mturk was made possible by a grant from the Northwestern University Office of Undergraduate Research. These combined effort of these recruitment methods resulted in a sample consisting of 164 female identifying participants who are or have been employed full-time by United States private sector businesses for 3 months or more.

Procedure

Consent was obtained from participants at the start of the survey through an online consent form. The Qualtrics survey began with three demographic questions that asked participants how long they have been working, what their job title is, and their racial identification. The survey continued with separate sections for each element of organizational configuration and a final section that asked about participants' experiences with sexual harassment and their organizations training practices.

Ethical Concerns

There were multiple ethical issues to be considered in designing and implementing this project. As discussed above, sexual harassment is an emotionally sensitive topic for many people and participating in a survey about this issue may trigger negative emotional responses. In order to address any unintended negative consequences of this study, participants were provided with a list of local resources including hotlines, psychological

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services, support groups, and ways to report harassment if they so choose. Participants were also given the option to end their participation in the study at any point. In an effort to minimize harm from this study, participants were informed that the study was about workplace sexual harassment before agreeing to participate. Additionally, no identifiable data was collected or reported, because it was not necessary to answer the research questions of the study, and it could put participants at risk of potential abuse from their harasser or loss of employment. Similarly, names of organizations were not asked for or shared at any point during the study as to not incriminate the employers or lead to identification of the participants.

MEASURES

The study asked a limited amount of demographic questions including: how many years of work experience participants had, what best described their job title at their organization, and their race. While there are certainly other demographics that can be predictors of sexual harassment, the demographic questions here were limited to what felt relevant to this study, which focuses on organizational predictors of harassment. Years of work experience was asked in order to gain an understanding of seniority, and due to the contact hypothesis there is reason to believe that longer women have been working the more likely they are to experience sexual harassment (Gruber, 1998). Job title was asked so that our results could consider how one's title in the workplace might impact their experiences with sexual harassment in the workplace. Asking participants their racial identification was beneficial in order to consider how women's intersectional identities may impact their experiences with harassment at work.

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Survey questions used a 5-point Likert scale to identify participants' agreement level with various statements in the following categories: 1) the cultural values at the participant's organization, 2) the level of hierarchical structure at the organization, 3) the type of office layout, and 4) the organization's human resources' practices. Measures of these constructs were created by averaging the responses of highly correlated survey questions in each of these areas. A brief description of these measures and the corresponding Cronbach alpha score is displayed in Table 1. Ultimately, these variables were correlated with incidents of sexual harassment to examine how elements of organizational configuration act as risk factors or prevention factors for sexual harassment. Participants' experiences with sexual harassment were measured using adapted questions from the American Association of Universities Campus Climate Survey on Sexual Assault and Misconduct 2015 (AAU, 2015).

Open-ended questions provided space for participants to elaborate on their responses, provide a justification for a rating they provided, and in some cases prompted them to think about the impact of a specific element of their organization on sexual harassment. Participants were also asked to elaborate as to whether there are any organizational factors they believe contributed to their experience of harassment, and if there are additional measures their organizations could take to mitigate the risk of sexual harassment.

Table 1: Measures of Organizational Configuration

	Definition	Cronbach's Alpha
Entrepreneurship	Organization values risk taking, collaboration, and close interpersonal relationships	0.79
Safety	Level of emotional and physical safety felt by participants in their organization	0.66
Work Challenge	Organization values challenge and work stimulation	0.82
Bureaucracy	Degree of formalized structure and hierarchy of the organization and work environment.	0.77
Privacy	Availability of privacy in participant's organization	0.84
Social Stimulation	Degree of audible and visual stimulation in the work environment	0.76
Sexual Harassment Policies	The strength of policies around sexual harassment	0.80
Organizational Response to Reports of Harassment	Likelihood that reporting sexual harassment will receive a positive response by organizational administration	0.89
Equality	Degree of equality between men and women at participant's organization	0.74
Inequality	Degree of Inequality between men and women at participant's organization	0.89

Organizational Configuration: Cultural Values Measurements

Survey questions about cultural values were adapted from Wallach (1983).

Wallach's measure indicates individual cultural values related to three different cultural dimensions- bureaucratic, innovative, and supportive, with the understanding that organizational culture is made up of all three of these dimensions to varying degrees

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(Wallach, 1983). This measure of culture allows for a richer picture of an organization, because it considers the extent to which each of these dimensions are present, rather than how well an organization matches a singular cultural type.

Three variables about organizational cultural values were developed: 1) entrepreneurship, 2) safety, and 3) work challenge. The entrepreneurship index assesses the presence of entrepreneurial values, such as risk taking, collaboration, and the value placed on interpersonal relationships. This measure aligns with elements of both the innovation and security profile from Wallach (1983). The safety index indicates to what extent participants feel emotionally and physically safe in their organization. While an individual's feelings of emotional and physical safety are not directly a cultural value, and can certainly be impacted by other elements of organizational configuration, the beliefs and assumptions set by cultural values impact real and perceived levels of safety. Safety is a central element of an organization's security profile, and can be manifested in organizational culture in many ways (Wallach, 1983). The work challenge variable indicates whether being challenged and stimulated by one's work is central to the organization's beliefs and values. This variable examines the nature of work at participants' organizations, and it reflects elements of an organization's bureaucratic and innovative culture profiles (Wallach, 1983). Previous research has indicated that organizational culture can be a predictor of sexual harassment, and this study identifies specific cultural values that act as risk and prevention factors (O'Hare & O'Donohue, 1998; Dekker & Barling, 1998; Pryor, LaVite, & Stroller, as in Gruber, 1998).

Organizational Configuration: Structure Measurements

Organizational structure is defined by the roles, relationships and procedures that govern and characterize the organization, largely relating to reporting relationships and hierarchies (Bernstein & Nohria, 2016). The bureaucracy index developed in for study indicates the level of structure and hierarchy in an organization, as well as how power oriented and regulated the work environment is. This structural measure also relates to the bureaucratic profile within an organization's culture, showing how elements of organizational configuration have complexities and can overlap (Wallach, 1983).

A second indicator of organizational structure is a measure of power differentials. This construct was measured by using participants' responses to the survey question, "The nature of reporting relationships at my organization creates power differentials between managers and their subordinates." This is a categorical variable ranging from on a scale from one to five with higher values indicating higher levels of power differentials in participants' organizations.

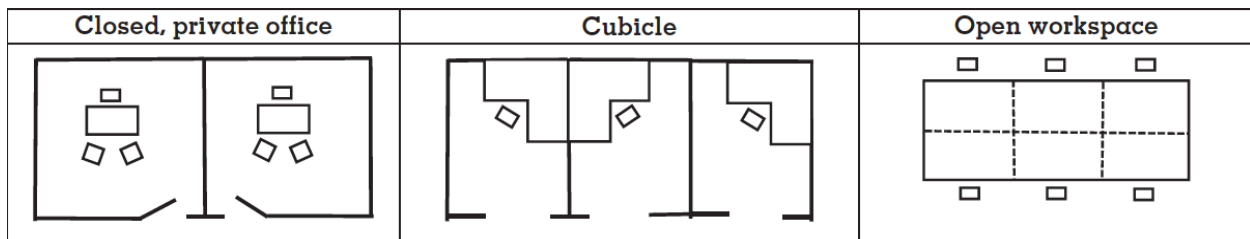
Measures of organizational structure were also informed by two qualitative questions that asked participants: "Do you feel that there are any elements of your organization's structure (ie reporting relationships and structure of hierarchies) that create an increased risk for sexual harassment?" and "Are there any elements of your organization's structure that you feel reduce the risk of sexual harassment?" Responses to these qualitative questions have been coded to understand what elements of organizational structure participants feel act as risk factors for harassment.

Organizational Configuration: Layout Measurements

For the purposes of this study, layout refers to an organization’s spatial design, which includes the amount of privacy and social stimulation. Survey questions about layout were adapted from Khazanchi et al (2018), which examines how spatial design impacts workplace relationships. In order to understand how organizations can best configure themselves to reduce the risk of sexual harassment, we must understand the benefits and tradeoffs of different spatial designs, how they lend themselves to privacy and social stimulation, and ultimately how layout impacts sexual harassment.

Participants characterized their workplace layout by selecting one of three images that best described their personal workspace layout (Khazanchi et al, 2018) as shown in Figure 1 below. Additional survey questions asked participants to characterize their workplace layout as being a) mostly open layout, b) mostly private offices, and c) mostly cubicles.

Figure 1: Workplace Layout



(Khazanchi et al, 2018)

Two additional measures of organizational layout were also leveraged, privacy and social stimulation, which were also informed by Khazanchi et al (2018). Schwab (2018) reported that female employees working in open office layouts with a lack of privacy often experience feelings of being watched, causing some female employees to alter the behavior

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and the way they dress. This finding partially informed the researcher's interest in examining privacy and the formation of questions in the privacy index. The privacy index was constructed by averaging participants' responses to a variety of questions about the amount of privacy in their work environment. These questions included if they were able to have privacy when they need it, if a lack of privacy created a feeling of being watched, and if a lack of privacy at work hindered their ability to perform to their greatest potential. A high score on the privacy index indicates that the participant feels there is privacy in their organization. The social stimulation index was constructed by averaging participants' responses to questions about the level of audible and visual stimulation present in their organizations and whether that stimulation was experienced as excessive or distracting. A high score on the social stimulation index means that participants feel that there is a high or even excessive level of audible and visual stimulation in their work environment.

Organizational Configuration: Human Resources' Practices Measurements

Four measures of human resources' practices were developed: the sexual harassment policies index, organizational response to reports of harassment, gender equality, and gender inequality. The sexual harassment policies index was constructed by averaging participant responses to questions about the overall strength of sexual harassment policies at their organization, including to what extent policies are well known, upheld, and whether the organization tolerates sexual teasing. A high score on the sexual harassment policies index means that a participant believes their organization has strong sexual harassment policies. The organizational response to reporting sexual harassment index averages responses to questions indicating the likelihood that an organization would respond positively to reports of harassment, that a fair investigation would be conducted,

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that the reporter would not face negative job related consequences, and that the organization would take steps to address potential causal factors of harassment. A high score on this index means that a participant feels that their organization would respond positively to reporting behaviors.

The equality index measures a variety of questions about gender in participants' organizations including whether there is an equal gender ratio, if men and women are treated equally, and if there is an equal ratio of women to men in leadership positions. A high score on the equality index means that there is gender equality in an organization. The inequality index was constructed by averaging responses to questions, such as if they experience sexism at work, whether women are provided equal opportunity to succeed, and whether their gender impacts their relationship with their manager. A high score on the gender inequality index means participants experience gender inequality at their organizations.

Measurements of Sexual Harassment

Experiences of sexual harassment are not monolithic. In order to account for this diversity of experience, this study asked participants to indicate their experience with eleven forms of sexual harassment. Questions surrounding experiences of sexual harassment can be grouped into three categories: verbal harassment directed towards one's self or a co-worker, behaviors either online or in person that made one fearful for their personal safety, and non-consensual contact either in the presences or absence of job related threats. Questions were adapted from the American Association of Universities Campus Climate Survey on Sexual Assault and Misconduct 2015 to measure incidents of sexual harassment (AAU, 2015).

Three outcome variables were established to understand participants' experiences of with harassment: any harassment experienced, harassing comments, and non-consensual incidents. The harassment measures are all binary variables where the value of 1 indicates the participant did not experience harassment and the value of 2 indicates that the participant experienced harassment. The central outcome variable used in the analysis is 'any harassment experienced.' This outcome variable was constructed by classifying any type of harassment experienced by a participant (i.e.: they responded 'yes' to one or more of the eleven types of harassment) as a 'yes' response. In order to examine nuances in the types of work environments that promote what might be classified as more 'mild' versus more 'extreme' versions of harassment, two additional measures of sexual harassment were constructed: harassing comments and non-consensual incidents. The 'harassing comments' measure of sexual harassment indicates that a participant experienced harassing comments towards themselves, towards a co-work or both. The 'non-consensual incidents' variable measures participants' experiences with someone sending them inappropriate content online that they did not want to receive, and/or the use of threats of job related consequences as an attempt to engage in non-consensual physical contact.

ANALYSIS & RESULTS

Quantitative Analysis

The 164 participants in this study came from a variety of work backgrounds and had a range of years of work experience. On average the participants of this study had between eleven and fifteen years of work experience. The majority of participants (70.57%) had over eleven years of work experience, with 44.44% of participants working for more than sixteen years (Figure 2). While there was a full range of job titles represented, the majority

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of respondents (71.06%) indicated that their job title would be best described as an associate, analyst, or manager (Figure 3). While this sample included participants with a diversity of work experience and job title, racial diversity was somewhat limited in this sample, with 77.44% of participants in the sample identifying as white (Figure 4). That being said, the racial identification of participants displayed here is largely reflective of the working population in the United States (“Employed Persons by Detailed Occupation,” 2019).

Figure 2: Years of Work Experience



Figure 3: Job Titles of Participants

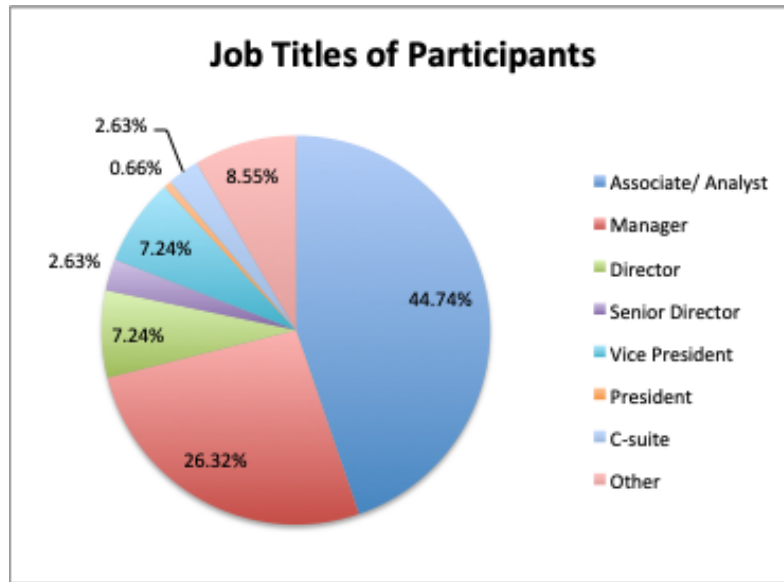
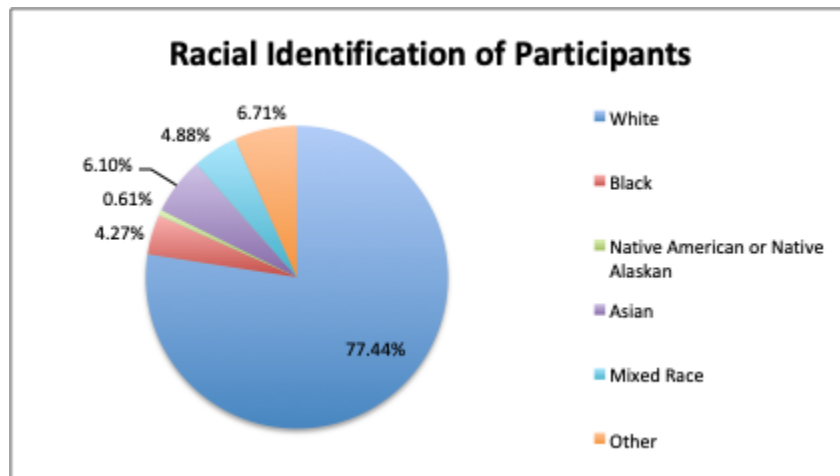
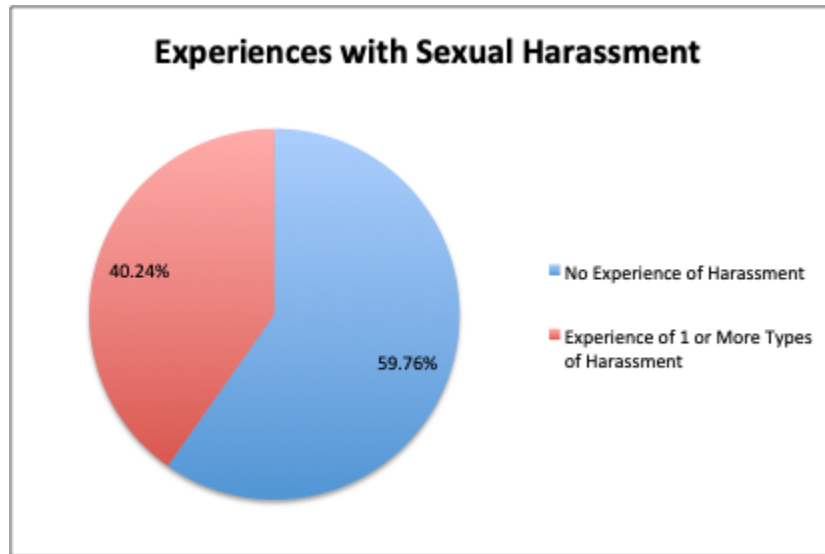


Figure 4: Racial Identification of Participants



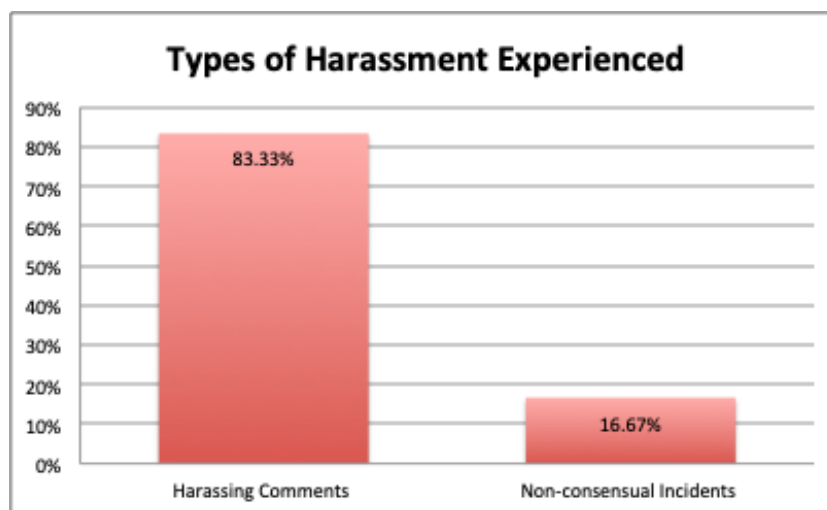
Of the 164 participants, 66 of them or 40.24% reported that they had experienced one or more type of sexual harassment at their current or most recent employer (Figure 5). This proportion is consistent with findings from previous research, which shows that between 35% - 55% of American women will experience harassment at some point during their careers (Gruber, 1990 as cited in O'Hare & O'Donohue, 1998; Seetharma & Glazer, 2018).

