## **IMPACT OF SEXUAL HARASSMENT AT WORKPLACE:** A CASE OF THE UNITED NATIONS IN KENYA

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## **DECLARATION**

I declare that this work is my original work and has not been presented for a degree or

any other award in any university or any Institution of higher learning for examination
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## **DEDICATION**

I dedicate this work to my husband and my family for the sacrifice they made for me to complete this project. Their moral support, love, care, encouragement and constructive criticism inspired me to achieve this goal.

#### **ACKNOWLEDGEMENT**

I owe a great deal of gratitude to many people who have contributed in a variety of ways to the completion of my project. I am particularly grateful to my supervisor's Dr. Grace Nyamongo and Dr. Marygorety Akinyi for their tireless support and guidance as have developed a great deal of respect for them.

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I appreciate also all the Peer Support Volunteers (PSV) and friends for their support and encouragement.

#### **ABSTRACT**

The purpose of this study was to examine the impact of sexual harassment at the workplace a case study of the United Nations office, Nairobi. The objectives were to establish the impact of sexual harassment in the UN, explore effective ways of handling sexual harassment at the workplace, determine the reasons why sexual harassment cases were reported to the media and the various coping mechanisms adopted by the victims of sexual harassment. Marxist theory was used in the study as it brings out the different economic status of people in a society, where some people are economically poor, and others rich. In the workplace, employees have different levels or hierarchy and at times perpetrators may use force and sexually harass the vulnerable employees by using their powers at their high levels to get what they wanted. The study used descriptive design that employed self-administered questionnaires, interviews to UN staff and focus group discussions. The findings indicated that most employees failed to report cases of sexual harassment for fear of losing their jobs as some perpetrators were senior managers who were also involved in the decision making. There were employees who even preferred keeping quiet and prayed to wish the problem away, while other employees coped to sexual harassment by ignoring the perpetrators. Twenty employees indicated that they feared the negative consequences after reporting cases of sexual harassment that they might experience thereafter. Eight respondents indicated that they did not believe that their complaints would be taken seriously. Very few respondents indicated that they contacted a staff counselor or manager for support. The researcher recommended for an external body to be considered in addressing any sexual harassment case(s) in the United Nations which would eliminate fear from the employees. Suggestion boxes to be introduced where staff would be encouraged to use them in case there were cases on sexual harassment at workplace. It was further recommended that, the opening and analysis from the suggestion boxes to be handled by an independent body who would make recommendations to senior management.

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#### LIST OF ABBREVIATIONS AND ACRONYMS

**UN** – United Nations

**US-**United States

ILO – International Labor Organization

**PSV** – Peer Support Volunteer

**SPSS-**Statistical Package for Social Sciences

**SWA** – staff Welfare Association

SG – Support Group

SGB - Secretary General Bulletin

**HR** – Human Resources

**HoU** – Head of Unit

**ED** – Executive Director

AAUW - American Association of University Women Educational Foundation

**EOC** - Equal Opportunities Commission

#### **CHAPTER ONE**

#### INTRODUCTION

#### 1.0 Introduction

This chapter presents the background to the study, problem statement, study purpose, objectives and the research questions. It also discusses significance of the study, limitations and delimitations of conducting the study, assumptions of the study, the conceptual framework and lastly the definition of terms.

#### 1.1 Background of the Study

Sexual harassment at workplace is one of the most underreported forms of sexual victimization worldwide. Although studies have been conducted on sexual violence in the workplace and in the educational setting worldwide since the 1970's, little has been done to determine the impact of sexual harassment at the workplace.

Sexual harassment at workplace refers to any unwanted behaviour or conduct of sexual nature in the place of work Gunduz *et al* (2007). This includes unwanted conduct to the recipient at workplace and physical conduct which includes touching, pinching, patting or any other unsolicited physical contact. Sexual harassment is defined as any unwelcome sexual advance, request for sexual favours, physical or verbal conduct or gesture of a sexual nature, or any other behaviour which might reasonably be expected or be perceived to cause offence or humiliation to another person (SGB, 2008).

According to Aggarwal, (1992), sexual harassment is seen in different ways as it goes against the victims will and rights. When someone forces others to have sex by displaying suggested sexual images or even forcefully having unwanted physical touch, that still confirms sexual harassment. There are studies which have been done and confirms that sexual harassment does occur from different gender and therefore, we cannot necessarily ignore same gender sexual harassment in this research. The only thing that categorizes it to be sexual harassment has been when the victim has been forced into sex unwillingly as indicated in the sexual harassment policy (ILO 2006).

The total sexual harassment indirect consequences were very difficult to ascertain. For example, it was almost impossible to determine the costs associated with opportunities missed due to poor decision-making caused by sexual harassment at workplace (Terpstra & Baker, 1986).

In addition, Baridon (1994), suggested that employees could be supported by an Employee Assistance Programme in dealing with cases of sexual harassment, as it causes stress and at times leads to possible substance abuse and family problems. It was further noted that it could lead to death if not well managed. The prevalence data on sexual harassment suggested that it was a widespread problem among the working women and majority did not report through the channels that were stipulated in their policy.

Overall, survey data that was done appeared to suggest that nearly a half of working women would be subjected to one form or another of sexual harrassment (Fitzgerald, 1997). It was also noted that, the severity of sexual harrassment would be different. According to Barak (1994), he pointed out that it seemed that in general the verbal harrassment were less severe though it was widelyspread from 40% to 90% (Fitzgerald, 1998;, Gutek, 1985, USMSPS, 1981, 1988). The anormity of sexual harrassment was noted that it affected a very huge number of women. Assuming that, sexual harrassment was a universal problem, why should organizations be worried on how to eradicate it from the workplace?

According to the USMSPB (1988), among 88 cases that were reported by Califonia Department of Fair Employments and Housing, the number of female who were fired were nearly half of the employees and a quarter had quit their jobs out of fear of sexual harassment. Another estimate by Gutek, (1985) indicated that there were up to 10% of women who quited their jobs due to sexual harassment in the workplace. Therefore, as a result of sexual harassment cases, most organizations incurred additional further expenses related to the separation of staff, replacement and various job and training costs (Terpatra & Baker, 1986).

Similarly, the victims who were absent due to cases of sexual harassement at workplace was an additional cost to the employer in terms of paid sick leave and also reduced productivity (Terpatra & Baker, 1986). The cost of medical was an additional cost to the organization especially for employees who sought for medical or counselling support due stress and any other emotional or physical stress (Terpetra & Baker, 1986). The turnover and absenteeism which resulted from sexual harassment was costly to the organizations in terms of monetary value which was difficult to quantify. In 1992, Douglas Baldwin,

Senior Vice President of Imperial Oil, from his research estimated that sexual harassment had costed the Company close to \$8 million per year from staff absenteeism, turnover, and low productivity (Lamertz, 2002).

