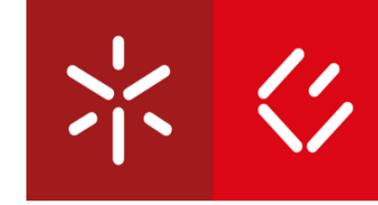




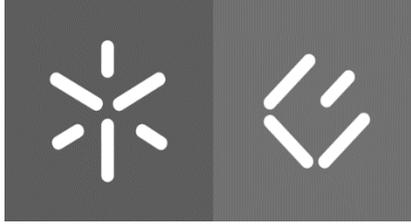
**The relationship between  
Sexual Harassment, Turnover  
Intention and Job  
Performance: A study of  
women in Portuguese  
organizations**

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Master's Dissertation  
Master's in Management and Business

Work carried out under the guidance of  
**Professora Dra. Regina Maria Oliveira Leite**

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## **STATEMENT OF INTEGRITY**

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# Resumo

O assédio sexual é um problema que afeta várias pessoas no local de trabalho, especialmente as mulheres. A investigação neste domínio tem demonstrado a existência de relações entre as experiências de assédio sexual e uma diversidade de atitudes e comportamentos organizacionais. O presente estudo propõe-se dar um contributo empírico no âmbito da relação entre o assédio sexual, a intenção de turnover e o desempenho profissional em mulheres empregadas em organizações portuguesas. De forma a alcançar este objetivo, foi desenvolvido um questionário composto por três escalas: a Escala de Assédio Sexual de Torres et al. (2016), a Escala de Intenção de Turnover de Mendes (2014) e o Questionário de Desempenho Individual no Trabalho (IWPO) de Fernandes (2022). Estas escalas foram traduzidas e validadas para o contexto português pelos autores mencionados, não correspondendo aos criadores originais que as desenvolveram. O questionário foi distribuído via redes sociais, resultando num total de 167 respostas. Entre as respostas obtidas, 111 mulheres relataram ter vivenciado pelo menos uma situação de assédio sexual. Os resultados do estudo indicam que o assédio sexual está positivamente associado à intenção de turnover, indicando que as mulheres que experienciam assédio sexual estão mais predispostas a considerar deixar os seus empregos. Além disso, as evidências demonstraram uma associação negativa entre o assédio sexual e o desempenho profissional, indicando que mulheres que experienciaram pelo menos uma situação de assédio sexual tendem a mostrar uma diminuição no desempenho profissional. Adicionalmente, ao considerar as três subescalas do Desempenho Profissional, as mulheres que vivenciaram assédio sexual apresentaram associações negativas com Desempenho nas Tarefas, Desempenho Contextual e Comportamento Contraproducente.

**Palavras-chave:** Assédio Sexual, Intenção de Turnover, Desempenho Profissional, Organizações Portuguesas

# Abstract

Sexual harassment is an issue that affects several people in the workplace, especially women. Research in this field has demonstrated the existence of relationships between experiences of sexual harassment and a variety of organizational attitudes and behaviours. The present study aims to provide an empirical contribution to the understanding of the relationship between sexual harassment, turnover intention, and job performance in women employed in Portuguese organizations. To achieve this objective, a questionnaire was developed comprising three scales: the Sexual Harassment Scale by Torres et al. (2016), the Turnover Intention Scale by Mendes (2014) and the Individual Work Performance Questionnaire (IWPQ) by Fernandes (2022). These scales were translated and validated for the Portuguese context by the mentioned authors, not corresponding to the original creators who developed them. The questionnaire was distributed via social media, resulting in a total of 167 responses. Among the responses obtained, 111 women reported having experienced at least one situation of sexual harassment. The study results indicate that sexual harassment is positively associated with turnover intention, suggesting that women who experience sexual harassment are more likely to consider leaving their jobs. Additionally, the evidence showed a negative association between sexual harassment and job performance, indicating that women who experienced at least one instance of sexual harassment tend to exhibit a decrease in job performance. Furthermore, when considering the three subscales of Job Performance, women who experienced sexual harassment showed negative associations with Task Performance, Contextual Performance, and Counterproductive Work Behaviour.

