Research Article

Sexual Harassment in the Workplace: Pattern Identification and Treatment

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Abstract.
Sexual harassment in the workplace is a societal norm that generates discomfort, especially among women. This study aims to detect and address patterns of sexual harassment in the workplace from an industrial and organizational psychology perspective. They are analyzing data using a literature review research strategy. The identification results revealed that five identifiable aspects of sexual harassment occurred. The specified process begins with the leader's roles and then progresses to constructing other cultures, the victim's emotional labor, and decreasing their performance. Based on this, we argue that sexual harassment can be avoided by enhancing the organization's and its leaders' tasks, as well as establishing a neutral institute to take care of workplace sexual harassment accusations.

Keywords: pattern of sexual harassment, sexual harassment at work, sexual harassment treatment, gender equality

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1. Introduction

Sexual harassment is commonly defined as unpleasant and unwanted behavior that leads to discussions about sex or sexual activities that are offensive and uncomfortable [1]. In 2023, the Ministry of Women's and Children's Empowerment Indonesia reported 29,883 cases of violence in Indonesia, with 37.8% of the victims being adults and 80.5% of the victims being female [2]. According to the Ministry of Women's and Children's Empowerment Indonesia, also report 467 workplace violence incidents have occurred [3]. These findings give early evidence that adults in the workplace can be victims of violence, including sexual harassment.

Sexual harassment in the workplace is sometimes thought to be a minor issue because it is part of the prevailing culture [4]. Sexual harassment in the workplace typically manifests as gender-based harassment, unwelcome sexual attention, sexual coercion, offensive approaches, and inappropriate physical contact [5]. Workplace cases

typically involve victims in lower positions or members of the minority gender [3]. Victims of sexual harassment may experience distress, despair, stress, and even suicidal ideation [6]. If sexual harassment occurs in the workplace, it will have additional negative consequences for the victim, increasing their emotional burden.

Other adverse outcomes for workplace sexual harassment victims include decreased job satisfaction, organizational dedication, and productivity, as well as increased work stress, turnover, and conflict [7]. Of course, the mental load borne by victims is twofold because the true purpose of working people is to meet fundamental necessities and achieve self-actualization [8]. If this situation persists, it will negatively influence the quality and welfare of workers' lives.

Based on the issues raised, it can be concluded that sexual harassment in the workplace is a severe problem that requires addressing. Looking at many similar research reveal insights about the different types of sexual harassment, perpetrator tendencies, impacts, and follow-up to the harassment that happens. As a result, the purpose of this research will be to detect cases of sexual harassment in the workplace. The aim is that the exposed cases would reveal the patterns followed by the criminals, allowing them to serve as an example of being more careful. Aside from that, this study may provide alternate approaches to dealing with workplace sexual harassment.

2. Literature Review

In general, there are four approaches to disclosing sexual harassment [6]. Namely: (1) Biological approach (biological model). This approach views that the biological influence between men and women influences sexual harassment. This action is not understood as harassment but instead is considered normal. (2) Organizational approach (organizational model). This approach views that power relations facilitate sexual harassment in a hierarchical structure. The party who has authority (dominant) is seen as having the opportunity to abuse their power for the sake of sexual gratification by sexually harassing their subordinates (subordinates). (3) Socio-cultural approach (socio-cultural model). This approach argues that sexual harassment is men's defense mechanism for their domination of women, especially economically. Sexual harassment can occur by inhibiting the development of women's potential or by intimidating women to leave work. (4) The sex role spillover model approach, which views that sexual harassment is very likely to occur both in environments where women are a minority and majority group. In the context of this research, the sex role spillover model approach is very relevant

where cases of sexual harassment that befall female journalists occur because women are a minority group among journalists, and editorial management consists mostly of men.

The concept of Hartsock's theory has proven assumptions regarding the origins of social life, which provide opportunities for sexual harassment [9], including 1) Material life (or class position) shapes and limits understanding of social relationships. This assumption suggests that an individual's location in the class structure can shape and limit their understanding of social relationships. 2) When material life is formed for two different groups using two opposite things, then the understanding of each party will automatically be contradictory. When there are dominant and subordinate groups, understanding the dominant group will be unequal and dangerous. 3) Views on superior groups will form material relationships in which all groups are forced to participate. Research shows that superior groups can eliminate the choices of subordinate groups [10]. 4) The views of oppressed groups represent effort and appreciation. The powerful groups made subordinate groups must make great efforts to voice their views in social life. 5) Potential understanding on the part of the oppressed can reveal the cruelty of existing relationships between groups. This situation can encourage women to move forward and create a more just life. This assumption justifies that this effort will produce a more precise and accurate view of subordinate groups experiencing pressure from superior groups.