The study further suggested that sexual harassment at the workplace had costed Fortune 500 companies at least more than \$6 million annually in the productivity (Maimunah, 2000). Nevertheless, given that most cases of sexual harassment which occurs to women were not reported (example see USMSPB, 1988), most organizations might not be aware of the number of women who had left without them indicating that harassment was the main reason. Similarly, organizations may have ended up blaming the working women for their decreased performance without ever putting consideration that, it was due a function of the hazardous work environment under which women were subjected to by the perpetrators. Therefore, the women turnover that was attributed to sexual harassment might have been basically underestimated.

Globally sexual harassment has been a big concern as over 5,000 workers, government and employer delegates of International Labour Organization (ILO) from 187-member states gathered at the United Nations Palais des Nations for the International Labour Conference for further discussion on the way forward. The meeting was held from May 28 to June 8, 2018 as reported by Swiss information, Bradley dated May 28, 2018 at 15:28hrs.

The discussions were to focus on the new international treaty to protect workers from sexual harassment at workplace which could be adopted in 2019. One of the highlights of the ten-day session, as delegates discussed was a proposal of new international legal recommendations to protect workers from sexual harassment globally by Swiss

information, Bradley dated May 28, 2018. During these first discussions in Geneva, the members hoped to define the scope of a possible international standards on the issue of protecting workers from sexual harassment. This step was very essential to enable delegates to finalize an additional sexual harassment document that they hoped could be adopted in 2019 as reported by ILO's centenary year, Tribune de Genève on Monday, 7 May 2018 (ILO, 2018).

In 2010, a survey on the sexual harassment was done by the American Bar Association Young Lawyers Division and it showed that 85% of female legal advisors and 78% of female legal counsellors had encountered one type of sexual harassment behaviour (Tengku & Maimunah, 2000). This demonstrated that sexual harassment at workplace was a big concern as even the female employees who had the legal knowledge and were supposed to be assisting legally other fellow women who were sexually harassed were also affected. In Seattle, an investigation of city workers found that more than 33% of all respondents associated from the survey on sexual harassment at workplace from (579 respondents) were explicitly sexually harassed in the past two years of business (Gutek, 2009). It was noted that more measures to support women was needed across the board as even the most elite ones were also sexually harassed at their work place.

In Germany, a survey done in 2010 in Frankfurt, it indicated that 25 percent out of 7,000 ladies from the study had reported several cases of sexual harassment in various workplaces. Another overview done in 2011 revealed that 66% of ladies detailed being consistently sexually harassed, however about 50% of their male associates did not think that their conduct was hostile (Earle & Madek, 1993). This was a clear indication that some men might have been used to the harassment behaviour until for them it was a normal thing

and that was why it was normal for men. There was a need for women to be empowered and to be able to stop the men from sexually abusing them.

In some countries based on the surveys that were done, sexual Harassment at workplace was less as compared to other countries. In a country like Finland, the survey showed a concern from Women's Safety as it revealed that 20% of ladies encountered a scope of provocation practices of sexual harassment over a period of one-years' time span (Heiskanen & Piispa, 1998). Similarly, in France a National Survey that was done on sexual harassment against women, reported some occurrences both at work and out in the open regions where ladies were sexually harassed in the most recent years was at 15% (Aggarwal, 1992). This was a concern as sexual harassment should not be happening at all as it should be at zero rate.

It was also reported in Italy that, 25% of ladies between the ages of 14 and 59 detailed at least one kind of inappropriate behaviour over the most recent three years (Sabbadini, 1998). In addition, Asia and China had lately experienced some cases of sexual harassment (Farley, 1978). In the year 2000, utilizing information from the Chinese Health and Family Life review from a survey on sexual harassment that was completed, it found that the commonness and hazard factors on sexual harassment behaviour was a wide range of provocation. The data taken was on a stratified likelihood that tested several people from 3,821 members which was broadly illustrative of China's grown-up populace that had matured from 20–64. Altogether, 14% were fine but 16% of urban ladies confirmed some type of sexual harassment in the previous years by Parish et.al, (2006).

The research in India showed that there was inappropriate behaviour that was viewed as a significant issue which had dependably not been accounted for because of social marks of shame. A review led by the Gender Study Group among understudies in the University of Delhi found that, most ladies respondents felt that sexual harassment comprised of male conduct that was neglected and disregarded but added up to sexual harassment behaviour just when it crossed the edge of the women resistance from Report on Sexual Harassment by Carloff, (2002).

In another report of an investigation directed by the sex think team that gathered in the Delhi University demonstrated that 80% had confronted inappropriate behaviour on the streets as indicated in study by Landsberg, (2010). The sexual harassment behaviour on ladies was widespread in India though it was not reported (Report on Sexual Harassment, 2013).

In Kenya, Buluma, (2009) conducted a study on special secondary schools in Central Province on the effects of sexual harassment of the teachers. The study results indicated that 58.9% of the respondents stated that victims of sexual harassment were mainly young teachers 67% of the respondents indicated that these young teachers who faced sexual harassment were the teachers on teaching practice. 17% of the teachers stated that the most probable cause of sexual harassment was the distance between the school and their homes. The study also revealed that there was a low awareness on the teachers about the sexual harassment practices in place to protect them.

Mwacheda, (2012) conducted a study on the factors that influence workplace sexual harassment from a case study of Allpack industries in Kenya. The study findings confirmed

that the least factor that contributed to sexual harassment was personality trait of the victim.

The culture of the organization and the work environment were the key factors that contributed to sexual harassment.

#### 1.2 Statement of the Problem

Research and studies conducted in this field indicate that sexual harassment at the workplace had serious negative consequences not only to the victim and the organization, but also the family members of the victim(s) and the other colleagues at work.

In 1980, the USMSPB (1981) conducted the first comprehensive national survey on sexual harassment among randomly selected federal employees in US; four out of ten of the 10,648 women surveyed reported to have been sexually harassed during the previous two years. The experiences were arranged into explicit categories ranging from verbal harassment to blatant Sexual Harassment. These indicated that despite having good policies in place there were still some cases of sexual harassment though not reported officially. Although there have been studies conducted at workplace on sexual harassment, no substantive studies have been conducted in Kenya and especially on the United Nations Office in Nairobi. The researcher sought to determine why sexual harassment cases in the UN were reported externally. With this knowledge, the researcher sought to determine the impact of sexual harassment in the workplace, a case study of the UN offices in Nairobi.

### 1.3 General Objective

The general objective of this study was to determine the impact of sexual harassment at the workplace in the United Nations.