Figure 5: Experiences with Sexual Harassment



83.33% (55 incidents) of the harassment reported in this study was verbal harassment directed towards the participant or their co-worker. 16.67% (11 incidents) of the harassment reported in this study was in the form of non-consensual contact, which could be either digital or physical (Figure 6). This data shows that 'lower levels' of harassment, such as harassing comments is occurring with greater frequency than 'more extreme' types of harassment such as non-consensual physical contact.

Figure 6: Types of Harassment Experienced



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Quantitative data was analyzed using Statistical Package for Social Sciences (SPSS) analytics software. The variable means and correlations between the independent organizational variables and the sexual harassment outcome variables are shown in Table 2 below. Several of the independent variables are shown to have significant correlations with reported incidents of sexual harassment. The quantitative data was analyzed using descriptive statistics, correlations, and t-tests. The sections that follow offer more detailed analysis of the how each element of organizational configuration is related to the risk or prevention of sexual harassment

Table 2: Correlations with Sexual Harassment Outcomes

Variable	Mean	1	2	3	4	5	6	7	8	9	10	11	12	13
1. Entrepreneurship	3.7843	1.000												
2. Safety	4.2619	.451**	1											
3. Work Challenge	2.1678	-.597**	-.371**	1										
4. Bureaucracy	3.9193	-.031	0.064	-0.16	1									
5. Privacy	3.2648	.273**	.267**	-.374**	-0.043	1								
6. Social Stimulation	3.438	-0.075	-0.148	0.096	.171*	-.361**	1							
7. Sexual Harassment Polic	3.7854	.219*	.535**	-.251**	.214*	.400**	-.252**	1						
8. Organizational Responsi	3.9607	0.158	.333**	-0.139	0.108	.411**	-0.166	.621**	1					
9. Equality	2.893	.231**	.368**	-0.043	0.04	.237**	-.182*	.445**	.410**	1				
10. Inequality	3.2456	-0.156	-.380**	0.02	0.087	-.378**	.259**	-.515**	-.554**	-.571**	1			
11. Any Harassment	1.4024	-0.066	-.265**	-0.075	0.129	-0.163	.208*	-.273**	-.342**	-.235**	.335**	1		
12. Harassing Comments	1.4198	-0.065	-.307**	-0.115	0.133	-.193*	0.157	-.320**	-.397**	-.312**	.407**	.844**	1	
13. Non-consensual harass	1.032	0.038	-0.117	-0.013	0.109	-0.139	0.145	-.227*	-.265**	-0.165	.339**	.326**	.275**	1

**= Correlation is significant at the .01 level (2-tailed)
 *= Correlation is significant at the .05 level (2-tailed)

Organizational Configuration Risk & Prevention Factors

The results indicate multiple risk and prevention factors for sexual harassment, as shown by the significant correlations between these organizational variables and incidents of sexual harassment in Table 2. The identified prevention factors include, strong sexual harassment policies, positive organizational response to reports of harassment, gender equality, valuing safety, access to privacy. The organizational risk factors for sexual harassment identified by this study are excessive social stimulation, and high power differentials in reporting relationships. These statistically significant relationships indicate that elements of organizational configuration are related to incident levels of sexual

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harassment, showing that certain aspects of organizational configuration act as prevention factors that limit the risk of harassment while others increase the risk of harassment.

Human Resources' Practices

The results show that human resources practices matter when it comes to sexual harassment. All four of the human resources' practices' variables developed in this study—sexual harassment policies, organizational response to reports of harassment, gender equality, and gender inequality were found to be significantly correlated with incidents of harassment. An organization's sexual harassment policies, the organization's response to reports of harassment and gender equality were all negatively correlated with sexual harassment. Thus, when an organization has these elements in place, they functionally limit the risk of sexual harassment. Conversely, gender inequality was positively correlated with incidents of harassment. As gender inequality in an organization increases, so does the risk of sexual harassment.

Human Resources' Practices: Sexual Harassment Policies

Having strong sexual harassment policies was found to be the most significant organizational prevention factor for sexual harassment. Sexual harassment policies were negatively correlated ($r = -.273$, $p < .01$) with any harassment experienced. Sexual harassment policies were also negatively correlated with harassing comments ($r = -.312$, $p < .01$), as well as non-consensual incidents ($r = -.227$, $p < .05$). Thus, the stronger an organization's sexual harassment policies, the fewer incidents of sexual harassment. A t-test was then performed in order to further evaluate the relationship between sexual harassment policies and the sexual harassment outcome variables. A significant t-test indicates that participants who did not experience sexual harassment had significantly

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higher average scores on the sexual harassment policies index. The t-test for any harassment experienced was significant with $t= 3.698$, $p= .002$. The t-test for harassing comments was also significant $t=4.193$, $p= .001$. Thus, strict human resources policies about sexual harassment behaviors and an intolerance for sexual teasing and joking is associated with lower rates of sexual harassment at an organization. This finding is consistent with previous research, which shows that an organization's perceived intolerance towards harassment and the 'local norms' set by individuals in positions of power limits the risk of sexual harassment at work (Dekker & Barling, 1998).

Human Resources' Practices: Organizational Response to Reports of Harassment

Positive organizational response to reports of harassment is negatively correlated ($r= -.342$, $p< .01$) with any harassment experienced. Experiences of sexual harassment decrease as organizational response to reporting becomes more positive. The t-test for any harassment experienced further supports this finding, showing that average scores on the organizational response to reports of harassment index were significantly higher for those who had not experienced any type of sexual harassment ($t= 3.994$, $p= .003$). Harassing comments and non-consensual incidents were also found to be negatively correlated with positive organizational responses to reports of harassment with correlations of $r= -.397$ ($p< .01$), and $r= -.265$ ($p< .01$) respectively. Thus, as scores on the organizational response to reports of harassment index increase one can expect incidents of sexual harassment to decrease. Organizations should encourage reporting of incidents and support employees when they come forward with claims of harassment in order to reduce the risk of sexual harassment.

Human Resources' Practices: Gender Equality

Human resources' practices do not solely determine gender equality in an organization. There are many other factors that impact gender equality including innate biases and women's traditional roles as primary caregivers. That being said processes such as recruitment, hiring, and promotions often fall under human resources' responsibilities and can have significant impact on women's representation and equality within an organization. Gender equality is significantly negatively correlated with the outcome variables any harassment experienced ($r = -.235$; $p < .01$) and harassing comments ($r = -.312$; $p < .01$). Thus, as gender equality increases one can expect harassment to decrease, showing that improving gender equality is a prevention factor for sexual harassment.

Gender equality and inequality have been widely studied and cited as key prevention and risk factors for sexual harassment (Gutek & Cohen, 1987; Gruber, 1989; Fiske & Glick, 1995). What is critical to consider here is that organizational actions can improve equality, and thus reduce the risk of harassment. Existing literature cites the importance of not only making a concerted effort to hire more women, but also to alter power asymmetries so that men's work is dependent on women's in order to ensure that women are valued and equal members of the organization, and not viewed as affirmative action hires (Fiske & Glick, 1995). The significant negative correlations between gender equality and harassment presented above further support that improving gender equality and altering power asymmetries would reduce incidents of sexual harassment.

Human Resources' Practices: Gender Inequality

Gender inequality is a well-proven risk factor for sexual harassment (Fiske & Glick, 1995; Bell et al., 2002; Gutek & Cohen, 1987). Gender inequality is significantly correlated with any harassment ($r = .335, p < .01$), harassing comments ($r = .407, p < .01$), and non-consensual incidents ($r = .339, p < .01$). As inequality scores increase one can expect there to be more incidents of sexual harassment. The t-test for non-consensual incidents supports this finding by showing that the average inequality index score was significantly higher ($t = 4.037, p = .017$) for those who had experienced non-consensual incidents than for those who had not experienced this type of sexual harassment. The finding that gender inequality is a risk factor for sexual harassment reinforces previous findings, and validates the methodology used in this study. Organizations looking to reduce the risk of harassment should do everything in their power to reduce gender inequality, recommendations to do so include: reducing the presence of a male dominated culture, increasing female leadership, and improving gender representation.

Cultural Values

The organizational configuration element of cultural values was considered through the lens of three variables: entrepreneurship, work challenge and safety. As shown in Table 2, entrepreneurship and work challenge were not significantly correlated with any of the outcome variables for sexual harassment. Thus, this research is not currently able to conclude if these indexes limit or produce organizational risk for sexual harassment. However, the cultural value of safety was significantly negatively correlated with both any harassment experienced and harassing comments, showing that the cultural value of safety when present in organizations can limit the risk of sexual harassment.

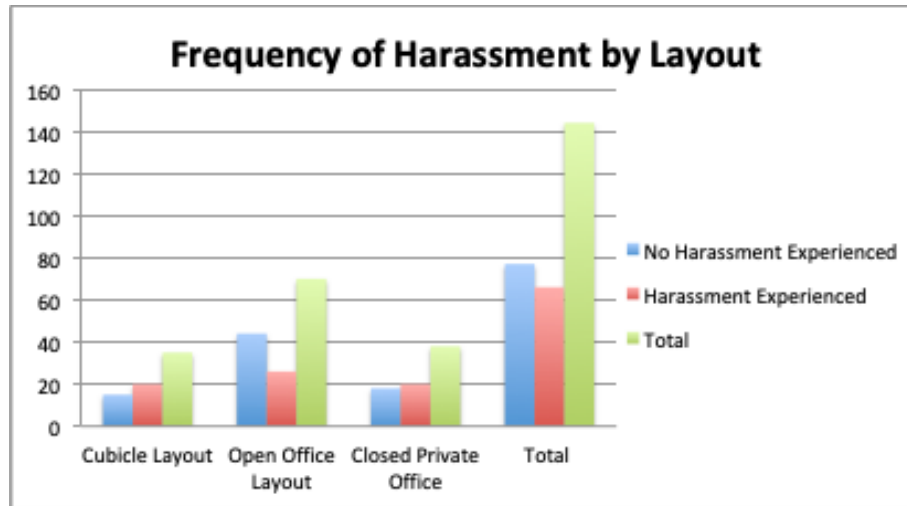
Cultural Values: Safety

Safety is significantly negatively correlated with both experiences of any type of harassment ($r = -.265, p < .01$), and harassing comments ($r = -.307, p < .01$). As the safety index score increases one can expect experiences of sexual harassment to decrease. The t-tests for both of these outcome variables were also significant, showing that the safety index had a significantly higher average score for those who had not experienced any type of harassment ($t = 3.255, p = .008$) or harassing comments ($t = 3.625, p = .001$). These results are logical when considering the fact that sexual harassment would very likely reduce one's feelings safety, so someone who had experienced harassment in their work environment would be far less likely to feel emotionally and physically safe. In order to prevent sexual harassment organizations should value their employees' emotional and physical safety. Feelings of safety can be improved through stating safety as a cultural value of the organization and by taking physical and virtual security measures.

Office Layout

This study considers how organizations' spatial design, and the degree to which it provides privacy and encourages or discourages social stimulation, impacts sexual harassment.

Figure 7: Frequency of Sexual Harassment by Layout



The Figure provided above shows the distribution of sexual harassment across organizational layouts (Figure 7). The chart shows that more participants worked in open office layouts than any other configurations; these findings are consistent with organizational trends towards shared spaces. A chi-squared test of these frequencies was performed, and it was found to be significant at $p = .099$ (chi-squared= 4.629). This value shows that there are significant differences between the frequencies of harassment in different organizational layouts, but the chi-squared test does not explain where those differences lie. In order to further explore how incidents of sexual harassment varied across organizational layout a binary logic regression was implemented. Using a binary logic regression one can predict the odds that a participant in a given office space layout- cubicle, open office, and closed private office- will experience harassment (Wuensch, 2012). Once the odds were calculated they were converted to probabilities for interpretation. The results of this study found that the probability a participant will experience harassment is 52.62% for cubicle, 57.13% for open-plan, and 37.14% for closed

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office layouts. These results suggest that open office layouts pose the greatest threat for harassment.

Layout: Privacy

While privacy is often considered a risk factor for sexual harassment because it can allow for harassing behavior to occur behind closed doors and outside of the view of others, there are also negative implications of a lack of privacy, including feelings of being watched, distractions, and emotional stress (Schwab, 2018). Having privacy when necessary was significantly negatively correlated ($r = -.193, p < .05$) with experiencing harassing comments, meaning that as the privacy index increases one can expect incidents of harassing comments to decrease. This suggests that having access to privacy when necessary may reduce the risk of sexual harassment.

Layout: Social Stimulation

Organizational layout can impact interpersonal interactions in organizations. One way in which this can occur is to allow for excessive social stimulation. While high levels of social stimulation can occur in any office layout, this is most likely to be the case in open office layouts (Khazanchi et al., 2018). Social stimulation is correlated ($r = .208, p < .05$) with experiences of any type of harassment, meaning that as social stimulation increases one can expect incidents of harassment to increase. This finding is consistent with Khazanchi's et al (2018) prediction that excessive crowding would negatively impact work relationships.

These outcomes as well as the finding that access to privacy acts as a prevention factor for sexual harassment adds a level of nuance to the conversation around the organizational trend towards open office layouts. While this study has found that

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participants working in open office layouts are at the greatest risk of harassment, there are trade offs presented with each type of organizational layout that must be considered in order to establish organizational configurations with the lowest risk of sexual harassment (Figure 7). For example, having an open office layout makes it more likely there will be excessive social stimulation and lack of privacy (Khazanchi et al, 2018). On the other hand, having closed private offices make excessive stimulation less likely, but increases the likelihood that employees are put in one on one situations with co-workers, which was referenced as risk factor for sexual harassment in the qualitative data. These types of trade offs and the nuances they present underscore the care with which organizations must consider their configurations and the ways in which they can impact sexual harassment.

Structure

Organizational structure was measured against sexual harassment with the bureaucracy index, as well as with a question that asked participants to indicate the extent to which power differentials exist in reporting relationships at their organization. The bureaucracy index indicates the level of structure and hierarchy in an organization, as well as how power oriented and regulated the work environment is. Although this measure was initially developed from questions adapted from Wallach's (1983) cultural values indicator, it was decided to use bureaucracy as a measure of structure because of its indications of hierarchy and regulation in an organization. Findings about the bureaucracy index are inconclusive, and thus at this time one cannot say if bureaucracy increases or decreases the risk of harassment. However, high levels of power differentials in reporting relationships were found to increase the risk of sexual harassment, showing that organizational structure can impact incidents of sexual harassment.