3. Method

The qualitative analysis approach begins with a framework analysis of previously collected data. This approach can also be described as a theme qualitative analytical approach [11]. The goal of this qualitative approach analysis is to gain a better understanding of workplace harassment by examining the experiences and perspectives of employees in various professional settings. Based on existing data and literature on the subject, this study used a qualitative technique to capture the voices and narratives of women who have faced harassment in professional settings. This study uses theme analysis to identify incidents, patterns, and alternative approaches to coping with sexual harassment in the workplace.

4. Result and Discussion

The cases of sexual harassment in the workplace gathered included three in Indonesia [10, 13, 17] and two in India, the United States, and Canada [12]. It is vital to comprehend the various types of sexual harassment mentioned in this study in the form of activities that result in things that smell sexual and cause discomfort [7]. In general, data from these cases revealed that the victim was female, had a lower-level position, belonged to a gender minority, and felt helpless. This overall description is a common occurrence. Table 1 shows details on how incidences of sexual harassment in the workplace were identified.

The first case of sexual harassment happened in the Satpol PP (Private Civil Service Police Unit) [13]. This example demonstrates that being a minority worker (in this case, a woman) does not protect you from sexual harassment. Sexual harassment is frequently expressed verbally in this scenario. After confirmation, this was taken as a joke, as they are field workers with high levels of work stress [14], and joking can help relieve stress [15]. In this context, the forms are sexual comments, attitudes indicating sexual engagement, and even relationship pressure [6, 16]. The victims were married ladies. Even jokes that lead to sexual discussions have become a part of the current communication culture. However, it is worth noting that the victim's resistance when this occurred was to remain silent. The victim revealed that his superior, who was known for sexual harassment, had reported and voiced their concern. Because men dominate Satpol PP's duties, patriarchy gets institutionalized and reinforced over time.

The second case occurred with a female journalist [17]. This case revealed that the perpetrator was not only a work partner but also carried out by an informant who was a previously unknown person. The harassment often experienced by female journalists takes the form of verbal harassment, with minor physical harassment found. It also revealed that jobs in the field of journalism still have gender stereotypes. The number of workers is more men than women, so men dominate and hold power, giving rise to a patriarchal culture at work. The patriarchal culture causes women to receive unfair treatment often, even leading to harassment. Another factor is that the location where the field interview process is carried out creates opportunities for informants to commit acts of sexual harassment. The interview was far from the working area due to the informant's request to be willing to conduct an interview. The locations mentioned include cafes, elevators, and restaurants. This unpleasant experience causes the victim

to experience a traumatic condition, even though it is not severe. It should also noted that it is often found that victims do not report it and choose to avoid the perpetrator.

The third case occurred in workers in the Cakung area, East Jakarta [10]. This research involved three informants who were willing and volunteered to reveal their stories. Informants who were victims in this case also stated that many women experienced this. The workers are depicted as tending to remain silent and not having the courage to fight against this crime of sexual harassmWhat ishat's even sadder is that we cannot identify sexual harassment in the workplace. The pattern of actions received by the victim is the same, namely verbal, psychological, and physical. It found that four forms of harassment were carried out, namely voyeurism, online sexual harassment, forced dating through marriage, and intimidation. Most of the perpetrators in this case were colleagues in other divisions of the victim. When conducting this research, most victims refused to become informants. The effects of this case lead to trauma and decreased work productivity.

Not only does this happen in Indonesia, but research also seeks information from various sources regarding cases of sexual harassment. The fourth case raised in this research was in [18]. India still adheres to patriarchal principles and still views women working as something different. It explained that women were often unable to even travel independently because of the many threats of sexual harassment. In this study, 38% of female respondents admitted that they had received treatment that led to verbal, psychological, and physical sexual harassment. The effects felt by these victims were traumatic primarily, stressful, and even reduced productivity in their work.

Another case revealed that sexual harassment in the workplace often occurs at airlines in the US and Canada [12]. This research was conducted with 4,459 respondents using multivariate logistic regression, looking at events over the past year. This case reveals that verbal harassment, sexual harassment, and sexual assault are common among aircraft cabin crew, especially flight attendants, with 63% of respondents. The effects of harassment in the workplace are related to depression, sleep disorders, and injuries at work. It also found that, in this case, the passenger became the perpetrator by using abuse of his authority.

As a result of identifying the cases presented, several important points were obtained, especially from the perspective of industrial and organizational psychology. The first response relates to the function of the leader in the organization. The second refers to culture that emerges outside the established organizational culture. The third relates to

TABLE 1: Identification of cases of sexual harassment in the workplace.

Perpetrator	Internal	Having a higher position than the victim	Other divisions/departments that rarely come into contact with victims
	External	Unknown people who should have a professional relationship	
Forms of sexual harassment	Verbal	Jokes, comments, flirting	
	Psychic	Threats perceptions because they were carried out by his superiors	
	Physique	Touching sensitive areas, touching	
Factors causing sexual harassment	Patriarchal culture	The dominance of men gives rise to a particular culture	
	Gender domination		
Victim's response	Speechless		
	Report to superiors		
The impact experienced by the victim	Minor trauma	There are several cases that experience severe trauma	
	Stress at work		
	Decrease in work productivity.		
	Minor injury while working		

the emotions and mood of the victim's reaction. Finally, it is seen from the perspective of work performance, especially for victims of sexual harassment in the workplace. The subsequent points will form a pattern and then be interpreted from a psychological perspective, so how to overcome it is illustrated.