#### 1.3.1 Specific Objectives

- i. To establish effective ways of handling sexual harassment at the workplace.
- ii. To explore why Sexual harassment cases were reported to external channels / media by the staff despite having well stipulated policies.
- iii. To examine the coping mechanism of sexual harassment staff at the workplace.

#### 1.3.2 Research Questions

- i. What are the effective ways of handling sexual harassment at the workplace?
- ii. Why are Sexual harassment cases reported to external channels / media by the staff despite having well stipulated policies?
- iii. What are the coping mechanisms applied by victims of sexual harassment at the workplace?

## 1.4 Justification and significance of the Study

The issue of workplace sexual harassment in the opinion of the researcher was a serious issue of human rights and democracy that affects the working community. The primary reason for the research was to determine the impact of workplace sexual harassment to help organizations come up with ways to counteract the problem. The findings of this study were also useful to help organizations firm up their workplace harassment policies to ensure they were more effective in tackling workplace harassment problems to minimize the chances of the victims reporting such cases externally.

This research would also add to the existing knowledge on workplace sexual harassment which would act as a source of empirical literature for future studies in related areas.

#### 1.5 Scope of the Study

The study was mainly concerned with impact of sexual harassment at the workplace among UN employees in Nairobi, Kenya who were about 4600 in total. The study was conducted in Nairobi at the United Nations offices in Gigiri which has Kenyans and international staff from various countries worldwide. At least 40 employees from each cadre were randomly selected and given questionnaires to fill.

#### 1.6 Limitations and Delimitations of the Study

Some of the questionnaires were not fully filled so the researcher had a difficult time of compiling the information. The researcher used all the information from the respondent's forms even the partially completed forms were used. It was quite a challenge to have the affected women/men to volunteer with the information. The researcher was supported by the Peer Support Volunteers though they were also busy and at times it was difficult to get them. Meetings were done during their lunch break and this assisted the researcher to get more support from the staff who were available. Ten employees indicated in their response that they were afraid of such confidential information reaching their bosses despite the researcher having assured them on the confidentiality of the exercise. The researcher reassured them severally that the study was for academic purposes.

#### 1.7 Definition of Terms

#### Harassment

This is any improper conduct which is unwelcome and may be perceived to humiliate a person and sometimes cause offence to another person. This may be also in form of gestures, words or actions that tend to annoy another person. It can also demean, belittle,

humiliate, embarrass and may create an offensive environment which can affect a person's work performance and might even cause emotional stress.

#### **Sexual Harassment**

This is any unwelcome sexual advances that a person makes at the workplace. This may include request for sexual favours that may be from peers or senior managers to other employees or verbal, physical conduct or gesture of a sexual nature to other employees. It might also include any other behaviour of a sexual nature that might reasonably be perceived to cause offence or humiliation others at the workplace.

#### **Abuse of Authority**

This happens when a superior person or an individual with higher rank uses his/her powers or authority to humiliate other persons or employees for personal gains and even on sexual exploitation at the work place.

#### Retaliation

This refers to the act of revenging back where a sexually harassed person feels offended and acts against the perpetrator or any other person who has offended him/her. It involves threats or acts of retribution against an individual who raises concerns, makes claims or assists in providing information about harassment.

#### **CHAPTER TWO**

#### LITERATURE REVIEW

#### 2.0 Introduction

This chapter outlines the existing literature based on past studies with topics related to sexual harassment at workplace. The review has been carried out along the following subtopics; Global, African countries, and in general the perceptions from other countries. The section concludes with a discussion on the theoretical and the gaps which will be filled in this study.

#### 2.1 Sexual Harassment at the Workplace

Democracy demands that each person in the society despite their age, gender, race, and disability should be able to exercise their individual freedom. Personal freedom is the basic feature of a society. Kibwana and Mute (2000), stated that protection from sexual harassment and sexual abuse promotes the individual's exercise of their sexuality and protects the right to determination and self. Freedom from sexual harassment is a fundamental human right associated with personal freedom. The authors also describe sexual harassment as unsound male behavior that stresses women's sexual role. Sexual harassment occurs in various forms such as: commenting upon, staring at, covert jokes, or physical touch of a woman's body for consent in sexual behavior, date propositions and demand for sexual intimacy. This definition is biased as it views sexual harassment from only a woman's perspective, yet men have also been victims of sexual harassment.

Blackstone and Uggen (2004) stated that sexual harassment at the workplace occurs when unwelcome sexual advances and physical sexual behavior that affects an individual's job

unreasonably or builds an atmosphere of work that is offensive. Some Scholars (Oladepo & Brieger, 2000 & Lee, 2006) stated that, there were cases of sexual harassment at workplace in the United States as reported in Equal Opportunity Commission EOC, (2002). It formulated a legal definition of sexual harassment in 1980 that elaborated two main types: hostile environment and *Quid pro quo*. *Quid pro quo* sexual harassment involves threatening use of rewards or punishment or actual from a senior person in an organization to subordinate. This meant that, any person in authority uses their power and position to ask for sexual favors by means of threats or rewards such as promotion.

Sexual harassment is one of the gender-based abuse in Kenya. It has received little social acknowledgement and minimal legislative focus. Sexual abuse is a complex, fluid phenomenon not easily detectable and punishable by law. The Kenyan Sexual Offenses Act (2006) clearly explains how sexual violence should be addressed legally. It is however silent on how sexual harassment should be addressed at workplace. We can no longer deny the presence of sexual harassment in our society. Research needs to be conducted on the extent and its impact at the workplace.

#### 2.2 Handling Victims of Sexual Harassment at the Workplace

Studies and reports (Naylor, 2002; USAID undated; and Kibwana & Mute, 2000) came to the conclusion that, sexual harassment has a negative effect on the victims. Some of these effects are psychological, health related and work performance related. Psychologically, a victim loses self-esteem, faces depression, sleep disturbance, fear and anxiety, harbors anger and hostility towards the culprits and may even have suicidal thoughts.

In health, Ruto & Chege (2006) study reveal that sexual harassment and violence can cause health problems and increase risk of sexually transmitted diseases and HIV infection. Rodriquez & Gill (2011) study revealed that sexual harassment results in weight loss or gain, gastro intestinal disturbances and nausea. At the workplace, sexual harassment causes absenteeism, lower job satisfaction, and employee turnover. At long run this becomes an additional expense to the organization on medical costs and waste of time that would have been productively utilized.

Mikkelsen & Einarsen (2001) states that individual variables such as perceived internal control, attributional style and coping strategies determine the extent to which victims develop health problems and complications following exposure to harassment at the workplace. Organizations should develop effective victims support systems that clearly outlines how a sexual harassment victim would be supported and the punishments to the perpetrators.