Structure: hierarchy and power differentials

Previous research indicates that high levels of hierarchy and large power differentials make organizations more prone to sexual harassment (Ilies et al., 2003; Marasi, Bennett, & Budden, 2018). A high level of power differentials between managers and their subordinates was significantly correlated with any harassment ($r = .226, p < .01$) and harassing comments ($r = .184, p < .05$). The t-tests for both of these outcome variables were also significant, $t = -2.713$ ($p = .006$) and $t = -2.126$ ($p = .012$) respectively, showing that on average power differentials were higher for those who had experienced harassment versus those who had not. In order to mitigate the risk of sexual harassment organizations should re-configure reporting relationships to ensure that large power differentials do not exist.

Qualitative Results

Data driven codes were used to conduct thematic analysis of the qualitative responses. Data driven codes were largely developed from survey questions, which were based on existing measures and previous literature. For example, there was a survey question that asked participants to what extent they agree with the statement “my organization makes policies about sexual harassment known to all employees.” From this question the code “human resources- policies well known” was developed. When conducting the analysis the valence of each code was also noted. The valence was placed into one of three categories, positive, negative, or recommendation based on the responses’ tone and what the participant was suggesting. The findings presented here outline the characteristics of organizational configurations that prevent sexual harassment and those that increase the risk of harassing behaviors in the workplace.

General Prevention Factor Results

The qualitative results largely support the quantitative findings discussed above. In order to gain a deeper understanding of prevention factors for sexual harassment participants were asked two questions. The first being “Are there any actions you feel your organization could take to reduce the risk of this type of sexual harassment occurring in the future?” This question was presented to participants after they were asked about their experience with each of the eleven types of sexual harassment. This question was prompted regardless of whether or not the participant had experienced harassment. If participants had not experienced sexual harassment a second question was posed: “Could you elaborate on any reasons you feel may have contributed to the fact that you have never experienced this type of harassing behavior? Please share anything you believe to be relevant.” The responses to these two questions were analyzed together as the goal of these questions was to queue participants to think about organizational prevention factors for sexual harassment. In conducting the analysis of these qualitative findings 1,863 total references were noted. Figure 8 below indicates the percentage of those 1,863 references that can be attributed to each element of organizational configuration. An “other” category was developed in order to account for references made to factors that did not directly fall under an element of organizational configuration, such as working with clients and third parties, business travel and personal factors, such as an individual's appearance, confidence, or marital status.

**Figure 8: References to Each Element of Organizational Configuration
General Prevention Factors**

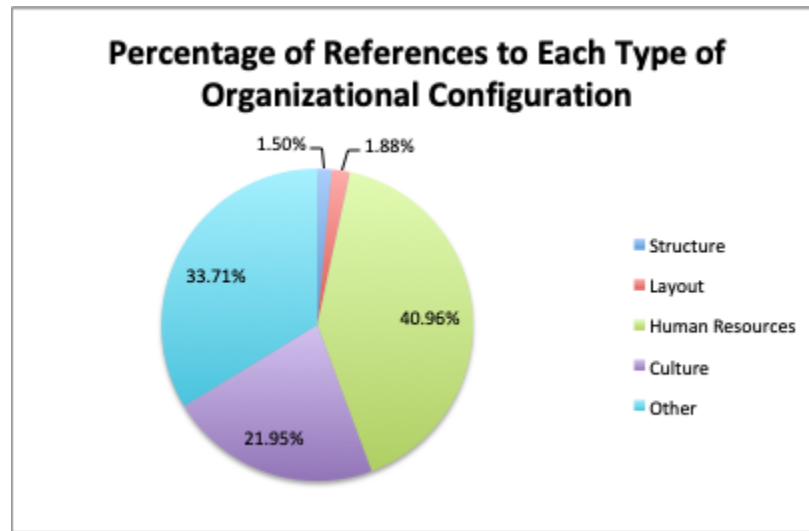


Figure 8 shows the percentage of references made to each element of organizational configuration when participants were asked the questions “Are there any actions you feel your organization could take to reduce the risk of this type of sexual harassment occurring in the future?” and “Could you elaborate on any reasons you feel may have contributed to the fact that you have never experienced this type of harassing behavior? Please share anything you believe to be relevant.”

Human Resources’ Practices Qualitative Findings

As shown in Figure 8, 40.96% of references made in response to these prevention factor questions were references to human resources’ practices. There were 266 total mentions of human resources’ practices as reasons why individuals felt they had not experienced harassment, 497 references recommending improvements to human resources’ practices that would reduce the risk of harassment in the future, and 36 references indicating that participants felt that negative or weak human resources’ practices contributed to or allowed for their experiences of harassment. These qualitative findings support the quantitative results that human resources’ practices, such as having

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strong sexual harassment policies, positive organizational responses to reports of harassment, and gender equality have the ability to limit the risk of sexual harassment.

More specifically, there were 481 references in response to these questions that referred to the sexual harassment policies index. There were 132 references to policies in general, and there were 109 references to sexual harassment policies being upheld as a prevention factor for sexual harassment. "Making policies well known" was also commonly referenced in the qualitative data, with 92 references indicating this as a way to limit the risk of sexual harassment. Intolerance of sexual teasing and joking was highly correlated with having strong sexual harassment policies, and is an element that was measured in the sexual harassment policies index. 148 responses indicated "not tolerating" sexual harassment as a prevention factor. Interestingly, more than half of these references (81 references) were positive references in response to the question "are there any additional reasons why you feel you have not experienced harassment," showing that participants viewed organizational intolerance of sexual harassment largely as a reason why they had not experienced sexual harassment. Of the 1,863 references recorded in response to these questions 481 (25.82%) of them related to the sexual harassment policies index (Figure 9). The fact that sexual harassment policies made up over a quarter of all references to general prevention factors for sexual harassment, and 63.04% of the 763 references to human resources practices as prevention factors further supports the quantitative findings that having strong sexual harassment policies is the most significant prevention factor for sexual harassment.

**Figure 9: References to Sexual Harassment Policies
General Prevention Factors**

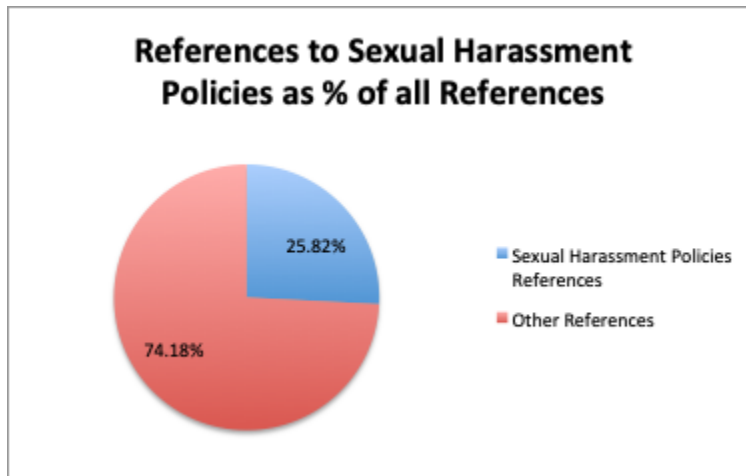


Figure 9 shows the percentage of references made to the sexual harassment policies index when participants were asked, “Are there any actions you feel your organization could take to reduce the risk of this type of sexual harassment occurring in the future?” and “Could you elaborate on any reasons you feel may have contributed to the fact that you have never experienced this type of harassing behavior?”

Positive organizational response to reports of harassment was another prevention factor presented by both the quantitative and qualitative data. Of the 1863 references noted in response to these questions there were 130 references to reporting. These references were coded from responses that suggested improving knowledge of how to report, encouraging reporting, improving organizational response to reporting, and supporting reporters. For example one participant indicated that improving reporting procedures would limit the risk of sexual harassment is saying, “easier reporting practices, so that it could be stopped quickly before it becomes a repeating problem.” These qualitative findings about organizational response to reports of harassment show how important participants feel reporting is to reducing the risk of harassment.

Participants also view gender equality and equal gender representation as prevention factors. Additionally, there were 76 references to gender indicating that

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participants had not experienced harassment because they worked with mostly women, or that improving gender ratios would reduce the risk of harassment in the future. There were also 14 references to female leadership as a prevention factor. Overall the qualitative findings from these questions about prevention factors are consistent with the quantitative findings that human resources' practices have the potential to reduce the risk of harassment.

Cultural Values

Safety was found to be the cultural value that had the most impact on limiting the risk of sexual harassment. The importance of this value was represented in the qualitative data with references to both organizational culture placing value on safety and other security measures. There were 34 mentions of valuing safety, and 136 references to a presence of security as a ways to reduce risk. Security was one of the most commonly referenced codes in the qualitative data showing that security was very salient to participants when considering prevention factors for harassment. It is important to note that most of these references occurred when participants were asked about types of harassment that would threaten their personal safety, so they may have been primed to think about security measures. In order to prevent sexual harassment organizations should value their employees' emotional and physical safety. Feelings of safety can be improved through stating safety as a cultural value of the organization and by improving physical and virtual security measures.

Having a culture of professionalism was also largely noted as a factor that limited the risk of sexual harassment, with 50 references in response to these questions about prevention. Although professionalism was not directly measured in the quantitative data,

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this finding is supported by previous research that has found that an unprofessional environment can contribute to the risk of harassment (O'Hare & O'Donohue, 1998).

General Risk Factor Results

In order to gain a better understanding of potential risk factors for sexual harassment, participants who indicated that they had experienced the type of harassment questioned were asked "are there any organizational factors, such as culture, structure of reporting relationships, office layout or human resources practices that you believe contributed to your experience(s)?" The responses to this question resulted in 128 total references. Figure 10 below indicates the proportion of references made to each element of organizational configuration.

**Figure 10: References to Each Element of Organizational Configuration
General Risk Factors**

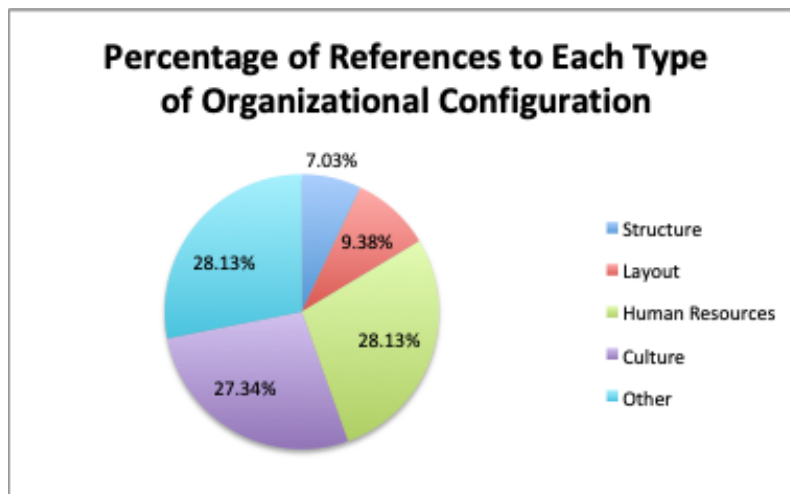


Figure 10 shows the percentage of references made to each element of organizational configuration when participants were asked the question "Are there any organizational factors, such as culture, structure of reporting relationships, office layout or human resources practices that you believe contributed to your experience(s)?"

Human Resources' Practices

As discussed above, the results show positive human resources' practices to be a prevention factor for sexual harassment. Considering this finding one can expect negative human resources practices, such as weak sexual harassment policies, cultural tolerance of sexual harassment, negative responses to reporting, and gender inequality to be referenced as factors that contributed to participants experiences of sexual harassment.

As seen in Figure 11 below, when participants were asked what factors contributed to their experience of harassment 24 (18.75%) of the 128 total references were related to the sexual harassment policies index, indicating that weak sexual harassment policies and tolerance of harassment increased risk. One participant indicated, "People are not usually disciplined for their behaviors related to comments made to others." This is an example that shows tolerance of sexual teasing and joking, and sexual harassment policies not being upheld creating contributing to an experience of harassment.

**Figure 11: References to Sexual Harassment Policies
General Risk Factors**

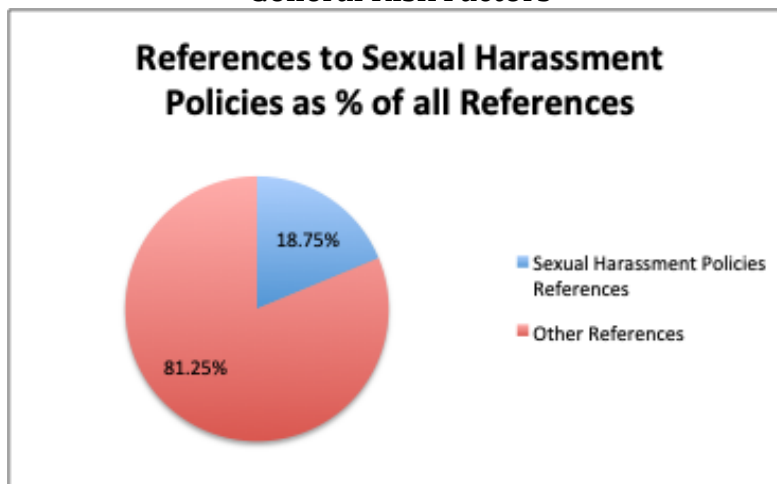


Figure 11 shows the percentage of references made to the sexual harassment policies index when participants were asked "Are there any organizational factors, such as culture, structure of reporting relationships, office layout or human resources practices that you believe contributed to your experience(s)?"

Of the 128 references to factors that contributed to participants experiences of harassment there were 15 references to negative reporting procedures or fear of negative responses to reporting. The following response highlights how an organization can create fear of reporting, “most females I know keep things quiet because of the unwanted attention it brings if word gets out that they've reported someone officially... I sure don't, and that's why I keep things quiet. Also, in my situation, the person who did it is my boss, so that makes me worry that it can open up a can of worms.” This participant clearly feared that she would face negative job related consequences if she reported harassment. This sentiment depicts how perceived negative organizational responses to reporting increase the risk of harassment by silencing victims.

Gender inequality in organizations was also referenced as a risk factor with 16 references to limited female representation, having all male leadership, and or a male dominated culture. This shows that participants are not only concerned with gender inequality as it relates to representation and demographics in an organization, but that they also view male dominated culture and all male leadership, both of which are indicators of gender inequality, as linked to experiences with harassment.

Cultural Values

Lack of safety and security in a work environment was further shown to increase the risk of sexual harassment, with 11 references to security and safety as factors that contributed to participants' experiences with harassment. The qualitative findings presented here support the quantitative findings, and present the predicted results that lack prevention factors in organizations contribute to the risk of sexual harassment.

Structure Qualitative Results

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Participants were also asked specifically about how organizational structure can increase the risk for sexual harassment with the question “Do you feel that there are any elements of your organization's structure (i.e. reporting relationships and structure of hierarchies) that create an increased risk for sexual harassment?” All participants were asked this question following quantitative questions about their organization's structure. There were 185 total references noted when analyzing this question. While the goal of this question was for participants to respond specifically about organizational structure, it is important to note that participants discussed structure as well as other organizational configuration elements in their responses.

Although elements of structure were referred to in the general risk and prevention factor qualitative data, this analysis focuses on the findings from the question about structure. The most commonly occurring reference was hierarchy, with 23 negative references. There were also 13 references indicating that participants felt the structure of reporting relationships created power differentials, as well as 6 references that indicated that having an overly rigid structure increased the risk of harassment. References to these three elements of organizational structure as risk factors for sexual harassment made up 22.70% of all of the references recorded in response to this question about structural risk factors. These findings align with the quantitative finding that high levels of hierarchy in reporting relationships increased the risk for sexual harassment. Some qualitative examples that support these findings include the following: “the way an issue is reported is to go only to your direct superior and have them file it with theirs. However it is usually the boss doing the harassing so there is never a report filed.” “There are still many departments that have a strict upward organizational structure that I don't feel it leaves

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room for subordinates to avoid some instances of sexual harassment (slight or blatant).

Our organization is very male dominated and in many departments, there is only a direct reporting process which can be an issue for some employees.” “I think the relationships between some subordinates and superiors are strong and there is favoritism showed. If someone were to claim sexual harassment, depending on who it is, nothing might happen to them.” These responses indicate that these participants felt that harassment often occurs between direct reports, which puts subordinates in a position where they cannot avoid harassment without jeopardizing their job, and that they are dissatisfied with the reporting procedures at their organizations. These comments display participants concern about the negative impacts of highly of hierarchical organizational structure, and in doing so add context to the finding that large power differentials between managers and subordinates created increased risk for harassment.