Identify the pattern of perpetrators who came from internal parties in the organization. Internal parties mean that the perpetrator was a co-worker, and in two cases, it was stated that the perpetrator had a higher title or position than the victim [13, 17]. The high position of the perpetrator made the role of the leader not visible in cases of sexual harassment in the workplace. Leaders function to protect and provide a sense of security for those they lead [19]. Leader roles even happen in organizations that have different numbers of genders in them. Differences in numbers give rise to gender domination in the workplace, followed by the formation of cultures other than organizational culture [20].

The formation of a culture outside the organizational culture that originates from the vision and mission creates the second pattern of sexual harassment in the workplace. The other culture is what makes victims realize that acts of sexual harassment in

the workplace are not acts based on intention but instead because of culture. This culture is the reason for this unpleasant act. Three cases also mentioned that the culture developed was patriarchal in the workplace. This culture arises because of the dominance of the male gender in an organization [21]. So, patriarchal culture has become an inseparable part of society and is difficult to change [22]. Therefore, this cultural pattern makes sexual harassment unavoidable.

This case of sexual harassment in the workplace, which is based on a patriarchal culture, provides its pattern in the victim's reaction. Based on the five cases revealed, the victim's reaction was similar: silence [10, 12, 13, 17, 18]. Several cases revealed a pattern of reporting the sexual harassment they experienced to their superiors or leaders, but only in cases that occurred with perpetrators outside the organization [13, 17]. The dominant reaction from victims is silence; this is seen from the perspective of industrial and organizational psychology; there is emotional labor. It is explained that emotional labor is the process of individuals mastering their emotions for work needs so they can still share the conditions they experience in their professional roles [23]. Employees who place professionalism in their work are responsible figures [24]. However, this has a negative effect because it can reduce work performance due to stress due to unpleasant events experienced.

The emergence of work stress due to experiences of sexual harassment during work is a frequent impact. Even in cases that reveal mild trauma and decreased work productivity, even minor injuries can occur [10, 12, 13, 17, 18]. Work stress and decreased work productivity become complex when it involves a decrease in motivation and even job satisfaction experienced by the victim at the last loss of desire to work. The lost desire to work is the same as eliminating the essence of actualization, which is aimed when someone decides to work [25]. So, survivors of sexual harassment in the workplace are people with big hearts.

Identifying patterns of sexual harassment in the workplace and revealing them from an industry and organizational perspective provides an overview of measures to prevent and address this problem. Two efforts can be made based on the pattern: (1) optimizing organizational and leader functions and (2) establishing a particular independent body for sexual harassment cases in the workplace and starting from the existence of clear SOPs to regulate work activities that have opportunities for sexual harassment. The existence of appropriate procedural rules can reduce work accidents and increase work effectiveness [26]. Strictly enforcing the organization's culture, values, vision, and mission in every line of work activity makes organizational values the only culture that is

adhered to [27]. Be firm in providing punishment by both organizations and the authorities to perpetrators who are proven to have committed acts of sexual harassment—an independent body within the organization to protect victims and handle the impacts experienced by them.

Sexual harassment in the workplace can identified as having identified patterns based on data on the perpetrator, forms of sexual harassment, causal factors, victim reactions, and the impact experienced by the victim. The results of this identification are then described into patterns that represent acts of sexual harassment in the workplace. The pattern begins with an imbalance in the number of sexes/genders in the workplace so that a group dominates (men). This gender domination will form a patriarchal culture in the workplace, so the forms of harassment that often occur are verbal (jokes, comments), psychological (threats), and physical (touching, groping). This form of sexual harassment in the workplace is based on culture and is difficult to separate. Knowing this pattern of sexual harassment, the way to overcome it is to optimize the function of the organization and its leaders so that gender domination does not foster a culture other than organizational culture.

Victims of sexual harassment in the workplace can also be identified based on the reactions and impacts experienced by the victim. The victim's response tends to be silent when they find that the person carrying out the act is an external party. Of course, maintaining a professional relationship is a consideration for the victim when reacting. If harassment occurs within the organization, victims tend to report it, so optimizing the role of leaders is needed. Reactions of silence or reporting for victims both have negative impacts, such as work stress, minor trauma, decreased productivity, and even minor injuries while working. This impact is related to employee performance, resulting in less effective organizational achievements. So, to overcome this pattern, they need a safe place. Establishing an independent body to handle cases is a form of organizational firmness that provides a sense of security for victims.

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