#### 2.3 Reporting Channels of Sexual Harassment at the Workplace

Organizations should have multiple avenues where employees can report cases of sexual harassment. Employees should feel confident using these avenues to report cases of sexual harassment. The victims of sexual harassment should be confident that their complaints will be investigated promptly and confidentially.

The Human Resources department or the department responsible for receiving the sexual harassment complaint should listen and counsel the complainant. They should also ensure that no discussions that takes place with others in the workplace on the reported cases before being finalized for confidentiality. The necessary and reasonable action is taken to

ensure that the issue does not become a subject of office rumors. The victim should be protected from office victimization, hear out the alleged perpetrator and conduct appropriate conciliation. The aim of conciliation is to encourage mutual understanding between the parties without any legal issues arising.

#### 2.4 Media and Sexual Harassment

There has been a concern on the media coverage on sexual harassment and sexual violence crimes. Media coverage has a big effect on the beliefs, behaviors and perceptions of the public which was concluded by Thakker, (2006). The media has a role to expose and create awareness against the evils and ills of the society. The media must be more aware of violence against women. The media has to be sensitive in reporting cases of sexual harassment to protect the victims from victimization. Schewe, (2002)

There is a need for empirical research to examine sexual harassment in the workplace via electronic media to understand a person's experience of sexual harassment and methods of prevention and dealing with it. It is a challenge for organizations to ensure that sexual harassment policies implemented effectively without a clear understanding the magnitude of the problem or the effect on those affected.

#### 2.5 Sexual Harassment and Coping Mechanisms

Various coping mechanisms are employed by the victims of sexual harassment. Such mechanisms include denial, advocacy seeking, avoidance and social coping (Rodriquez & Gill, 2011), reporting to counselors, friends, trainer (Gunduz *et al.*, 2007) and avoidance, verbal confrontation, resistance ignoring annoying comments from the harasser, physical and emotional resistance by increasing the emotional and physical distance, avoiding

replying messages or blocking them from phone, avoiding exposing their body among others.

Levy and Paludi (1997) conducted an analysis of sexual harassment in the workplace from a psychological perspective and reported on internally and externally focused coping strategies. Their report indicated that internally focused coping strategies include separation, an individual's denial, relabeling of themselves, illusory control and perseverance (Gutek, & Koss, 1993). The analysis reported that strategies that are externally focused include evasion, assertion or hostility, seeking assistance from the organization, social support and appearement.

#### 2.6 Psychosocial Support to Victims of Sexual Harassment at the Workplace

Organizations should develop effective policies for supporting victims of sexual harassment at the workplace. The victims should go through counselling, therapy and support group initiatives who have been found to be effective in support of the victims of sexual harassment and the recovery process. Some victims of sexual harassment blame themselves. This is an issue to be addressed in psychological therapy Meyer, Taylor (1986).

# 2.7 International Labour Organization (ILO) Policy on Sexual Harassment at the Workplace

Sexual harassment requires a policy framework that clearly describes, restricts and outlines penalties for various acts of sexual harassment conducted by anyone. Omale, (2000) states that lack of sexual harassment policies in developing countries is lack of enhancement. Various authors (Fleischman 2012; Leach *et al.*, 2006; Malmeli, Mabalane, Napo, Sibiya & Free, (2000) and Omale, (2000) put an emphasis on development of gender-based

violence and sexual harassment laws and regulations. Leach *et al.*, (2006) made a conclusion that organizations need to formulate and implement policies and ways of reporting and recording incidents of violence.

International Labour Organization formulated and enacted the Sexual Offences Act (2006). The Act is very categorical and specific on issues of sexual abuse and sexual harassment at workplace, violence like child pornography, rape, defilement, child trafficking among others. However, on issues of sexual harassment, the Act is not very clear. It deals mainly with sexual offences related to persons in positions of trust and positions of authority. Section 23 (1) of the Sexual Offences Act states that an individual in a position of authority, a person who holds a public office and makes unwelcome sexual advances consistently, is guilty of the offence of sexual harassment and is liable to imprisonment for a term of not less than three years term or to a fine of not less than one hundred thousand shillings or to both. These limits sexual harassment in places of work. However, this is hard to implement since the burden of proof that is required from the victim is too hard to provide.

There has been a global concern on the Sexual Harassment at the workplace which the media has played a great role in highlighting the issues reported by the employees from various organizations and the UN included. It is for this reason that the researcher is conducting a research to explore further what makes the employees to report externally and find out other alternative channels that can be included to the sexual harassment policies. There are cases on sexual harassment that are reported through the media employees of various organizations which also includes the United Nations.

#### 2.8 Effects of Sexual Harassment at the Workplace

The victims of sexual harassment suffer psychologically, health wise as well as in their job performance as stated by O'Connell & Korabik (2000). Sexual harassment may cause: health problems, lack job commitment, poor performance at work, absence from work and resignation among others CIPD, (2005). Sczesny & Stahlberg, (2000) study of call centers revealed that sexual harassment over the phone had a negative impact on both performance and employment satisfaction.

Various research conducted has revealed that the effect of sexual harassment on both men and women are feelings of shame; self-blame; loss of self-confidence and low self-esteem; poor job performance; decreased job satisfaction; reduced employee morale; destroying of social relations at work; and various economic losses (Fitzgerald, 1997).

Both the organization and the individual involved are affected by sexual harassment. Sexual harassment can ruin the organization's performance; destroy its public image and reputation and money loss through individual injury claims EOC, (2002). The organizational culture may be negatively affected by the psychological and physical effects of sexual harassment Glomb et al., (1997) by creation of an environment that is stressful to the employees. Previous research has revealed that disrespecting women in an organization has an impact on all employees Miner-Rubino & Cortina (2004). Victims of sexual harassment in the organization may come to a conclusion that, the organization does not care for them leading to negative assumptions on organizational behaviors and norms in relation to justice and fairness (Lamertz, 2002; Taylor, 1986). This results in loss of confidence in management and loss of loyalty to the organization. Loss of employee loyalty to the organization which lowers productivity and might result to a high labour turnover.

Barling et al. (2001) conducted a study on workplace sexual harassment which studied the organizational and personal effects of workplace. Sexual harassment revealed that frequency of sexual harassment had a direct impact on negative attitudes towards work and professional relationships between colleagues and bosses.

#### 2.9 Research Gap

The perception that people have for media on the public coverage on issues of sexual harassment to expose perpetrators and create awareness to the public which many victims have trust with. There is luck of trust by employees that organization tends to protect its name than for its employees. It is a problem for the victim to proof issues of sexual harassment as the requirements are too high. There is negativity by staff that the employer does not care about them. The researcher will also try to establish as to why employees are opting to report externally through the media and explore further on how the organization could support the affected employees.