DISCUSSION

It is well established that nearly half of all women in corporate America will experience sexual harassment at some point during their career, yet limited research exists exploring how organizational configuration - cultural values, office layout, human resources’ practices, and organizational structure - impact sexual harassment (Gruber, 1990 as cited in O’Hare & O’Donohue, 1998; Seetharma & Glazer, 2018). The findings indicate that at least one aspect of each element of organizational configuration is significantly correlated with sexual harassment. This proves that configuration elements impact sexual harassment, and thus organizations should be reconfigured with these findings in mind in order to limit the risk of sexual harassment.

Human Resources' Practices: a Key Component to Mitigating Risk

The results presented here suggest that having strong sexual harassment policies, positive organizational responses to reports of harassment, and gender equality in an organization limits the risk of sexual harassment. The quantitative and qualitative data support the importance of positive human resources practices overall. However, from this data it is clear that strong sexual harassment policies as the most significant organizational prevention factor for sexual harassment. While this variable was named "sexual harassment policies," it also included intolerance of sexual teasing and joking, which would likely be an outcome of policies of strong policies.

It is important to note the legal decisions that have made sexual harassment at work illegal, and how they may affect organizational sexual harassment policies and practices. Title VII of the Civil Rights Act of 1964 bars employers from discriminating on the basis of sex, race, color, national origin, and religion, and in doing so declares sexual harassment illegal, as it is a form of discrimination on the basis of sex ("Title VII of the Civil Rights Act," n.d). While sexual harassment became illegal in 1964, there were multiple set backs throughout the 1970s where harassment claims were rejected, including *Corne v. Bausch*, 1975, *Barnes v. Train*, 1977, and *Tomkins v. PSE&G Co.*, 1977 (Crawford, 1994). The Equal Employment Opportunity Commission defined the terms for quid pro quo and hostile work environment harassment in 1980. Defining these terms allowed for sexual harassment to be characterized in multiple ways, and for hostile work environment- harassment without the presence of a job related threat- to be viewed as a legitimate form of harassment by the law(Crawford, 1994). The 1986 supreme court ruling *Meritor v. Vinson* was the first Supreme Court ruling on sexual harassment, which made the landmark decision that

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“workplace conduct of a sexual nature that creates a hostile or offensive work environment is unlawful under Title VII” (Crawford, 1994, paragraph 15). Lower court rulings following this case have continued to add clarity to what constitutes a hostile work environment, and have allowed for organizations to develop policies and trainings in order to maintain a non-hostile work environment (Crawford, 1994). While there is still a long way to go in terms of legal protection for individuals who are or have been sexually harassed at work, the rulings and actions described above laid the groundwork for sexual harassment law and have largely shaped the way organizations enact sexual harassment policies and trainings.

Gender equality and inequality in an organization are impacted by many factors including organizational leadership, industry norms, and deeply held beliefs about gender impacted by socio-cultural values. While human resources’ practices are not be able to control all of these elements, they do have agency in their ability to establish recruitment practices to hire women and to promote women into positions of leadership, which can directly alter the structural inequalities that many women face and decrease incidents of harassment (Fiske & Glick, 1995). Human resources’ practices can reduce the risk of sexual harassment if they establish strong and well-known policies, consistently respond positively to reports of harassment, and promote gender equality at work.

Mixed findings about Cultural Values

The results show that employees’ feelings of emotional and physical safety are directly related to incidents of harassment- employees who have experienced harassment are significantly more likely to feel unsafe in their organization. While safety in its most basic form typically relates to one’s physical safety, emotional safety and feelings of support are also very important importance in limiting the risk of sexual harassment and

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creating an equitable work environment. Sexist work environments and male dominated cultures can reduce women's feelings of safety at work, limit women's access to promotions and recognition, and overall harm work outcomes (Gruber, 1989; Bell et al., 2002; O'Hare & O'Donohue, 1998). Germano and Lublin (2018) describe a textbook scenario of this at sportswear giant, Nike. The article explains a long track record of quick promotions for those in the inner circle with largely male leadership, which directly limits women's opportunities for promotion (Germano, Lublin, 2018). These experiences of male dominated culture at Nike went as far as a company sponsored event at a strip club (Germano, Lublin, 2018). This type of hypersexualized behavior coupled with a human resources director who was described as "demeaning and condescending to others" creates a situation ripe for sexual harassment (Germano, Lublin, 2018, paragraph, 9). This is just one example of how cultural values, such as having a male dominated culture, poor leadership, and a sexualized work environment functioned as organizational factors to greatly increased the risk of sexual harassment. These elements worked in combination with each other in a way that very likely limited feelings of safety for employees who were not taking part in this behavior. This example also indicates how elements of organizational configuration often do not operate in isolation; in this instance a male dominated culture impacted both human resources practices, such as the hiring and promotion of women.

Complex Impact of Office Layout

Figure 7 shows that individuals working in open office layouts have the highest probability of experiencing sexual harassment at work. The risk presented by open office layouts is further supported by the findings that access to privacy, something that likely would be limited in an open office floor plan, was shown to limit the risk of sexual

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harassment, while excessive social stimulation, a variable that would likely be present in an open office layout, was found to increase the risk of sexual harassment. These results are somewhat surprising when considering the organizational trend towards open office layouts. This trend is reflected in the sample, with 48.61% of participants indicating that they work in an open office layout.

The qualitative findings of this study further complicate these quantitative results, and the ongoing debates about the effects of organizational layout. Considering the qualitative analysis in aggregate there were 31 references to open office layouts as prevention factors and 5 references to open office layouts as risk factors- showing that participants viewed open layouts more positively than negatively. Interestingly, closed private offices were also more often referred to a prevention factor, but with lesser frequency. There were 7 positive references to closed private offices, and 2 negative references. Counter to the quantitative findings that open office layouts and a lack of privacy create risk for sexual harassment, more participants referenced privacy as a risk factor (15 references) than as a prevention factor (9 references). There were also 27 references to one-on-one interactions with co-workers as a risk factor, a behavior that would be limited in organizations with open layouts and little privacy. The inconsistencies between the qualitative and quantitative results, as well as the incongruences between participants on the impacts of organizational layout indicate that further research on organizational layout's effects on sexual harassment is needed.

Although the qualitative findings are not entirely conclusive, there were some responses, which bolstered the quantitative findings by indicating the benefits of privacy and closed private offices. In response to the question probing for reasons why a

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participant had not experienced sexual harassment, one person wrote, “I have an office that I can escape to, but the front line employees may be more prone to customers giving advances and not taking no for an answer.” Her response highlights the view that *not* having a closed private office could pose a risk for sexual harassment.

As shown by the above discussion, a high level of nuance around this topic is required to understand how the multiple variables of office layout, such as privacy, social stimulation, and workspace design interact. The quantitative finding that open layouts increase the risk of sexual harassment expands on extant literature about office layouts, such as Khazanchi et al. (2018) and Schwab (2018), as these studies suggest that office layouts have the potential to negatively impact workplace behaviors. Similarly, the tradeoffs of open office layouts have previously been examined outside of the context of sexual harassment, finding that the benefit of increased ease of interpersonal interaction does not outweigh the issue of low employee satisfaction due to lack of privacy and high levels of noise (Kim & Dear, 2013). This type of analysis must be applied to examining organizational layout’s relationships with sexual harassment in order to further understand the tradeoffs between identified risk factors qualitative, such as one-on-one interactions with coworkers, and quantitative prevention factors like access to privacy.

Power Differentials in Reporting Relationships: a Risk Factor

Sexual harassment occurring in reporting relationships where power is stratified is sexual harassment as abuse of power, which has been found to be the most harmful type of harassment (Tangri et al., 1982). Sexual harassment as an abuse of power could be mitigated by altering power asymmetries, through encouraging the hiring and promotion of women (Miller, 2017; Fisk & Glick, 1995). Understanding the negative outcomes related

harassment as an abuse of power only further underscores the need to alter power asymmetries in organizations in order to reduce the risk of harassment.

Belief of Personal Impact on Harassment

An unexpected theme that emerged from the qualitative analysis is that women who have not experienced sexual harassment believe that personal factors, such as their professionalism at work, and their marital status act as prevention factors for sexual harassment. There were 260 total references to personal factors as reasons why participants felt they had not experienced harassment, making up 13.96% of the 1863 references to prevention factors. The most commonly referenced factors in this category were professionalism with 72 references, being outspoken with 42 references, and a lack of interpersonal office relationships with 34 references. Other codes in this category included confidence, appearance, age, marital status, and awareness to threat of sexual harassment.

References to personal behaviors as prevention factors for sexual harassment have different interpretations depending on the type of comment. Some of these responses, such as “I try to be constantly aware of my surroundings. I try really hard not to put myself in a situation where I might find something like this happening,” and “I don't generally get close to people I work with. I also stay very aware of my situation and am strong-willed. I don't have a problem speaking my mind” display a burden and an extra level of caution that women feel they have to place on themselves in order to limit their perceived risks of sexual harassment. Other comments relating to personal factors seem to be looking down on those who have been harassed, such as this comment, which states “I do not leave myself open to this type of thing. I don't put myself in a situation where a coworker would find this appropriate.” In this response the participant implies that people who are sexual

harassed 'leave themselves open to it,' and that she has not experienced harassment because of her own personal behavior. This type of response puts the onus on the harassed rather than the harasser.

Interestingly, there were no references to personal factors from women who had experienced harassment. There could be many reasons for this. One may be that women who have experienced harassment did not feel that their personal behavior impacted their experience of harassment. Another likely reason for this is that women who have been harassed may feel more empathy towards others who have experienced harassment, and in turn do not blame them for being harassed. These findings show that while many participants referenced personal behaviors as a prevention factor for sexual harassment, there is likely more of a perceived than actual impact of personal behaviors on sexual harassment. Furthermore, the fact that this theme was so apparent in the qualitative data even though this study focused on how organizational components impact sexual harassment shows the pervasiveness of the belief that personal characteristics and behaviors can impact experiences with sexual harassment.

Frequency of Harassing Comments

As shown by Figure 6, incidents of harassing comments are occurring with much greater frequency than other types of sexual harassment, making up 83.33% of all of the harassment experienced by respondents of this survey. Harassing comments are often either not acknowledged as a form of sexual harassment, or viewed as a 'low level' and potentially insignificant form of harassment. However, Schneider, Swan, and Fitzgerald, (1997) found that women who experience 'low level' types of harassment, such as harassing comments experience negative outcomes. Considering the findings that intolerance of

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sexual teasing and joking reduced the risk of sexual harassment, it is reasonable to assume that the relative social tolerance of harassing comments may be one reason why this type of sexual harassment is more prevalent. Due to the disproportionately high incidents of this form of harassment and its potential to cause negative outcomes, future research should focus on finding targeted ways to reduce harassing comments.

Suggestions for Future Research

There are multiple areas for improvement for this research, namely: increasing racial diversity of the sample, having a larger sample size, having inter rater reliability in the coding of qualitative data, and creating a shorter survey to reduce question fatigue and participant drop out. Racial diversity in this sample was limited, with 77.4% of participants identifying as white (Figure 4). The racial diversity of the sample is a limitation, as this study does not equally reflect the experiences of women of different races. This is especially important in light of the study by Berdal & Moore (2006), which found that women of color are more likely than white women to experience sexual harassment at work. While the present study could be strengthened with greater racial diversity of the sample, the demographics of this sample are generally reflective of employment demographics in America, so the racial bias does not have a negative effect on the generalizability of the findings (Berdahl & Moore, 2006; "Employed Persons by Detailed Occupation," 2019).

This study could be improved by having a larger sample size, which would allow the sample to be more generalizable to the greater population, and potentially allow for additional significant findings. However, the current sample size did not pose a significant

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limitation, as many statistically significant conclusions were drawn and there was a range of demographic representation.

The study currently lacks inter rater reliability in the coding of qualitative data. This is due to limited time and resources. That being said, the researcher has relative expertise in the topic of research as a result of her course of study in Learning and Organizational Change and Gender Studies, as well as spending extensive time with the existing literature on the topic. Due to these reasons, the researcher was able to think deeply and carefully about the coding to produce reliable codes.

There are also multiple potential limitations of using a survey. Some participants may have shared less information online than they would in person. This survey took participants between thirty minutes to an hour to complete, so participants may have developed question fatigue. We also observed participant dropout throughout the survey. In order to reconcile this, the survey could be redesigned to ask participants fewer more general questions about their experiences with sexual harassment. Although dropout and question fatigue did occur due to the survey length, asking multiple questions about each element of organizational configuration and about different types of experiences with sexual harassment provided the research with rich quantitative and qualitative data to draw on. Leveraging a survey method does not allow for the emotions of participants to be conveyed as well as other methods such as in depth personal interviews. However, this survey did leverage open-ended qualitative questions to mitigate this. An observed challenge with using open-ended questions was that participants often provided responses that were outside of the scope of the question. Since this survey was all online, this methodology eliminated participants who do not have Internet access. That being said,

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Internet access should not pose much of a problem for the demographic this study recruited. For the purposes of this research, the benefits of using a survey methodology outweighed the potential limitations, as it allowed for complete anonymity, access to a lot of data quickly, and for participants to share and discuss sensitive information that they may not have shared in person.

CONCLUSION

It is well proven that sexual harassment at work occurs at disproportionately high rates, and yet there is a dearth of research on the effect organizational configuration has on sexual harassment. This study considers how organizational configuration- human resources' practices, organizational culture, office layout, and structure- relate to sexual harassment. The results described here offer organizational remedies to limit the risk of sexual harassment. Looking at sexual harassment through the lens of organizational configuration creates a more approachable way for organizations to take strides to mitigate the risk of sexual harassment. Considering the findings of this study, organizations with the lowest risk of harassment would be those that have strong and clear sexual harassment policies, respond positively to reports of harassment, promote gender equality, provide access to privacy, monitor social stimulation, and have reporting relationships with minimal power differentials.

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APPENDIX

Tables

Table 1: Measures of Organizational Configuration

	Definition	Cronbach's Alpha
Entrepreneurship	Organization values risk taking, collaboration, and close interpersonal relationships	0.79
Safety	Level of emotional and physical safety felt by participants in their organization	0.66
Work Challenge	Organization values challenge and work stimulation	0.82
Bureaucracy	Degree of formalized structure and hierarchy of the organization and work environment.	0.77
Privacy	Availability of privacy in participant's organization	0.84
Social Stimulation	Degree of audible and visual stimulation in the work environment	0.76
Sexual Harassment Policies	The strength of policies around sexual harassment	0.80
Organizational Response to Reports of Harassment	Likelihood that reporting sexual harassment will receive a positive response by organizational administration	0.89
Equality	Degree of equality between men and women at participant's organization	0.74
Inequality	Degree of Inequality between men and women at participant's organization	0.89

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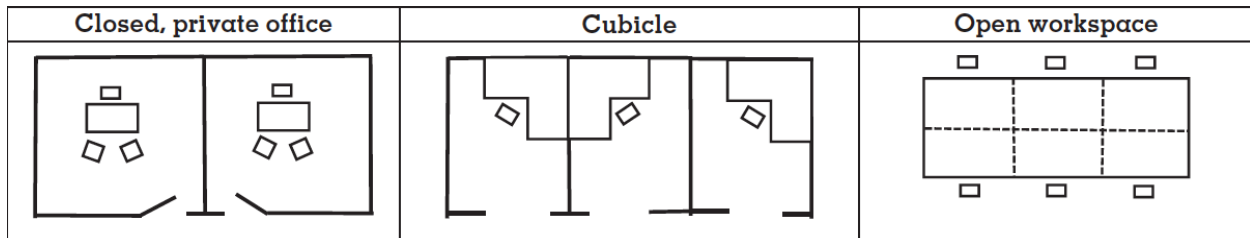
Table 2: Correlation with Sexual Harassment Outcomes

Variable	Mean	1	2	3	4	5	6	7	8	9	10	11	12	13
1. Entrepreneurship	3.7843	1.000												
2. Safety	4.2619	.451**	1											
3. Work Challenge	2.1678	-.597**	-.371**	1										
4. Bureaucracy	3.9193	-.031	0.064	-.016	1									
5. Privacy	3.2648	.273**	.267**	-.374**	-.043	1								
6. Social Stimulation	3.438	-.075	-.148	0.096	.171*	-.361**	1							
7. Sexual Harassment Polic	3.7854	.219*	.535**	-.251**	.214*	.400**	-.252**	1						
8. Organizational Respons	3.9607	0.158	.333**	-.0139	0.108	.411**	-.0166	.621**	1					
9. Equality	2.893	.231**	.368**	-.043	0.04	.237**	-.182*	.445**	.410**	1				
10. Inequality	3.2456	-.0156	-.380**	0.02	0.087	-.378**	.259**	-.515**	-.554**	-.571**	1			
11. Any Harassment	1.4024	-.066	-.265**	-.075	0.129	-.0163	.208*	-.273**	-.342**	-.235**	.335**	1		
12. Harassing Comments	1.4198	-.065	-.307**	-.0115	0.133	-.193*	0.157	-.320**	-.397**	-.312**	.407**	.844**	1	
13. Non-consensual harass	1.032	0.038	-.0117	-.0013	0.109	-.0139	0.145	-.227*	-.265**	-.0165	.339**	.326**	.275**	1