#### 2.10 Theoretical Framework

This study used the following Marxist theory.

This theory was originated by two Germany political philosophers namely Karl Marx (1818–1883) and Fredrich Engels (1820 -1895). It holds that actions and human's institutions are economically determined, and that class struggle is the basic agency of historical change (Collins Discovery Encyclopedia, 1<sup>st</sup> edition 2005). This theory has raised some hotly contested questions in our society as to why some people are rich, and others are poor.

Marxist theory recognizes ways in which economic systems structure society and influence in our everyday life and experience. Marx and Engels found that social conditions and behavior have a great effect on the character and development of people's ideas (Anderson, (2017). When applied to sexuality, the Marxist theory refers to the need for regulation of sexuality in the interest of social order. The reality is that, the world is full of examples of alienated and oppressed sexually people. Use of the Marxist theory was advantageous in that it analyses power and conflict in society.

The Marxist theory demonstrates why there is such an uneven distribution of wealth and power between social classes. For example, junior staff inability to negotiate safe sex at the workplace especially women at lower levels might have been exploited for sex by the managers and senior staff who were powerful. This directly links to the topic of the study which at the end of the day aims at enlightening women to be able to know how to handle and report cases of sexual harassment that the study intended to explore. Fear of one losing the job made most staff not to report cases of sexual and harassment in the workplace.

The Marxist theory was important to explain the social economic that might have been a determinant of sexual harassment in the United Nations. It might not have been the best to address perceptions of staff and social, cultural determinants of sexual harassment at workplace. Other social determinants such as intentions, attitudes and social norms towards sex required another theory.

Governmental policy regarding minorities in society was a great case amongst the most imperative open approaches at any point presented by the American lawmaking body in the twentieth century. In 1961, President John F. Kennedy marked Executive Order 10925,

deciding that government temporary workers were to make an agreed move to guarantee that candidates are utilized without respect to their race, belief, shading or national source (Bimrose, 2004)). The approach was initially considered as a method for going the additional mile to pull in and hold minority representatives, who until now had been underrepresented in the work environment. In the American experience, minorities (predominantly individuals of African and Hispanic starting point) and women were victimized by white managers, (Hersch, (2016).

Most African Americans were sneaked from slaves who had worked in the ranches of the South America. Following their liberation after the American Civil War, they were segregated in the working environment, organizations and companied. After the government issued a policy on minorities, the rules on societies were moved towards becoming law, numerous white people felt that they were being victimized. To them, governmental policy regarding minorities in society was a turnaround to change the segregation of an oppressed group which was a larger part for minority races. They were not amused with the strategy since it was opening the deliberation of the minorities whom they wanted to control (Monks, Smith et all 2009). Governmental policy was revised regarding minorities in the society at work and advancement for every Federal contractual worker, while the Equal Opportunity Employment Commission was done in the mid-1970's as recommended by Johnson's Executive Order of 1965 (Bimrose, 2004) The minority were oppressed and some especially women were sexual harassed at the workplace.

Australia had its adaptation of governmental policy regarding minorities in society as Equal Employment Opportunity for Women Act 2008, and the Racial Discrimination Act 1975 (Stewart, 2009). In addition, Malaysia had her 'governmental policy regarding minorities

in society' (Daigle, Fisher, & Stewart, (2009) the New Economic Policy (Crosby & Cordova (2010):), after the racial conflicts of 1969, to give special treatment in corporate value, and places in advanced education to the indigenous people groups ('Bumiputra'), who framed the lion's share (Cowie, Naylor, Rivers, Smith, 2002 et al). This created employment though women were given the lower jobs as they were group together with the slaves which made them become vulnerable.

#### **CHAPTER THREE**

#### RESEARCH METHODOLOGY

#### 3.0 Introduction

This chapter explains the methodology used to conduct the study in terms of: the research design used, the location of the study and the target population. The study also looks at the sampling techniques and the sample frame. Lastly, this chapter deliberates on the procedures of data collection, data analysis and presentation as well as other ethical concerns observed while conducting the study.

#### 3.1 Research Design

This study used descriptive survey design. A descriptive study attempts to describe or define a subject, often by creating a profile of group of problems, people, or events, through the collection of data and the tabulation of the frequencies on research variables or their interaction (Mugenda & Mugenda, 2008). Creswell (2005) defines survey research as a form of quantitative research in which an investigator identifies either the sample or the population, collects data through questionnaires or interviews and draws conclusions or makes inferences about the population. A description of observed phenomenon was conducted. The focus of this study was quantitative. It focused on the actual data that was received from the participants through their responses. However, some qualitative approaches were used to gain a better understanding and possibly enable a better and more insightful interpretation of the results from the quantitative study, (Smith, 2002).

#### 3.2 Target Population

The target population for this study was 260 employees where 200= women, 40=men, 10=managers/supervisors, 10= women victims of sexual harassment.

#### 3.3 Sampling Procedure and Sample Size

Sampling method was used to obtain the required sample size. According to Tipton et al. (2017), a sample size of 30% is sufficient for a study to be representative. This was done by use of the questionnaires which were distributed randomly to employees at different departments, different gender and other volunteers. Other participants were identified by the PSV's who were used to distribute the questionnaires.

#### 3.3.1 Qualitative Techniques

The Sample size was derived as shown below;

30% x 260 (Total Population) =78, therefore n=78. The 30% of the population was selected for the study and the responses were as tabulated in the table below 3.1 of the sample matrix.

**Table 3.1: Sample size Matrix table** 

Respondents	Target population	Sample size 30/100 s.z x 260
Staff Women	200	60
Staff men	40	12
Managers/Supervisors	10	3
Sexual assaults (women)	10	3
TOTAL	T.P=260	n=78

#### 3.3.2 Key Informers

There were three key informers who were helpful in collecting the questionnaires and supported in arranging for the group discussions with the PSV's.

#### **3.3.3 Focus Group Discussions**

The focus group that composed of eight participants was formed, and it comprised of the PSV's, colleagues and other interested staff. The discussions took place over lunch breaks at times on Friday afternoon. During the discussions staff were free to talk about issues on sexual harassment at work place, its effects impacts and how it emotionally affects the staff and their work performance as well. The researcher used the discussion group to collect data as well.

#### **3.4 Data Collection Procedures**

When it comes to data collection procedures, the researcher paid more attention to the collection procedure and explained into details on the data collected which was worth to analyze the study systematically as follows:

# 3.4.1 Primary Data

Primary data was collected by the researcher through the questionnaires that were collected from the participants through the completed questionnaires from the interviews Questionnaires which were used to collect primary data. Mugenda and Mugenda (2008) states that questionnaires are essential to research instruments designed to tackle given objectives regarding a specific study.