**= Correlation is significant at the .01 level (2-tailed)
 *= Correlation is significant at the .05 level (2-tailed)

Figures

Figure 1: Workplace Layout



(Khazanchi et al, 2018)

Figure 2: Years of Work Experience



Figure 3: Job Titles of Participants

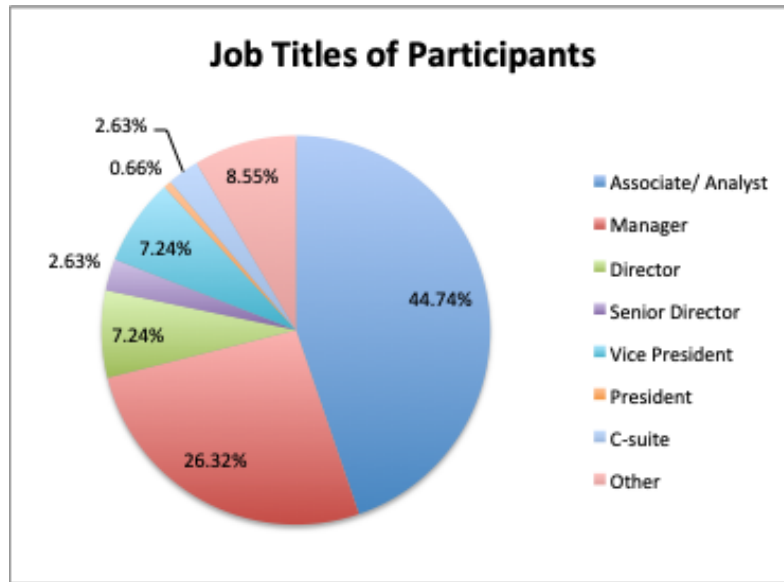


Figure 4: Racial Identification of Participants

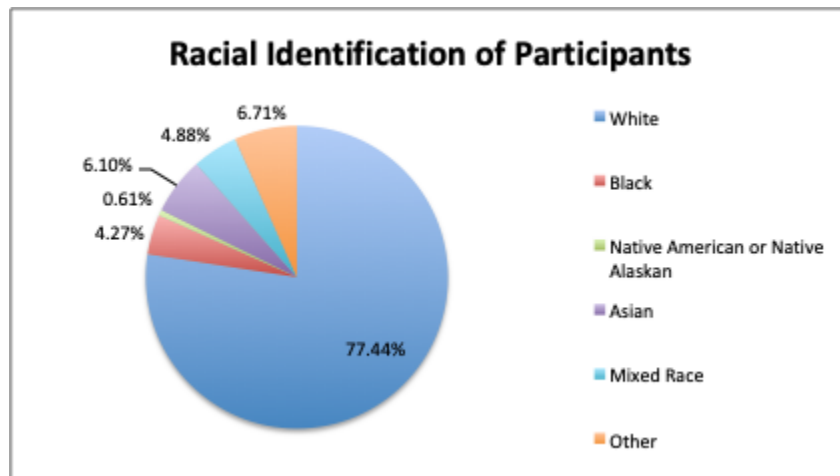


Figure 5: Experiences with Sexual Harassment

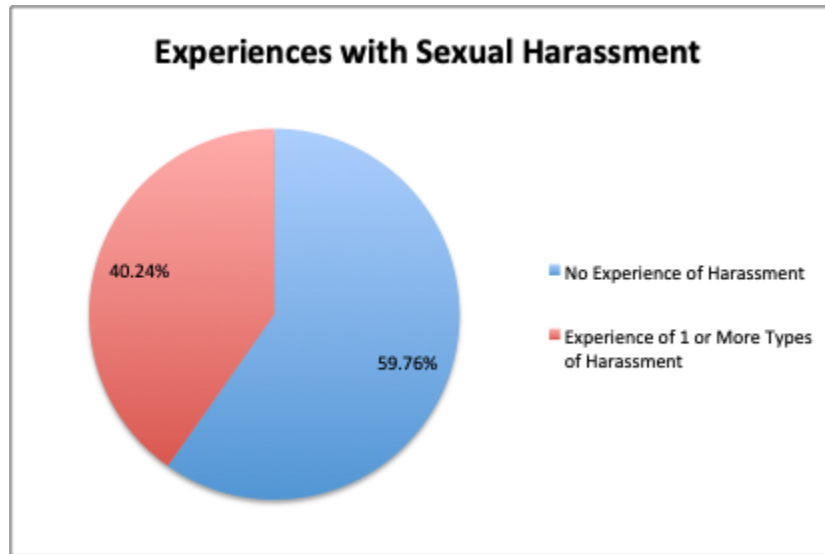


Figure 6: Types of Harassment Experienced

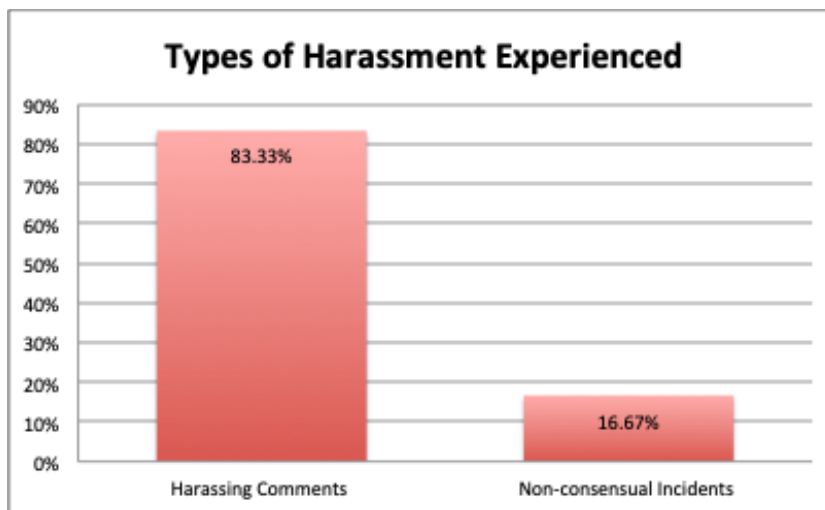


Figure 7: Frequency of Sexual Harassment by Layout

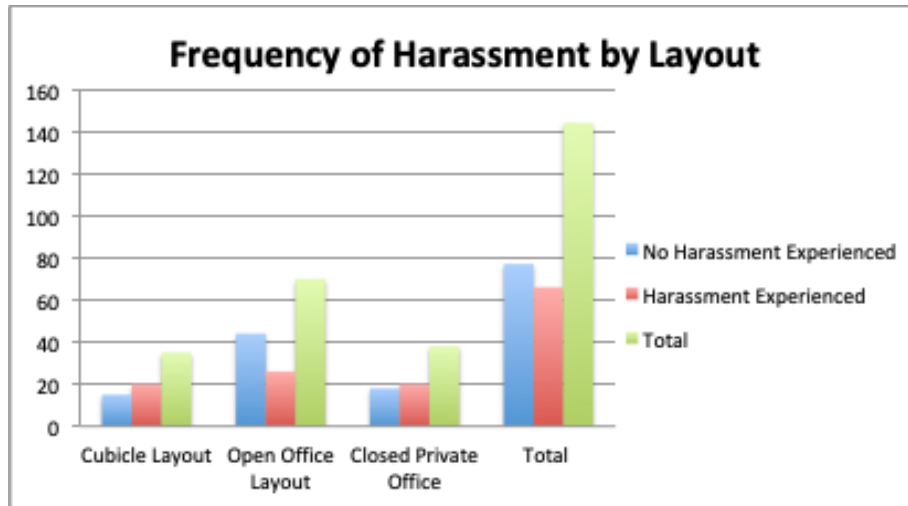
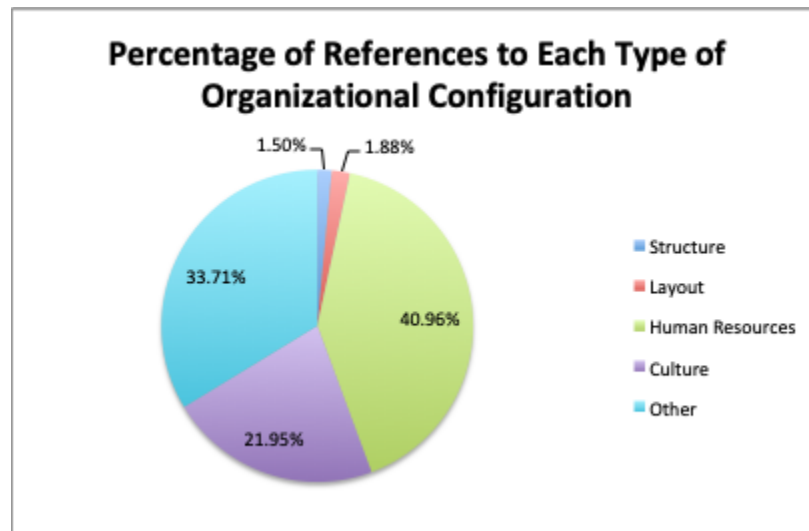
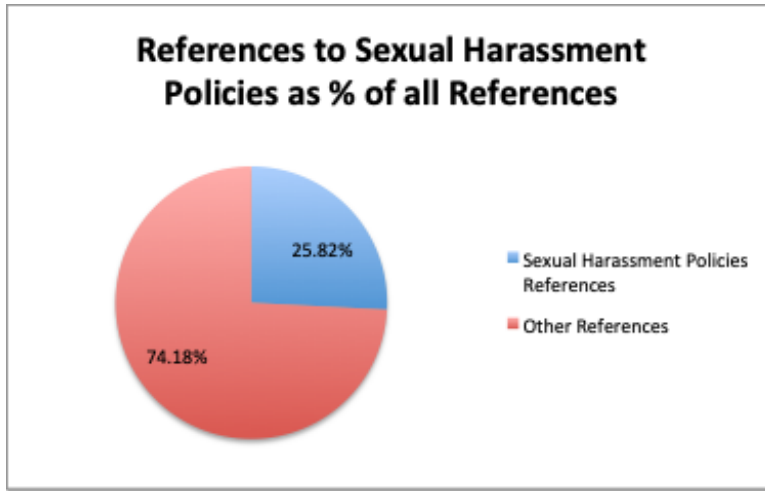


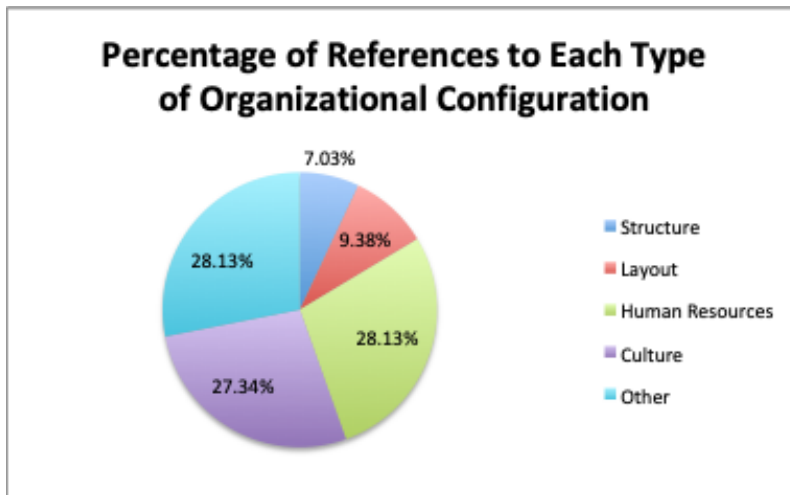
Figure 8: References to Each Element of Organizational Configuration General Prevention Factors



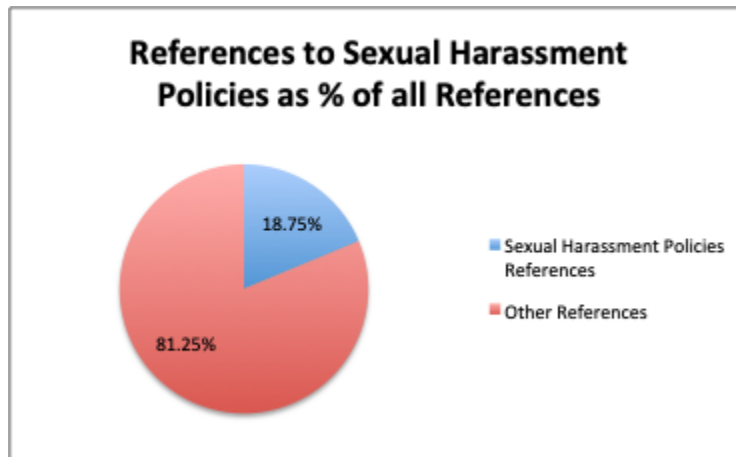
**Figure 9: References to Sexual Harassment Policies
General Prevention Factors**



**Figure 10: References to Each Element of Organizational Configuration
General Risk Factors**



**Figure 11: References to Sexual Harassment Policies
General Risk Factors**



Survey

Organizational Configuration and Sexual Harassment

Start of Block: Prescreen questions

Q1

Welcome!

Thank you for taking the time to take this survey and participate in this research. The purpose of this research is to identify sexual harassment risk factors in organizations. You will be asked to respond to survey questions considering your current employer, or your most recent employer if you are not currently employed. This survey should take you about 30 minutes to complete and is critical to the success of this research. Your participation in this research is voluntary and is greatly appreciated. Your responses are completely anonymous, and will not be shared with anyone outside of the research team.

To get started, we need to confirm your eligibility for this survey. If your response below indicates eligibility, you will then be taken to the next page on which you can consent to participate. If your response indicates that you aren't eligible, you will be directed to the end of the survey and your data will be discarded.

Organized for Harassment? Sexual Harassment Risk Factors and Organizational Configuration

To be eligible you must meet the following criteria: Female identified adult (over 18 years of age) Currently work or previously worked for a private sector business in the US for at least 30 months Can read and write English

Q2 Do you meet the eligibility criteria?

- Yes, I am eligible to participate in this survey (1)
- No, I am ineligible to participate in this survey (2)

Skip To: End of Survey If Do you meet the eligibility criteria? = No, I am ineligible to participate in this survey

End of Block: Prescreen questions

Start of Block: Consent

Q3 Organizational Configuration and Sexual Harassment Risk Factors

IRB Study Number: STU208800

Investigator: Mindy Douthit, PhD

Supported By: This research is supported by Northwestern University Office of Undergraduate Research and the School of Education and Social Policy Honors Thesis Program.

Key Information about this research study: The purpose of this study is explore the relationship between organizational configuration and sexual harassment risk factors and incidences. You will be asked to complete a one time online survey which will take approximately 30-45 minutes to complete. The primary risk of participation is potential emotional harm of discussing experiences of harassment. The main benefit is providing participants with a confidential space to discuss experiences with sexual harassment and workplace inequality. **Why am I being asked to take part in this research study?** We are asking you to take part in this research study because you are a women over the age of 18 with at least 3 months of experience working in private sector business in the United States, and we believe that understanding your workplace and your experiences will be valuable to this research. **What should I know about participating in a research study?** Whether or not you take part is up to you. You can choose not to take part. You can agree to take part and later change your mind. Your decision will not be held against you. **What happens if I say, "Yes, I want to be in this research"?** If you agree to participate in the survey you will answer a series of questions about your organization's office layout, structure, cultural values, and human resources practices. You will also be asked about your experiences with sexual harassment and sexual harassment training. **What happens if I do not want to be in this research?** Participation in research is voluntary. You can decide to participate or not to participate. **What happens if I say "Yes", but I change my mind later?** You can leave the research at any time and it will not be held against you. If you decide to leave the research at

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any time your responses will be deleted and your data will not be used for the study.