The questionnaire had both open ended and close ended questions. The open-ended questions helped to ensure that the respondents were able to put across their views while the closed-ended questions ensured that the respondents focused their answers study objectives. The questionnaires were hand dropped to the respondents at their workstations and collected later.

Focus group discussions were also held with each group having 5-7 members. The researcher had a discussion guide for the groups and she also moderated the sessions.

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# **3.4.2 Focus Group Discussion**

There were small focus group discussions which comprise of four to seven people that were held, and the data was collected, and participants were from various organizations which made the work easier in the distribution of the questionnaires. There were some PSV's who had details of the staff who were victims of sexual harassment and they were very helpful in the distribution of the questionnaires to them and maintained confidentiality.

# 3.4.3 Secondary Data

Desktop research of the existing literature, previous studies and the UN workplace policy was conducted. The secondary data was collected from employees who volunteered to give

the researcher the information on sexual harassment from other employees, the journals and past studies. The data was used in the analysis, but the aim of the study remained the same without the researcher having to force the respondents to give information's concerning sexual harassment.

The findings were thoroughly analyzed in excel. There were 88 responses which were received and 80% of the respondents were women and 20% were men. Some forms were returned blank among the responses and others cancelled and without any comments on them while others were partially completed. There was a question on same-gender which was included in the questionnaire so that all genders were included but none was marked from the responses.

# 3.5 Data Analysis and Presentation

Data analysis was done with the help of descriptive statistician which its analysis was tabulated from the information received from the study respondents. The data was collected in the form of interviews, questionnaires and focus group discussions. After the primary data was collected, the results were keyed into excel and analyzed with the help of excel and word document. The respondents were required to give answers to questions concerning sexual harassment at work place.

Descriptive method on the research instruments was used to give detailed explanation in the analysis as some of the dangers of sexual harassment were evident from the comments that were indicated by the respondents. Some additional information was received from the focus group as some respondents decided to have a face to face interview. However, from examining the data, it seemed unlikely that this form of sampling was bias which would have been a problem. In fact, the prevalence of sexual harassment in the current study was comparable to that obtained in previous researches (Fitzgerald, 1998; Gutek,1985). Moreover, the women we surveyed reported challenges in the reporting as most did not fully have trust with the channels that were meant deals with the cases.

#### 3.6 Ethical Considerations

The researcher obtained a letter of introduction from the University of Nairobi, African Women's Studies Centre. The participants were also informed that the study was voluntary, and one could withdraw at any time without any penalty since the report was for academic purpose and not for reporting. Participants were assured that their information was treated with confidentiality and that the data obtained was only for academic purposes. To ensure confidentiality the participants names or identities were not revealed. All the completed forms which were returned were coded by the researcher in order to maintain confidentiality of the participants.

#### **CHAPTER FOUR**

#### DATA ANALYSIS AND PRESENTATION

# 4.0 Introduction

This chapter outlines the study results and analysis of the data that was collected at the UN; response rate, sex, demographic characteristics of the respondents that include age, and gender of the respondents. The analysis also provided an analysis of the study objectives.

# 4.1 Data Analysis and Presentations

The study was conducted to determine the impact of workplace sexual harassment in UN office Nairobi. The specific objectives were to establish effective ways of handling sexual harassment at the workplace, explore why Sexual harassment cases were reported to external bodies by the staff despite having policies in place. Examine the coping mechanism of sexual harassment staff at the workplace.

The researcher aimed to answer to the questions on the effective ways of handling sexual harassment at the workplace, why are Sexual harassment cases reported to external channels / media by the staff despite having well stipulated policies and what are the coping mechanisms applied by victims of sexual harassment at the workplace.

# **4.2 Quantitative Data Analysis**

The study used the response rate, demographic information and gender of the responses in the data analysis that was collected from the various participants.

# **4.2.1 Response Rate**

The study sought to find out the response rate after distribution of the questionnaires to the study participants as presented in figure 4.1 below;

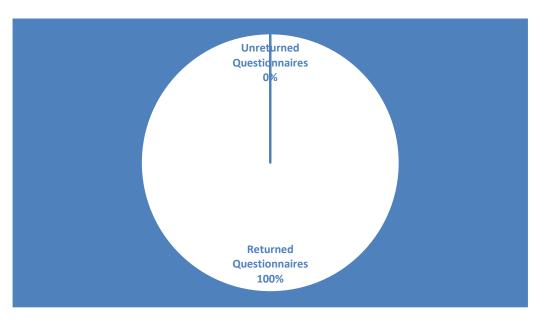


Figure 4.1 Response Rate

The study targeted a sample size of 78 respondents which was 30% of the target population of 260 employees. Out of the issued questionnaires, the study received a 100% response rate. According to Mugenda and Mugenda (2008) a response rate of 100% is considered suitable in generalizing the study findings and conclusions.

# 4.3 Demographic Information

The study included the demographic information of the participant as shown in the age of the respondents of gender.

# 4.3.1 Age of the Respondents

This subsection focused on the age of the respondents. The results from the analysis were illustrated in the table 4.1 below:

**Table 4.1: Age of respondents** 

	Range in years	Response	Cumulative
		Rate	(%)
	25 Years and below	11	7
Age of Respondents	25-30 Years	13	11
	30-35 years	31	43
	35 Years and Above	23	29
	TOTAL	N=78	100.00

The findings from the table above revealed that employees below 25 years recorded a frequency of 4 (7.10%), 6 (10.70%), the next were between the ages 25-30 years, followed by 35 years and above at 28.57% and lastly the highest recorded number was on age bracket 30-35 years with a frequency of 24 (42.90%) as the highest percentage. This showed that the high number of employees who responded were between the age of 30 - 35 years. The responses of the same age bracket 30-35 years had additional comments on fear and coping mechanism.

# **4.3.2** Gender Response Rate

The study sought to establish the gender response rate of the respondents. The result for the analysis showed the following results,

**Table 4.2: Gender Response Rate** 

<b>Gender Response</b>	Frequency	<b>Cumulative Percentage</b>
Female	73	94.00
Male	5	6.00
Same-gender	0.00	0.00
TOTAL	N=78	100.00

From the analysis of findings, it was noted that majority of the respondents were women (94%) and man 6%. The high number of responses being women indicated that they were interested with the topic as compared to the men. In addition, they were the most affected by the sexual harassment at the workplace.

# 4.4 Ways of Handling Sexual Harassment at Workplace

The study sought to establish the ways of handling sexual harassment in the UN offices.

The researcher used a 5-Likert scale in distributing out the questionnaires: A tick was used to indicate in the boxes whether one strongly agrees, agree undecided, disagree or strongly disagree with the opinions provided.

The results from the analysis of the findings are as illustrated below:

Table 4.3: Ways of handling sexual harassment at the workplace

Different ways	Std Deviation	Mean
1.Reporting using the UN policy, ombudsman, staff counselors and PSV's	0.832	4.16
2.Keeping quiet about it	0.672	3.36
3.Reporting externally (media/police)	0.88	4.40
4.Quitting job to look for another job in a new office	0.432	2.16
5.Reporting to the management	0.428	2.14

The findings of the study were analyzed in excel, reporting cases of sexual harassment externally had the highest mean of 4.40 meaning that majority of the respondents preferred to deal with cases of sexual harassment by reporting externally either to the police or media. The standard deviation of 0.8 showed uniformity of responses from respondents.

The study also found out that most respondents were comfortable reporting using the UN policy, ombudsman, staff counselors and PSV's. This was supported by a mean of 4.16. A great number of respondents indicated that they would prefer to keep quiet in case they happened to be sexually harassed at the workplace. This was supported by a mean of 3.36. Some respondents indicated that they would report cases of sexual harassment to the management. Only few respondents indicated that they would quit the job to look for another job in case of sexual harassment.

# 4.5 Employees Report to the Media

The research was also interested in finding out why employees preferred reporting externally especially through media through as shown below:

Table 4.4: Reasons for Reporting to the Media

	SD	<b>Std Deviation</b>
1.Fear of being looked down upon by others	0.770	3.85
2. Have a belief that the media will make the government bring the offenders into the book	0.948	4.74
3. Exposing the perpetrators in the organization and what women face in most offices	0.978	4.89
4. Seeking for public sympathy	0.417	2.92
5.Believing that the external bodies have well-stipulated policies than the internal ones	0.834	4.17

The objective was to explore why some employees reported Sexual harassment to the media despite having well using the policy in internally.

The findings from the analysis indicated that most respondents believed that reporting to the media would expose the perpetrators in the organization. This was supported by a mean of 4.89. Most respondents also believed that reporting sexual harassment to the media would make the government bring out the cases and take actions against the offenders. This was supported by a mean of 4.74.

Most of the respondents also indicated that they believed the external bodies had well stipulated policies than internal bodies. Some respondents indicated that they preferred

reporting to the media due to the fear of being looked down by other colleagues. This was supported by a mean of 3.85. Few respondents indicated that they would report to the media. It was established that the respondents reported sexual harassment cases to the media because they believed the media could assist them to get justice. Respondents did not believe in the organization internal policies and procedures for handling sexual harassment cases.

# 4.6 Employee Coping Mechanism at the Workplace.

The researcher also focused on the ways of coping mechanism. It was important to examine the coping mechanism at the workplace. Part of this study was to examine the coping mechanism and also on how they would plan to cope just in case they encountered any type of sexual harassment at the workplace. This was as demonstrated in table 4.6 below;

Table 4.5: Coping Mechanism of Employees at the Workplace.

	Std	Mean
1. Keeping quiet	0.40	2.0
2.Giving in to Sex in favor of promotion	0.40	2.0
3. Accepting the society is rotten, and	0.80	4.0
therefore you can't do anything about it		
4.Saying no to what is wrong and looking	0.80	4.0
for other means of stopping the SH		
5.Using the faith in religion to turn down the	0.90	4.5
issue		

Based on the above analysis of the findings of the study, most respondents indicated that they would cope with the issue of sexual harassment by using faith in religion to turn it down. This was supported by a mean of 4.5. majority of the respondents indicated that they would say no to what was wrong and look for other means of stopping sexual harassment.

Some respondents indicated that they would cope with sexual harassment by accepting that the society was rotten, and therefore one could not do anything about it. This was supported by a mean of 4.0. Only few respondents indicated that they would cope with sexual harassment by keeping quiet about it and giving in to sex for job promotions. This was clear that when people are quiet, some managers from various organizations might tend to believe that sexual harassment does not happen in their organization including the United Nations. In the coping mechanism of employees, most respondents indicated that their other options was on their faith and accepting that the society was rotten, and their individual efforts could not make any.

Figure 4.2: Combined Correlation Analysis

Coefficients								
Model		Unst	Unstandardized S		ardized	T	Sig.	
		Co	efficients	Coeff	Coefficients			
		В	Std.	. В	eta			
			Erro	r				
1	(Constant	:)	7.123 1.098		7.12 3	. 000		
	$V_1, V_2, V_3$	,						
			.588	.032 .388		14.657	.000	
a. Independent Variable: V <sub>1</sub> ,V <sub>2</sub> ,V <sub>3</sub> ,								
b. De	pendent V	ariable	: Sexual ha	rassment				

The relationship above shows that the independent variables had a direct connection with dependent variables which were the objectives as indicated below:

Objective One (Variable) = $V_1$ : effective way of handling sexual harassment cases at workplace.

**Objective Two (Variable)** = $V_2$ : reporting of sexual harassment cases to external channels by employees.

**Objective Three (Variable) =V3** exploring favorable ways in coping mechanism of the employees at the workplace.

The Relationship =  $\mathbf{R}$  was 0.388, different r-squared was 0.588, and balanced r-squared was 0.032. The p-esteem was 0.000 < 0.05 according to the relapse it was critical. The t-value was 7.123, and the consistency was 7.513. This implied that all the independent variables had a direct effect on the dependent variable. It was clear that the three objectives had a direct effect on the sexual harassment at the workplace.

### **CHAPTER FIVE**

# SUMMARY, CONCLUSION AND RECOMMENDATIONS

#### 5.0 Introduction

This chapter discusses the summary of major findings, answers to research questions, conclusions and recommendations.

# **5.1 Summary**

The study targeted a sample size of 78 employees working in the UN offices, Nairobi from which 78 questionnaires were returned which made the response rate to be 100%. The response rate was satisfactory for a conclusive study. From the analysis of the study, it was established that (94%) of the respondents were women. 43% of the respondents were aged between 30-35 years. 59% indicated that they had a bachelor's degree as their highest academic level.

From the descriptive analysis, the study established other ways of handling sexual harassment of employees at the workplace was: use of the ombudsman, counsellor and in addition to that, have suggestion boxes. The suggestion boxes would help employees to use them in anonymity and for transparency. The opening to be done by an independent body for on forwarding to the senior management for their final decision. Where possible have an independent arm to do the investigation on sexual harassment cases at the workplace.

There was fear of losing jobs and contracts not being renewed from some of the respondents which was noted in the responses. The organization should come up with some

strategies on extending the contracts of victims for a longer period to cater for the duration the investigation would take. Thereafter, when the results are out the victim to be protected also by the management. This was noted to be a major contributor of the fear which made the employees to give up on reporting through the stipulated channels. At times the perpetrators were the decision makers on the renewals of the contracts which made staff not to report. The fear contributed to staff reporting to the external channels such as media which again was not a safe place either. The media also had its cases of sexual harassment at the workplace as well.