What happens to the information collected for the research? Survey results are collected anonymously. Efforts will be made to limit the use and disclosure of study responses only to people who have a need to review this information. We cannot promise complete secrecy. Organizations that may inspect and copy your information include the IRB and other representatives of this institution. This survey is being hosted by Qualtrics and involves a secure connection. Terms of service, addressing confidentiality, may be viewed at <https://www.qualtrics.com/terms-of-service/>. All information will be kept on a password protected computer only accessible by the research team. **Who can I talk to?** If you have questions, concerns, or complaints, or think the research has affected you in some way, talk to the research team: Mindy Douthit at m-douthit@u.northwestern.edu or Carlyn Zuckert at carlyn@u.northwestern.edu. This research has been reviewed and approved by an Institutional Review Board (“IRB”). You may talk to them at (312) 503-9338 or irb@northwestern.edu if:

Your questions, concerns, or complaints are not being answered by the research team.

You cannot reach the research team. You want to talk to someone besides the research team. You have questions about your rights as a research participant. You want to get information or provide input about this research.

Q4 If you wish to participate, please click the “**I Agree**” button and you will be taken to the survey. If you do not wish to participate in this study, please select “**I Disagree**” or select X in the corner of your browser.

I Agree (1)

I Disagree (2)

Skip To: End of Survey If If you wish to participate, please click the “I Agree” button and you will be taken to the survey... = I Disagree

End of Block: Consent

Start of Block: Demographic Questions

Organized for Harassment? Sexual Harassment Risk Factors and Organizational Configuration

Q5 How many years of work experience do you have?

- less than 5 (1)
 - 5 to 10 (2)
 - 11 to 15 (3)
 - greater than 16 (4)
-

Q6 Which of the following best describes your role?

- Associate/ Analyst (1)
 - Manager (2)
 - Director (3)
 - Senior Director (4)
 - Vice President (5)
 - President (6)
 - C-suite (7)
 - Other (8) _____
-

Organized for Harassment? Sexual Harassment Risk Factors and Organizational Configuration

Q7 Racial identification: (check all that apply)

White (1)

Black or African American (2)

American Indian or Alaska Native (3)

Asian (4)

Native Hawaiian or Pacific Islander (5)

Other (6)

End of Block: Demographic Questions

Start of Block: Cultural Values

Organized for Harassment? Sexual Harassment Risk Factors and Organizational Configuration

Q8 Please indicate how you feel about the following general characteristics of your organization.

	Strongly agree (1)	Somewhat agree (2)	Neither agree nor disagree (3)	Somewhat disagree (4)	Strongly disagree (5)
The organization I work for is highly structured (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reporting relationships at my organization are hierarchical (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The work environment at my organization is high pressure (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organization I work for is highly established (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organization I work for is highly regulated (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organization I work for is power oriented (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organization I work for is highly trusting (8)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Organized for Harassment? Sexual Harassment Risk Factors and Organizational Configuration

Organized for Harassment? Sexual Harassment Risk Factors and Organizational Configuration

Q9 Please indicate how you feel about the following statements regarding your organization's cultural values:

	Strongly agree (1)	Somewhat agree (2)	Neither agree nor disagree (3)	Somewhat disagree (4)	Strongly disagree (5)
Risk taking is highly valued in the organization I work for (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organization I work for is very results-oriented (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organization I work for is highly entrepreneurial (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organization I work for values collaboration (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organization I work for is very relationship oriented (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organization I work for values personal freedom (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organization I work values equality (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Organized for Harassment? Sexual Harassment Risk Factors and Organizational Configuration

Q10 Please indicate how you feel about the work you do at your organization.

	Strongly agree (1)	Somewhat agree (2)	Neither agree nor disagree (3)	Somewhat disagree (4)	Strongly disagree (5)
I feel stimulated by my work (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The work I do is challenging (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The work I do is procedural (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Organized for Harassment? Sexual Harassment Risk Factors and Organizational Configuration

Q11 Please indicate to what extent you agree or disagree with the following statements about your organization.

	Strongly agree (1)	Somewhat agree (2)	Neither agree nor disagree (3)	Somewhat disagree (4)	Strongly disagree (5)
I feel emotionally safe in my organization (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel physically safe in my organization (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organization I work for is highly sociable (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organization I work for is highly encouraging (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

End of Block: Cultural Values

Start of Block: office layout

Q12 Which of the below images best describes the layout of your personal workspace at your organization?

- Image:Screen shot 2019 01 16 at 8.13.46 pm (4)
 - Image:Screen shot 2019 01 16 at 8.15.36 pm (5)
 - Image:Screen shot 2019 01 16 at 8.15.49 pm (6)
-

Organized for Harassment? Sexual Harassment Risk Factors and Organizational Configuration

Q13 Please indicate to what extent you agree or disagree with the following statements about your organization's office layout.

	Strongly agree (1)	Somewhat agree (2)	Neither agree nor disagree (3)	Somewhat disagree (4)	Strongly disagree (5)
The majority of people at my organization work in an open office layout (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The majority of people at my organization work in private offices (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The majority of people at my organization work in cubicles (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Organized for Harassment? Sexual Harassment Risk Factors and Organizational Configuration

Q14 Please indicate to what extent you agree or disagree with the following statements about assigned work spaces at your organization.

	Strongly agree (1)	Agree (2)	Somewhat agree (3)	Neither agree nor disagree (4)	Somewhat disagree (5)	Disagree (6)	Strongly disagree (7)
Desk areas and work spaces are formally assigned (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Not having a formally assigned work areas causes me stress (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Not having a formally assigned work area causes me to alter my schedule (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Organized for Harassment? Sexual Harassment Risk Factors and Organizational Configuration

Q15 Please indicate to what extent you agree or disagree with the following statements about privacy at your organization.

	Strongly agree (1)	Somewhat agree (2)	Neither agree nor disagree (3)	Somewhat disagree (4)	Strongly disagree (5)
A lack of privacy in my organization creates feelings of being watched (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel distracted from my work due to the lack of privacy offered by my organizations layout (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel that my office's layout allows me to have privacy when necessary (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A lack of privacy in my workplace hinders my ability to perform to my greatest potential (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A lack of privacy in my workplace causes me emotional stress at times (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Organized for Harassment? Sexual Harassment Risk Factors and Organizational Configuration

Q16 Please indicate to what extent you agree or disagree with the following statements about potential over-stimulation at your organization.

	Strongly agree (1)	Agree (2)	Somewhat agree (3)	Neither agree nor disagree (4)	Somewhat disagree (5)	Disagree (6)	Strongly disagree (7)
There is a significant amount of audible and visual stimulation in my work environment (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I find the level of audible and visual stimulation in my work environment bothersome (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There is often excessive social stimulation in my workplace (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

End of Block: office layout

Start of Block: Structure

Organized for Harassment? Sexual Harassment Risk Factors and Organizational Configuration

Q17 Please indicate to what extent you agree or disagree with the following statements your organization's structure.

	Strongly agree (1)	Somewhat agree (2)	Neither agree nor disagree (3)	Somewhat disagree (4)	Strongly disagree (5)
The structure of my organization aligns with its business goals (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organization's environment is stable and unchanging (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organization's strategies and goals are clear and transparent (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organization quickly and readily adopts new technologies (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The majority of people working for my organization are highly educated (have completed college) (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The nature of reporting relationships at my	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Organized for Harassment? Sexual Harassment Risk Factors and Organizational Configuration

organization
create power
differentials
between
managers and
their
subordinates
(6)

Q18 Do you feel that there are any elements of your organization's structure (ie reporting relationships and structure of hierarchies) that create an increased risk for sexual harassment?

Q19 Are there any elements of your organization's structure that you feel reduce the risk of sexual harassment?

End of Block: Structure

Start of Block: human resources

Organized for Harassment? Sexual Harassment Risk Factors and Organizational Configuration

Q20 Please indicate to what extent you agree or disagree with the following statements about gender at your organization.

	Strongly agree (1)	Somewhat agree (2)	Neither agree nor disagree (3)	Somewhat disagree (4)	Strongly disagree (5)
There is an equal gender ratio (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There are more men than women at my organization (9)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There are more women than men at my organization (10)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Men and women are treated equally (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There is a concerted effort to hire women (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There is an equal gender ratio of women to men in leadership positions (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Women at my organization have to work harder to get an equal amount of recognition as men (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Organized for Harassment? Sexual Harassment Risk Factors and Organizational Configuration

Men are given more opportunities to succeed at my organization (6)

I often experience sexism at work (7)

I feel that I would have a different relationship with my supervisor if I was a man (8)



Organized for Harassment? Sexual Harassment Risk Factors and Organizational Configuration

Q21 Please indicate to what extent you agree or disagree with the following statements about your organization's environment and policies around sexual harassment.

	Strongly agree (1)	Somewhat agree (2)	Neither agree nor disagree (3)	Somewhat disagree (4)	Strongly disagree (5)
My organization cares about fostering an inclusive environment (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organization makes policies on sexual harassment known to all employees (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My work environment tolerates sexual teasing and joking (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Policies about sexual harassment in my organization are always upheld (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q22 Whether or not you have experienced sexual harassment in the workplace, what do you believe are factors that allow for sexual harassment to happen in workplace environments?

Organized for Harassment? Sexual Harassment Risk Factors and Organizational Configuration

Q23 Now, take a minute to consider organizational culture, organizational structure, office layout, and human resources practices. How do you think each of these might be helpful in preventing sexual harassment? Please drag and drop each item ranking each from most helpful to least helpful:

Most Helpful	Somewhat Helpful	Less Helpful	Least Helpful
____ Organizational Culture = values, beliefs and organizational norms (1)	____ Organizational Culture = values, beliefs and organizational norms (1)	____ Organizational Culture = values, beliefs and organizational norms (1)	____ Organizational Culture = values, beliefs and organizational norms (1)
____ Organizational Structure = degree of hierarchy and formalized roles/relationships (2)	____ Organizational Structure = degree of hierarchy and formalized roles/relationships (2)	____ Organizational Structure = degree of hierarchy and formalized roles/relationships (2)	____ Organizational Structure = degree of hierarchy and formalized roles/relationships (2)
____ Human Resources Practices = Policies and procedures related to sexual harassment (3)	____ Human Resources Practices = Policies and procedures related to sexual harassment (3)	____ Human Resources Practices = Policies and procedures related to sexual harassment (3)	____ Human Resources Practices = Policies and procedures related to sexual harassment (3)
____ Organizational Layout = the way the office is designed in terms of furniture and space configuration (4)	____ Organizational Layout = the way the office is designed in terms of furniture and space configuration (4)	____ Organizational Layout = the way the office is designed in terms of furniture and space configuration (4)	____ Organizational Layout = the way the office is designed in terms of furniture and space configuration (4)

End of Block: human resources

Start of Block: Sexual Harassment (Report on the AAU climate Survey on Sexual Assault and Sexau

Q24

“Sexual assault” and “sexual misconduct” refer to a range of behaviors that are non consensual or unwanted. These behaviors could include remarks about physical appearance or

Organized for Harassment? Sexual Harassment Risk Factors and Organizational Configuration

persistent sexual advances. They also could include threats of force to get someone to engage in sexual behavior such as nonconsensual or unwanted touching, sexual penetration, oral sex, anal sex or attempts to engage in these behaviors. These behaviors could be initiated by someone known or unknown, including someone you are in or have been in a relationship with. These next questions ask about your perceptions related to the risks of experiencing sexual assault or sexual misconduct in your organization.

Q25 Please indicate the prevalence of sexual assault or sexual misconduct at your organization by answering the following questions.

	Extremely likely (1)	Somewhat likely (2)	Neither likely nor unlikely (3)	Somewhat unlikely (4)	Extremely unlikely (5)
How likely do you think you are to experience sexual assault or sexual misconduct at your organization (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How likely do you think it is that you will experience sexual assault or sexual misconduct on a business trip or at an out of office company sponsored event (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q26

Please indicate how knowledgeable you are about your organization's policies on sexual assault

Organized for Harassment? Sexual Harassment Risk Factors and Organizational Configuration

and sexual misconduct by answering the following questions.

	Not at all (1)	A little (2)	Somewhat (3)	Very (4)	Extremely (5)
How knowledgeable are you about how sexual assault and sexual misconduct are defined at your organization? (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How knowledgeable are you about where to make a report of sexual assault or sexual misconduct at your organization? (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How knowledgeable are you about what happens when someone reports an incident of sexual assault or sexual misconduct at your organization? (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

End of Block: Sexual Harassment (Report on the AAU climate Survey on Sexual Assault and Sexau

Start of Block: Y/N q1

Organized for Harassment? Sexual Harassment Risk Factors and Organizational Configuration

Q27

The next questions ask about situations in which someone said or did something that • interfered with your professional performance, • limited your ability to participate in an program, meeting, task force or • created an intimidating, hostile or offensive social, or professional environment

Q28 Since you have worked at your organization, have you witnessed a colleague or anyone affiliated with the organization make inappropriate or offensive comments about **anyone else's** body appearance or sexual activity?

- Yes (1)
- No, never experienced (2)

End of Block: Y/N q1

Start of Block: If no to harassment open ended questions 1

Q29 Are there any actions you feel your organization could take to reduce the risk of this type of sexual harassment occurring in the future?

Q30 Could you elaborate on any reasons you feel may have contributed to the fact that you have never experienced this type of harassing behavior? Please share anything you believe to be relevant.

Organized for Harassment? Sexual Harassment Risk Factors and Organizational Configuration

End of Block: If no to harassment open ended questions 1

Start of Block: If yes to the type of sexual harassment 1

Q31 How many different people behaved this way?

- 1 person (1)
 - 2 persons (2)
 - 3 or more persons (3)
-

Organized for Harassment? Sexual Harassment Risk Factors and Organizational Configuration

Q32 At the time of (this event/these events), what (was the person's/ were these persons')relationship to you? (Mark all that apply)

At the time, it was someone I was involved or intimate with (1)

Someone I had been involved or was intimate with (2)

Co-worker (3)

Client (4)

Boss or supervisor (5)

Friend or acquaintance (6)

Stranger (7)

Other (8)

Don't know (9)

Q33 Since the time of this incident have you told anyone about your experience?

Yes (1)

No (2)

End of Block: If yes to the type of sexual harassment 1

Start of Block: If no to reporting 1

Organized for Harassment? Sexual Harassment Risk Factors and Organizational Configuration

Q34 Were any of the following reasons why you did not report the experience? (Mark all that apply)

- Did not know where to go or who to tell (1)
- Felt embarrassed, ashamed or that it would be too emotionally difficult (2)
- I did not think anyone would believe me (3)
- I did not think it was serious enough to report (4)
- I did not want the person to get into trouble (5)
- I feared getting fired or other negative job consequences (6)
- I feared negative social consequences (7)
- I did not think anything would be done (8)
- I feared it would not be kept confidential (9)
- Incident was not at work (10)
- Other (11)

End of Block: If no to reporting 1

Start of Block: If yes to reporting harassing behaviors 1

Organized for Harassment? Sexual Harassment Risk Factors and Organizational Configuration

Q35 Since the time of this incident who have you contacted any of the following about this experience(s)? (Mark all that apply)

Immediate supervisor (1)

Senior Manager (2)

Human Resources (3)

Colleague (4)

Friend or Family (5)

Other (6)

Q36 Thinking about the most recent time you contacted someone about this, how useful were they or the department in helping you deal with (this experience/these experiences)?

Not at all useful (1)

Slightly useful (2)

Moderately useful (3)

Very useful (4)

Extremely useful (5)

End of Block: If yes to reporting harassing behaviors 1

Start of Block: If yes to harassment open ended questions 1

Q37 Are there any organizational factors, such as culture, structure of reporting relationships, office layout or human resources practices that you believe contributed to your experience(s)?

Organized for Harassment? Sexual Harassment Risk Factors and Organizational Configuration

Q38 Are there any actions you feel your organization could take to reduce the risk of this type of sexual harassment occurring in the future?

End of Block: If yes to harassment open ended questions 1

Start of Block: Y/N q2

Q39 Since you have worked at your organization has a colleague or anyone affiliated with the organization made inappropriate or offensive comments about **your** body appearance or sexual activity?

- Yes (1)
- No, never experienced (2)

End of Block: Y/N q2

Start of Block: if no to harassment open ended q 2

Q40 Are there any actions you feel your organization could take to reduce the risk of this type of sexual harassment occurring in the future?

Organized for Harassment? Sexual Harassment Risk Factors and Organizational Configuration

Q41 Could you elaborate on any reasons you feel may have contributed to the fact that you have never experienced this type of harassing behavior? Please share anything you believe to be relevant.

End of Block: if no to harassment open ended q 2

Start of Block: if yes to type of sexual harassment 2

Q175 How many different people behaved this way?

- 1 person (1)
 - 2 persons (2)
 - 3 or more persons (3)
-

Organized for Harassment? Sexual Harassment Risk Factors and Organizational Configuration

Q176 At the time of (this event/these events), what (was the person's/ were these persons')relationship to you? (Mark all that apply)

At the time, it was someone I was involved or intimate with (1)

Someone I had been involved or was intimate with (2)

Co-worker (3)

Client (4)

Boss or supervisor (5)

Friend or acquaintance (6)

Stranger (7)

Other (8)

Don't know (9)

Q177 Since the time of this incident have you told anyone about your experience?

Yes (1)

No (2)

End of Block: if yes to type of sexual harassment 2

Start of Block: if no to reporting 2

Organized for Harassment? Sexual Harassment Risk Factors and Organizational Configuration

Q205 Were any of the following reasons why you did not report the experience? (Mark all that apply)

- Did not know where to go or who to tell (1)
- Felt embarrassed, ashamed or that it would be too emotionally difficult (2)
- I did not think anyone would believe me (3)
- I did not think it was serious enough to report (4)
- I did not want the person to get into trouble (5)
- I feared getting fired or other negative job consequences (6)
- I feared negative social consequences (7)
- I did not think anything would be done (8)
- I feared it would not be kept confidential (9)
- Incident was not at work (10)
- Other (11)

End of Block: if no to reporting 2

Start of Block: if yes to reporting harassing behaviors 2

Organized for Harassment? Sexual Harassment Risk Factors and Organizational Configuration

Q218 Since the time of this incident who have you contacted any of the following about this experience(s)? (Mark all that apply)

Immediate supervisor (1)

Senior Manager (2)

Human Resources (3)

Colleague (4)

Friend or Family (5)

Other (6)

Q219 Thinking about the most recent time you contacted someone about this, how useful were they or the department in helping you deal with (this experience/these experiences)?

Not at all useful (1)

Slightly useful (2)

Moderately useful (3)

Very useful (4)

Extremely useful (5)

End of Block: if yes to reporting harassing behaviors 2

Start of Block: if yes to harassment open ended 2

Q238 Are there any organizational factors, such as culture, structure of reporting relationships, office layout or human resources practices that you believe contributed to your experience(s)?

Organized for Harassment? Sexual Harassment Risk Factors and Organizational Configuration

Q239 Are there any actions you feel your organization could take to reduce the risk of this type of sexual harassment occurring in the future?

End of Block: if yes to harassment open ended 2

Start of Block: Y/N Q3

Q42 Since you have worked at your organization, has a colleague or anyone affiliated with the organization texted, tweeted, phoned, or instant messaged offensive sexual remarks, jokes, stories, pictures or videos to you that you didn't want to receive?

- Yes (1)
- No, never experienced (2)

End of Block: Y/N Q3

Start of Block: if yes to type of sexual harassment 3

Organized for Harassment? Sexual Harassment Risk Factors and Organizational Configuration

Q178 How many different people behaved this way?

- 1 person (1)
 - 2 persons (2)
 - 3 or more persons (3)
-

Q179 At the time of (this event/these events), what (was the person's/ were these persons')relationship to you? (Mark all that apply)

- At the time, it was someone I was involved or intimate with (1)
 - Someone I had been involved or was intimate with (2)
 - Co-worker (3)
 - Client (4)
 - Boss or supervisor (5)
 - Friend or acquaintance (6)
 - Stranger (7)
 - Other (8)
 - Don't know (9)
-

Organized for Harassment? Sexual Harassment Risk Factors and Organizational Configuration

Q180 Since the time of this incident have you told anyone about your experience?

- Yes (1)
- No (2)

End of Block: if yes to type of sexual harassment 3

Start of Block: if no to reporting 3

Q206 Were any of the following reasons why you did not report the experience? (Mark all that apply)

- Did not know where to go or who to tell (1)
- Felt embarrassed, ashamed or that it would be too emotionally difficult (2)
- I did not think anyone would believe me (3)
- I did not think it was serious enough to report (4)
- I did not want the person to get into trouble (5)
- I feared getting fired or other negative job consequences (6)
- I feared negative social consequences (7)
- I did not think anything would be done (8)
- I feared it would not be kept confidential (9)
- Incident was not at work (10)
- Other (11)

End of Block: if no to reporting 3

Start of Block: if yes to reporting harassing behaviors 3

Organized for Harassment? Sexual Harassment Risk Factors and Organizational Configuration

Q220 Since the time of this incident who have you contacted any of the following about this experience(s)? (Mark all that apply)

Immediate supervisor (1)

Senior Manager (2)

Human Resources (3)

Colleague (4)

Friend or Family (5)

Other (6)

Q221 Thinking about the most recent time you contacted someone about this, how useful were they or the department in helping you deal with (this experience/these experiences)?

Not at all useful (1)

Slightly useful (2)

Moderately useful (3)

Very useful (4)

Extremely useful (5)

End of Block: if yes to reporting harassing behaviors 3

Start of Block: if yes to harassment open ended 3

Q240 Are there any organizational factors, such as culture, structure of reporting relationships, office layout or human resources practices that you believe contributed to your experience(s)?

Organized for Harassment? Sexual Harassment Risk Factors and Organizational Configuration

Q241 Are there any actions you feel your organization could take to reduce the risk of this type of sexual harassment occurring in the future?

End of Block: if yes to harassment open ended 3

Start of Block: if no to harassment open ended q3

Q157 Are there any actions you feel your organization could take to reduce the risk of this type of sexual harassment occurring in the future?

Q158 Could you elaborate on any reasons you feel may have contributed to the fact that you have never experienced this type of harassing behavior? Please share anything you believe to be relevant.

Organized for Harassment? Sexual Harassment Risk Factors and Organizational Configuration

End of Block: if no to harassment open ended q3

Start of Block: Y/N q4

Q43 Since you have worked at your organization has a colleague or anyone affiliated with the organization **continued** to pursue you even after you said, “no”?

- Yes (1)
- No, never experienced (2)

End of Block: Y/N q4

Start of Block: If no to harassment open ended q4

Q159 Are there any actions you feel your organization could take to reduce the risk of this type of sexual harassment occurring in the future?

Q160 Could you elaborate on any reasons you feel may have contributed to the fact that you have never experienced this type of harassing behavior? Please share anything you believe to be relevant.

Organized for Harassment? Sexual Harassment Risk Factors and Organizational Configuration

End of Block: If no to harassment open ended q4

Start of Block: if yes to type of sexual harassment 4

Q181 How many different people behaved this way?

- 1 person (1)
- 2 persons (2)
- 3 or more persons (3)

Organized for Harassment? Sexual Harassment Risk Factors and Organizational Configuration

Q182 At the time of (this event/these events), what (was the person's/ were these persons')relationship to you? (Mark all that apply)

At the time, it was someone I was involved or intimate with (1)

Someone I had been involved or was intimate with (2)

Co-worker (3)

Client (4)

Boss or supervisor (5)

Friend or acquaintance (6)

Stranger (7)

Other (8)

Don't know (9)

Q183 Since the time of this incident have you told anyone about your experience?

Yes (1)

No (2)

End of Block: if yes to type of sexual harassment 4

Start of Block: if no to reporting 4

Organized for Harassment? Sexual Harassment Risk Factors and Organizational Configuration

Q207 Were any of the following reasons why you did not report the experience? (Mark all that apply)

- Did not know where to go or who to tell (1)
- Felt embarrassed, ashamed or that it would be too emotionally difficult (2)
- I did not think anyone would believe me (3)
- I did not think it was serious enough to report (4)
- I did not want the person to get into trouble (5)
- I feared getting fired or other negative job consequences (6)
- I feared negative social consequences (7)
- I did not think anything would be done (8)
- I feared it would not be kept confidential (9)
- Incident was not at work (10)
- Other (11)

End of Block: if no to reporting 4

Start of Block: if yes to reporting harassing behaviors 4

Organized for Harassment? Sexual Harassment Risk Factors and Organizational Configuration

Q222 Since the time of this incident who have you contacted any of the following about this experience(s)? (Mark all that apply)

Immediate supervisor (1)

Senior Manager (2)

Human Resources (3)

Colleague (4)

Friend or Family (5)

Other (6)

Q223 Thinking about the most recent time you contacted someone about this, how useful were they or the department in helping you deal with (this experience/these experiences)?

Not at all useful (1)

Slightly useful (2)

Moderately useful (3)

Very useful (4)

Extremely useful (5)

End of Block: if yes to reporting harassing behaviors 4

Start of Block: if yes to harassment open ended 4

Q242 Are there any organizational factors, such as culture, structure of reporting relationships, office layout or human resources practices that you believe contributed to your experience(s)?

Organized for Harassment? Sexual Harassment Risk Factors and Organizational Configuration

Q243 Are there any actions you feel your organization could take to reduce the risk of this type of sexual harassment occurring in the future?

End of Block: if yes to harassment open ended 4

Start of Block: Y/N q5

Q44 The next questions ask about instances where someone behaved in a way that made you afraid for your personal safety.

Q45 Since you have worked at your organization, has anyone made unwanted phone calls, sent emails, voice, text or instant messages, or posted messages, pictures or videos on social networking sites in a way that made you afraid for your personal safety?

- Yes (1)
- No, never experienced (2)

Organized for Harassment? Sexual Harassment Risk Factors and Organizational Configuration

End of Block: Y/N q5

Start of Block: if no to harassment open ended q5

Q161 Are there any actions you feel your organization could take to reduce the risk of this type of sexual harassment occurring in the future?

Q162 Could you elaborate on any reasons you feel may have contributed to the fact that you have never experienced this type of harassing behavior? Please share anything you believe to be relevant.

End of Block: if no to harassment open ended q5

Start of Block: if yes to type of sexual harassment 5

Q184 How many different people behaved this way?

- 1 person (1)
 - 2 persons (2)
 - 3 or more persons (3)
-

Organized for Harassment? Sexual Harassment Risk Factors and Organizational Configuration

Q185 At the time of (this event/these events), what (was the person's/ were these persons')relationship to you? (Mark all that apply)

- At the time, it was someone I was involved or intimate with (1)
 - Someone I had been involved or was intimate with (2)
 - Co-worker (3)
 - Client (4)
 - Boss or supervisor (5)
 - Friend or acquaintance (6)
 - Stranger (7)
 - Other (8)
 - Don't know (9)
-

Q186 Since the time of this incident have you told anyone about your experience?

- Yes (1)
- No (2)

End of Block: if yes to type of sexual harassment 5

Start of Block: if no to reporting 5

Organized for Harassment? Sexual Harassment Risk Factors and Organizational Configuration

Q208 Were any of the following reasons why you did not report the experience? (Mark all that apply)

- Did not know where to go or who to tell (1)
- Felt embarrassed, ashamed or that it would be too emotionally difficult (2)
- I did not think anyone would believe me (3)
- I did not think it was serious enough to report (4)
- I did not want the person to get into trouble (5)
- I feared getting fired or other negative job consequences (6)
- I feared negative social consequences (7)
- I did not think anything would be done (8)
- I feared it would not be kept confidential (9)
- Incident was not at work (10)
- Other (11)

End of Block: if no to reporting 5

Start of Block: if yes to reporting harassing behaviors 5

Organized for Harassment? Sexual Harassment Risk Factors and Organizational Configuration

Q224 Since the time of this incident who have you contacted any of the following about this experience(s)? (Mark all that apply)

Immediate supervisor (1)

Senior Manager (2)

Human Resources (3)

Colleague (4)

Friend or Family (5)

Other (6)

Q225 Thinking about the most recent time you contacted someone about this, how useful were they or the department in helping you deal with (this experience/these experiences)?

Not at all useful (1)

Slightly useful (2)

Moderately useful (3)

Very useful (4)

Extremely useful (5)

End of Block: if yes to reporting harassing behaviors 5

Start of Block: if yes to harassment open ended 5

Q244 Are there any organizational factors, such as culture, structure of reporting relationships, office layout or human resources practices that you believe contributed to your experience(s)?

Organized for Harassment? Sexual Harassment Risk Factors and Organizational Configuration

Q245 Are there any actions you feel your organization could take to reduce the risk of this type of sexual harassment occurring in the future?

End of Block: if yes to harassment open ended 5

Start of Block: Y/N Q6

Q46 Since you have worked at your organization, has anyone showed up somewhere or waited for you when you did not want that person to be there in a way that made you afraid for your personal safety?

- Yes (1)
- No, never experienced (2)

End of Block: Y/N Q6

Start of Block: if no to harassment open ended Q6

Q163 Are there any actions you feel your organization could take to reduce the risk of this type of sexual harassment occurring in the future?

Organized for Harassment? Sexual Harassment Risk Factors and Organizational Configuration

Q164 Could you elaborate on any reasons you feel may have contributed to the fact that you have never experienced this type of harassing behavior? Please share anything you believe to be relevant.

End of Block: if no to harassment open ended Q6

Start of Block: if yes to type of sexual harassment 6

Q187 How many different people behaved this way?

- 1 person (1)
 - 2 persons (2)
 - 3 or more persons (3)
-

Organized for Harassment? Sexual Harassment Risk Factors and Organizational Configuration

Q188 At the time of (this event/these events), what (was the person's/ were these persons')relationship to you? (Mark all that apply)

At the time, it was someone I was involved or intimate with (1)

Someone I had been involved or was intimate with (2)

Co-worker (3)

Client (4)

Boss or supervisor (5)

Friend or acquaintance (6)

Stranger (7)

Other (8)

Don't know (9)

Q189 Since the time of this incident have you told anyone about your experience?

Yes (1)

No (2)

End of Block: if yes to type of sexual harassment 6

Start of Block: if no to reporting 6

Organized for Harassment? Sexual Harassment Risk Factors and Organizational Configuration

Q209 Were any of the following reasons why you did not report the experience? (Mark all that apply)

- Did not know where to go or who to tell (1)
- Felt embarrassed, ashamed or that it would be too emotionally difficult (2)
- I did not think anyone would believe me (3)
- I did not think it was serious enough to report (4)
- I did not want the person to get into trouble (5)
- I feared getting fired or other negative job consequences (6)
- I feared negative social consequences (7)
- I did not think anything would be done (8)
- I feared it would not be kept confidential (9)
- Incident was not at work (10)
- Other (11)

End of Block: if no to reporting 6

Start of Block: if yes to reporting harassing behaviors 6

Organized for Harassment? Sexual Harassment Risk Factors and Organizational Configuration

Q226 Since the time of this incident who have you contacted any of the following about this experience(s)? (Mark all that apply)

Immediate supervisor (1)

Senior Manager (2)

Human Resources (3)

Colleague (4)

Friend or Family (5)

Other (6)

Q227 Thinking about the most recent time you contacted someone about this, how useful were they or the department in helping you deal with (this experience/these experiences)?

Not at all useful (1)

Slightly useful (2)

Moderately useful (3)

Very useful (4)

Extremely useful (5)

End of Block: if yes to reporting harassing behaviors 6

Start of Block: if yes to harassment open ended 6

Q246 Are there any organizational factors, such as culture, structure of reporting relationships, office layout or human resources practices that you believe contributed to your experience(s)?

Organized for Harassment? Sexual Harassment Risk Factors and Organizational Configuration

Q247 Are there any actions you feel your organization could take to reduce the risk of this type of sexual harassment occurring in the future?

End of Block: if yes to harassment open ended 6

Start of Block: Y/N Q7

Q47 Since you have worked at your organization has anyone spied on, watched or followed you, either in person or using devices or software in a way that made you afraid for your personal safety?

- Yes (1)
- No, never experienced (2)

End of Block: Y/N Q7

Start of Block: if no to harassment open ended q7

Q165 Are there any actions you feel your organization could take to reduce the risk of this type of sexual harassment occurring in the future?

Organized for Harassment? Sexual Harassment Risk Factors and Organizational Configuration

Q166 Could you elaborate on any reasons you feel may have contributed to the fact that you have never experienced this type of harassing behavior? Please share anything you believe to be relevant.

End of Block: if no to harassment open ended q7

Start of Block: if yes to type of sexual harassment 7

Q190 How many different people behaved this way?

- 1 person (1)
- 2 persons (2)
- 3 or more persons (3)

Organized for Harassment? Sexual Harassment Risk Factors and Organizational Configuration

Q191 At the time of (this event/these events), what (was the person's/ were these persons')relationship to you? (Mark all that apply)

At the time, it was someone I was involved or intimate with (1)

Someone I had been involved or was intimate with (2)

Co-worker (3)

Client (4)

Boss or supervisor (5)

Friend or acquaintance (6)

Stranger (7)

Other (8)

Don't know (9)

Q192 Since the time of this incident have you told anyone about your experience?