In the coping mechanism, some of the respondents indicated that they opted to keep quiet or pray about it. The management should reassure the victim protection against the perpetrator and where possible to transfer the victims to another location. Others opted to apply for jobs elsewhere and leave their current jobs. The victims required a reassurance from the management and from their actions where the perpetrator was being punished for their bad behavior after the completion of the investigation. This would give the victim(s) courage to be reporting and this also would make other staff members have confidence with the internal reporting channels.

# 5.2 Conclusion

From the data collected, analyzed and interpreted it was clear that fear of staff contributed to reporting to the media. The study concluded that the staff of the UN needed more support on the use of the internal channels on sexual harassment at workplace. It was concluded from the study that having an external body to deal with sexual harassment was preferable by the employees. Employees were more confident in reporting cases of sexual harassment to the media and the Ombudsman than reporting same to the organization's investigation unit, management, supervisor and HR department or counselor. The study brought out that

staffs are aware that policies and procedures of handling sexual harassment cases are available internally in the organization. It was further noted that one way of employees coping with sexual harassment was by leaving it to God. Acceptance of the rottenness of the society was also another major way of coping with sexual harassment. Therefore, majority of the staff sought justice by reporting sexual harassment to external bodies.

#### **5.3 Recommendations**

The following recommendations were made based on this study:

- The organization could create an environment that would make employees
  feel free to report the sexual harassment at work place using the internal
  channels in the policy.
- The organization could come up with ways of changing its workplace culture and make employees feel free to report any case(s) of sexual harassment at the workplace.
- The organization could refer issues related to Sexual harassment at workplace to an independent body that could handle them for accountability and keep staff members updated.
- After several studies have been conducted on sexual harassment at the workplace and the vice does not seem to end. Therefore, there is need to conduct a further detailed research on the issue. It would establish concise mechanism of eradicating sexual harassment in various organization / institutions which also includes the United Nations. Further research was recommended to be conducted to confirm if there are still unresolved cases of sexual harassment in the United Nations.

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#### **APPENDICES**

# APPENDIX I: INTRODUCTORY LETTER



# UNIVERSITY OF NAIROBI AFRICAN WOMEN STUDIES CENTRE

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Nairobi, Kenya

Date:

September 21, 2018

Ref: UON/CHSS/AWSC/8/6

To: National Commission for Science, Technology and Innovation

(NACOSTI)

From:

Director,

African Women Studies Centre

University of Nairobi

SUBJECT: INTRODUCTION LETTER FOR LYDIAH ELIZABETH WANJIKU

MAINA

This is to confirm that Lydiah Elizabeth Wanjiku Maina (M10/6604/2017) is a registered Master of Arts (MA) student at the African Women Studies Centre, University of Nairobi. She is currently working on her research project entitled, "Sexual Harassment and Abuse at Workplace Policy Comparative ILO and United Nations".

Any assistance accorded to her during her research period is highly appreciated.

Lomkabine

Prof. WanjikuMukabiKabira Director, African Women Studies Centre University of Nairobi

# APPENDIX II: QUESTIONNAIRES FOR PARTICIPANTS

**SECTION A:** Demographic Characteristics

	Range in years	Frequency
	25 Years and below	
Age	25-30 Years	
	30-35 years	
	35 Years and Above	

	Type of Gender	Frequency
	Male	
Gender	Female	
	Same-gender	

# **SECTION B**

The researcher used a 5-Likert scale in distributing out the questionnaires: A tick was used to indicate in the boxes whether one strongly agree, agree undecided, disagree or strongly disagree with the opinions provided. The Likert scale key will stand for 5-Strongly agree (SA), 4-Agree (A), Undecided (U), disagree (D) and strongly disagree (SD).

Ways of handling victims of sexual harassment cases at workplace

	SA	A	UD	D	SD
	5	4	3	2	1
1.Reporting UN policy – ombudsman,					
counselors' PSV					
2.Keeping quiet about it					

<b>3.</b> Reporting Externally (media /			
police)			
<b>4.</b> Quiting job to look for another job in			
a new office			
5.Reporting to the management			

To explore why most Sexual harassment cases are reported to the externals/media by the staff members despite well-stipulated policies.

	5	4	3	2	1
1.Fear of being looked					
down upon by others					
2.having a belief that the					
media will make the					
government bring the					
offenders into book					
<b>3.</b> Exposing the rot in					
society and what women					
face in most offices					
<b>4.</b> Seeking for public					
sympathy					
<b>5.</b> Believing that the external					
bodies have well-stipulated					

policies than the internal			
ones			

# To examine coping mechanism of the employees at the workplace

	SA	A	UD	D	SD
	5	4	3	2	1
1.Coping mechanisms involve keeping					
quiet about it					
2. Giving in to managers for favor of					
seeking promotions and gain					
<b>3.</b> Accepting the society is rotten, and					
therefore you can't do anything about					
it					
<b>4.</b> Saying no to what is wrong and					
looking for other means of stopping					
the act					
5.using the faith in religion to turn					
down the issue					

# APPENDIX III: INTERVIEW GUIDE

Objective one: to determine the most effective way of handling sexual
harassment cases in the workplace
1. Reporting to the media
If Yes, why?
2. Keeping quiet about it
If Yes, why?
if ics, why:
3. Reporting to the police
If Yes, why?

	_
<b>4.</b> Quitting job to look for another jo	bb in a new office
	_
If Yes, why?	
, <b>,</b>	
	_
<b>5.</b> Reporting to the management	
	_
If Yes, why?	
	 st Sexual harassment cases are reported
to the externals/media by the staff m	embers despite well-stipulated policies
1. Fear of being looked down upon l	by others

If Yes, why?
2. Having a belief that the media will make the government bring the
offenders into book?
If Yes, why?
3. Exposing the rot in society and what women face in most offices
If Yes, why?

<b>1.</b> Seeking for public sympathy	_
	_
If Yes, why?	
5. Believing that the external bodie internal ones	— s have well-stipulated policies than the
If Yes, why?	_
Objective three: to explore favorab	— ple ways in the coping mechanism of the
employees at the workplace.	
1. Coping mechanisms involve keep	oing quiet about it

If Yes, why?
2. Giving in to managers for favor of seeking promotions and gain Copin
mechanisms involve keeping quiet about it
If Yes, why?
3. Accepting the society is rotten, and therefore you can't do anything about
it
If Yes, why?

4. Saying no to what is wrong and looking for other means of stopping the
act
If Yes, why?
5. Using the faith in religion to turn down the issue
If Yes, why?