Yes (1)

No (2)

End of Block: if yes to type of sexual harassment 7

Start of Block: if no to reporting 7

Organized for Harassment? Sexual Harassment Risk Factors and Organizational Configuration

Q210 Were any of the following reasons why you did not report the experience? (Mark all that apply)

- Did not know where to go or who to tell (1)
- Felt embarrassed, ashamed or that it would be too emotionally difficult (2)
- I did not think anyone would believe me (3)
- I did not think it was serious enough to report (4)
- I did not want the person to get into trouble (5)
- I feared getting fired or other negative job consequences (6)
- I feared negative social consequences (7)
- I did not think anything would be done (8)
- I feared it would not be kept confidential (9)
- Incident was not at work (10)
- Other (11)

End of Block: if no to reporting 7

Start of Block: if yes to reporting harassing behaviors 7

Organized for Harassment? Sexual Harassment Risk Factors and Organizational Configuration

Q228 Since the time of this incident who have you contacted any of the following about this experience(s)? (Mark all that apply)

Immediate supervisor (1)

Senior Manager (2)

Human Resources (3)

Colleague (4)

Friend or Family (5)

Other (6)

Q229 Thinking about the most recent time you contacted someone about this, how useful were they or the department in helping you deal with (this experience/these experiences)?

Not at all useful (1)

Slightly useful (2)

Moderately useful (3)

Very useful (4)

Extremely useful (5)

End of Block: if yes to reporting harassing behaviors 7

Start of Block: if yes to harassment open ended 7

Q250 Are there any organizational factors, such as culture, structure of reporting relationships, office layout or human resources practices that you believe contributed to your experience(s)?

Organized for Harassment? Sexual Harassment Risk Factors and Organizational Configuration

Q251 Are there any actions you feel your organization could take to reduce the risk of this type of sexual harassment occurring in the future?

End of Block: if yes to harassment open ended 7

Start of Block: Y/N Q8

Q48 This next section asks about non consensual or unwanted sexual contact (including but not limited to kissing, touching, groping, any kind of sexual penetration) you may have experienced while working at your organization. The person with whom you had the nonconsensual or unwanted contact could be anyone associated with your organization such as a colleague, a friend or someone you were involved with that you met through work, a boss or manager, a subordinate.

Organized for Harassment? Sexual Harassment Risk Factors and Organizational Configuration

Q49 Since you have been working at your organization have you experienced or had anyone attempt non consensual or unwanted sexual contact as a result of physical force or threats of physical force?

- Yes (1)
- No, never experienced (2)

End of Block: Y/N Q8

Start of Block: if no to harassment open ended q8

Q167 Are there any actions you feel your organization could take to reduce the risk of this type of sexual harassment occurring in the future?

Q168 Could you elaborate on any reasons you feel may have contributed to the fact that you have never experienced this type of harassing behavior? Please share anything you believe to be relevant.

End of Block: if no to harassment open ended q8

Start of Block: if yes to type of sexual harassment 8

Organized for Harassment? Sexual Harassment Risk Factors and Organizational Configuration

Q193 How many different people behaved this way?

- 1 person (1)
 - 2 persons (2)
 - 3 or more persons (3)
-

Q194 At the time of (this event/these events), what (was the person's/ were these persons')relationship to you? (Mark all that apply)

- At the time, it was someone I was involved or intimate with (1)
 - Someone I had been involved or was intimate with (2)
 - Co-worker (3)
 - Client (4)
 - Boss or supervisor (5)
 - Friend or acquaintance (6)
 - Stranger (7)
 - Other (8)
 - Don't know (9)
-

Organized for Harassment? Sexual Harassment Risk Factors and Organizational Configuration

Q195 Since the time of this incident have you told anyone about your experience?

- Yes (1)
- No (2)

End of Block: if yes to type of sexual harassment 8

Start of Block: if no to reporting 8

Q214 Were any of the following reasons why you did not report the experience? (Mark all that apply)

- Did not know where to go or who to tell (1)
- Felt embarrassed, ashamed or that it would be too emotionally difficult (2)
- I did not think anyone would believe me (3)
- I did not think it was serious enough to report (4)
- I did not want the person to get into trouble (5)
- I feared getting fired or other negative job consequences (6)
- I feared negative social consequences (7)
- I did not think anything would be done (8)
- I feared it would not be kept confidential (9)
- Incident was not at work (10)
- Other (11)

End of Block: if no to reporting 8

Start of Block: if yes to reporting harassing behaviors 8

Organized for Harassment? Sexual Harassment Risk Factors and Organizational Configuration

Q230 Since the time of this incident who have you contacted any of the following about this experience(s)? (Mark all that apply)

Immediate supervisor (1)

Senior Manager (2)

Human Resources (3)

Colleague (4)

Friend or Family (5)

Other (6)

Q231 Thinking about the most recent time you contacted someone about this, how useful were they or the department in helping you deal with (this experience/these experiences)?

Not at all useful (1)

Slightly useful (2)

Moderately useful (3)

Very useful (4)

Extremely useful (5)

End of Block: if yes to reporting harassing behaviors 8

Start of Block: if yes to harassment open ended 8

Q252 Are there any organizational factors, such as culture, structure of reporting relationships, office layout or human resources practices that you believe contributed to your experience(s)?

Organized for Harassment? Sexual Harassment Risk Factors and Organizational Configuration

Q253 Are there any actions you feel your organization could take to reduce the risk of this type of sexual harassment occurring in the future?

End of Block: if yes to harassment open ended 8

Start of Block: Y/N Q9

Q50 Since you have worked at your organization, has anyone threatened to share damaging information about you with your family, friends or authority figures if you do not engage in non consensual or unwanted sexual contact?

- Yes (1)
- No, never experienced (2)

End of Block: Y/N Q9

Start of Block: if no to harassment open ended q9

Q169 Are there any actions you feel your organization could take to reduce the risk of this type of sexual harassment occurring in the future?

Organized for Harassment? Sexual Harassment Risk Factors and Organizational Configuration

Q170 Could you elaborate on any reasons you feel may have contributed to the fact that you have never experienced this type of harassing behavior? Please share anything you believe to be relevant.

End of Block: if no to harassment open ended q9

Start of Block: if yes to type of sexual harassment 9

Q196 How many different people behaved this way?

- 1 person (1)
- 2 persons (2)
- 3 or more persons (3)

Organized for Harassment? Sexual Harassment Risk Factors and Organizational Configuration

Q197 At the time of (this event/these events), what (was the person's/ were these persons')relationship to you? (Mark all that apply)

At the time, it was someone I was involved or intimate with (1)

Someone I had been involved or was intimate with (2)

Co-worker (3)

Client (4)

Boss or supervisor (5)

Friend or acquaintance (6)

Stranger (7)

Other (8)

Don't know (9)

Q198 Since the time of this incident have you told anyone about your experience?

Yes (1)

No (2)

End of Block: if yes to type of sexual harassment 9

Start of Block: if no to reporting 9

Organized for Harassment? Sexual Harassment Risk Factors and Organizational Configuration

Q215 Were any of the following reasons why you did not report the experience? (Mark all that apply)

- Did not know where to go or who to tell (1)
- Felt embarrassed, ashamed or that it would be too emotionally difficult (2)
- I did not think anyone would believe me (3)
- I did not think it was serious enough to report (4)
- I did not want the person to get into trouble (5)
- I feared getting fired or other negative job consequences (6)
- I feared negative social consequences (7)
- I did not think anything would be done (8)
- I feared it would not be kept confidential (9)
- Incident was not at work (10)
- Other (11)

End of Block: if no to reporting 9

Start of Block: if yes to reporting harassing behaviors 9

Organized for Harassment? Sexual Harassment Risk Factors and Organizational Configuration

Q232 Since the time of this incident who have you contacted any of the following about this experience(s)? (Mark all that apply)

Immediate supervisor (1)

Senior Manager (2)

Human Resources (3)

Colleague (4)

Friend or Family (5)

Other (6)

Q233 Thinking about the most recent time you contacted someone about this, how useful were they or the department in helping you deal with (this experience/these experiences)?

Not at all useful (1)

Slightly useful (2)

Moderately useful (3)

Very useful (4)

Extremely useful (5)

End of Block: if yes to reporting harassing behaviors 9

Start of Block: if yes to harassment open ended 9

Q254 Are there any organizational factors, such as culture, structure of reporting relationships, office layout or human resources practices that you believe contributed to your experience(s)?

Organized for Harassment? Sexual Harassment Risk Factors and Organizational Configuration

Q255 Are there any actions you feel your organization could take to reduce the risk of this type of sexual harassment occurring in the future?

End of Block: if yes to harassment open ended 9

Start of Block: Y/N Q10

Q51 Since you have worked at your organization, has anyone threatened to post damaging information about you online to attempt to engage in non consensual or unwanted sexual contact?

- Yes (1)
- No, never experienced (2)

End of Block: Y/N Q10

Start of Block: if no to harassment open ended Q10

Q171 Are there any actions you feel your organization could take to reduce the risk of this type of sexual harassment occurring in the future?

Organized for Harassment? Sexual Harassment Risk Factors and Organizational Configuration

Q172 Could you elaborate on any reasons you feel may have contributed to the fact that you have never experienced this type of harassing behavior? Please share anything you believe to be relevant.

End of Block: if no to harassment open ended Q10

Start of Block: if yes to type of sexual harassment 10

Q199 How many different people behaved this way?

- 1 person (1)
 - 2 persons (2)
 - 3 or more persons (3)
-

Organized for Harassment? Sexual Harassment Risk Factors and Organizational Configuration

Q200 At the time of (this event/these events), what (was the person's/ were these persons')relationship to you? (Mark all that apply)

At the time, it was someone I was involved or intimate with (1)

Someone I had been involved or was intimate with (2)

Co-worker (3)

Client (4)

Boss or supervisor (5)

Friend or acquaintance (6)

Stranger (7)

Other (8)

Don't know (9)

Q201 Since the time of this incident have you told anyone about your experience?

Yes (1)

No (2)

End of Block: if yes to type of sexual harassment 10

Start of Block: if no to reporting 10

Organized for Harassment? Sexual Harassment Risk Factors and Organizational Configuration

Q216 Were any of the following reasons why you did not report the experience? (Mark all that apply)

- Did not know where to go or who to tell (1)
- Felt embarrassed, ashamed or that it would be too emotionally difficult (2)
- I did not think anyone would believe me (3)
- I did not think it was serious enough to report (4)
- I did not want the person to get into trouble (5)
- I feared getting fired or other negative job consequences (6)
- I feared negative social consequences (7)
- I did not think anything would be done (8)
- I feared it would not be kept confidential (9)
- Incident was not at work (10)
- Other (11)

End of Block: if no to reporting 10

Start of Block: if yes to reporting harassing behaviors 10

Organized for Harassment? Sexual Harassment Risk Factors and Organizational Configuration

Q234 Since the time of this incident who have you contacted any of the following about this experience(s)? (Mark all that apply)

Immediate supervisor (1)

Senior Manager (2)

Human Resources (3)

Colleague (4)

Friend or Family (5)

Other (6)

Q235 Thinking about the most recent time you contacted someone about this, how useful were they or the department in helping you deal with (this experience/these experiences)?

Not at all useful (1)

Slightly useful (2)

Moderately useful (3)

Very useful (4)

Extremely useful (5)

End of Block: if yes to reporting harassing behaviors 10

Start of Block: if yes to harassment open ended 10

Q256 Are there any organizational factors, such as culture, structure of reporting relationships, office layout or human resources practices that you believe contributed to your experience(s)?

Organized for Harassment? Sexual Harassment Risk Factors and Organizational Configuration

Q257 Are there any actions you feel your organization could take to reduce the risk of this type of sexual harassment occurring in the future?

End of Block: if yes to harassment open ended 10

Start of Block: Y/N Q11

Q52 Since you have been working at your organization, has someone used threats of either positive or negative job related consequences to attempt or engage in non consensual or unwanted sexual contact?

- Yes (1)
- No, never experienced (2)

End of Block: Y/N Q11

Start of Block: if no to harassment open ended q11

Q173 Are there any actions you feel your organization could take to reduce the risk of this type of sexual harassment occurring in the future?

Organized for Harassment? Sexual Harassment Risk Factors and Organizational Configuration

Q174 Could you elaborate on any reasons you feel may have contributed to the fact that you have never experienced this type of harassing behavior? Please share anything you believe to be relevant.

End of Block: if no to harassment open ended q11

Start of Block: if yes to type of sexual harassment 11

Q202 How many different people behaved this way?

- 1 person (1)
- 2 persons (2)
- 3 or more persons (3)

Organized for Harassment? Sexual Harassment Risk Factors and Organizational Configuration

Q203 At the time of (this event/these events), what (was the person's/ were these persons')relationship to you? (Mark all that apply)

At the time, it was someone I was involved or intimate with (1)

Someone I had been involved or was intimate with (2)

Co-worker (3)

Client (4)

Boss or supervisor (5)

Friend or acquaintance (6)

Stranger (7)

Other (8)

Don't know (9)

Q204 Since the time of this incident have you told anyone about your experience?

Yes (1)

No (2)

End of Block: if yes to type of sexual harassment 11

Start of Block: if no to reporting 11

Organized for Harassment? Sexual Harassment Risk Factors and Organizational Configuration

Q217 Were any of the following reasons why you did not report the experience? (Mark all that apply)

- Did not know where to go or who to tell (1)
- Felt embarrassed, ashamed or that it would be too emotionally difficult (2)
- I did not think anyone would believe me (3)
- I did not think it was serious enough to report (4)
- I did not want the person to get into trouble (5)
- I feared getting fired or other negative job consequences (6)
- I feared negative social consequences (7)
- I did not think anything would be done (8)
- I feared it would not be kept confidential (9)
- Incident was not at work (10)
- Other (11)

End of Block: if no to reporting 11

Start of Block: if yes to reporting harassing behaviors 11

Organized for Harassment? Sexual Harassment Risk Factors and Organizational Configuration

Q236 Since the time of this incident who have you contacted any of the following about this experience(s)? (Mark all that apply)

Immediate supervisor (1)

Senior Manager (2)

Human Resources (3)

Colleague (4)

Friend or Family (5)

Other (6)

Q237 Thinking about the most recent time you contacted someone about this, how useful were they or the department in helping you deal with (this experience/these experiences)?

Not at all useful (1)

Slightly useful (2)

Moderately useful (3)

Very useful (4)

Extremely useful (5)

End of Block: if yes to reporting harassing behaviors 11

Start of Block: if yes to harassment open ended 11

Q258 Are there any organizational factors, such as culture, structure of reporting relationships, office layout or human resources practices that you believe contributed to your experience(s)?

Organized for Harassment? Sexual Harassment Risk Factors and Organizational Configuration

Q259 Are there any actions you feel your organization could take to reduce the risk of this type of sexual harassment occurring in the future?

End of Block: if yes to harassment open ended 11

Start of Block: Training questions

Q53 This section will ask about sexual harassment training.

Q54 Think back to when you first joined your organization. Did your orientation or on-boarding include a training or information session about sexual assault or sexual misconduct?

- Yes (1)
 - No (2)
 - I didn't attend orientation/have on-boarding (3)
 - I don't remember (4)
-

Organized for Harassment? Sexual Harassment Risk Factors and Organizational Configuration

Display This Question:

If Think back to when you first joined your organization. Did your orientation or on-boarding includ... = Yes

Q55 Overall how useful was this training?

- Extremely useful (1)
- Very useful (2)
- Moderately useful (3)
- Slightly useful (4)
- Not at all useful (5)

Display This Question:

If Think back to when you first joined your organization. Did your orientation or on-boarding includ... = Yes

Q56 Please explain why you rated the training the way you did.

Organized for Harassment? Sexual Harassment Risk Factors and Organizational Configuration

Q57 Each of the following are statements about what might happen **if someone were to report a sexual assault or sexual misconduct to human resources or a manager at your organization.** Please indicate how likely you think each of these reporting scenarios is.

	Extremely unlikely (1)	Somewhat unlikely (2)	Neither likely nor unlikely (3)	Somewhat likely (4)	Extremely likely (5)
How likely is it that colleagues would support the person making the report? (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How likely is it that the alleged offender(s) or their associates would retaliate against the person making the report? (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How likely is it that they would take the report seriously? (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How likely is it that they would protect the safety of the person making the report? (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How likely is it they would conduct a fair investigation? (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How likely is it that they would take action against	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Organized for Harassment? Sexual Harassment Risk Factors and Organizational Configuration

the
offender(s)?
(6)

How likely is it
that the
reporter
would face
negative job
consequences?
(7)

How likely is it
that they
would take
action to
address
factors that
may have led
to the sexual
assault or
sexual
misconduct?
(8)

End of Block: Training questions