**Keywords:** Sexual Harassment, Turnover Intention, Job Performance, Portuguese Organizations

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# 1. Introduction

In accordance with the Beloskar et al. (2024)'s viewpoint on gender equality, half of the world's population is made up of women and girls, who also corresponds to half of the world's potential. To promote and establish gender equality, particularly within organizations, Carstensen (2018) underscores the need to address sexual harassment, since its occurrence prominently surfaces as a factor hindering women's progress. The author calls for concerned efforts to demystify and engage in debates, facilitating the dissemination of knowledge about this issue. The term itself, has gained widespread recognition over the years, having moved from an unnamed issue into an official gender equality discourse, integrated into societal norms (Carstensen, 2018).

According to Riddle and Heaton (2023), workplace sexual harassment has been a focus of attention since the 1980s witnessing increased research efforts in the past decade. Several investigations sought to understand the prevalence of sexual harassment, including one of the most recent studies conducted by Vara-Horna, Díaz-Rosillo, Asencios-Gonzalez, and Quipuzco-Chicata (2023). This study demonstrated the prevalence data of sexual harassment over 12 months in Lima, Peru, involving 827 women from large, medium, and small private companies. As a result, 33,5 % of women reported experiencing sexual harassment at work during this period. Among those harassed, 86,5 % faced gender harassment, 52,6 % endured unwanted sexual attention, and 5,7 % experienced sexual coercion. Another recent research conducted by Meyer et al. (2021) examined women working in the field of ophthalmology in Australia and New Zealand. The study found that 32% of the 150 women surveyed experienced sexual harassment over a period of three years, and only 23% reported the incidents.

Despite the growing importance of the concept since the 20th century, in Portugal, it was not until 2003 that an accepted definition of sexual harassment was included in the Labor Code (Procuradoria Geral Distrital de Lisboa, 2009). To date, two significant studies aimed to understand the prevalence of sexual harassment in Portuguese companies, one conducted in 1994 by Amâncio and Lima and the later developed by Torres et al. in (2016). From the 1994 to 2015, Torres et al. (2016) revealed that the incidence of reported sexual harassment in the Portuguese context had reduced from over 30% to approximately 14%. Additionally, over the years, there has been a growing number of researches, namely dissertations, although on small scale, that also focus on the topic of sexual harassment (Torres et al, 2016). These several studies often analyze women in their workplace or university students, among others groups.

In view of existing studies, there is a lack of available information and research focused specifically on Portugal. This scarcity points to a gap in the existing research and the need to provide empirical evidence on this relevant issue. As a result, the decision to select Portugal as the primary context for this study is driven by the need to address and help filling this knowledge gap. Besides being a phenomenon deeply rooted in the workplace since women first entered the workforce, sexual harassment has also been acknowledged as a stressor with meaningful implications for both employees and organizations, as highlighted by Fitzgerald (1993). Vara Horna et al. (2023) emphasize that sexual harassment at work significantly impacts turnover intention and job performance, presenting a major challenge for individuals and their organizations, which ends up undermining the well-being and success of both. The same source reinforces this argument by revealing that respondents who had experienced workplace sexual harassment were three times more likely to express intention to leave compared to those who had not. Additionally, the performance of the affected sample witnessed a reduction of 43,1% (Vara Horna et al., 2023).

In line with previous work, Au, Dong and Tremblay (2023) demonstrated that a considerable number of sexual harassment cases reported not only affect turnover intention and job performance but also affect organizational performance. According to some researchers, this problem can serve as a catalyst for responsible parties to take action. Other authors argue that organizations may find themselves compelled to revise or establish anti-harassment policies, implementing training programs and protocols to prevent such circumstances, and develop support system including confidential reporting mechanisms (De Coster et al., 1999; Nelson et al., 2007).

Promoting change in organizations can influence the way these types of situations are dealt with and perceived. Furthermore, such data can help raise awareness in society, and potentially lead to the adoption of social actions, as highlighted by Hejase (2015). Initiatives such as developing public campaigns, educational measures, supporting the enforcement of anti-harassment laws can be pursued, according to McCann (2005).

Building on the previous discussion, the research question was presented as “What is the relationship between sexual harassment and turnover intention and job performance among Portuguese working women?”. Therefore, the main goal of the current research is to investigate the association that sexual harassment has on turnover intention and job performance among working women in organizations in Portugal. The research’s target audience consists of working women that have experienced any form of sexual harassment.

Besides the primary aim, the present investigation seeks to achieve the following specific objectives:

- Determine the prevalence of the three types of sexual harassment experienced by women in the workplace in terms of frequency;
- Analyze the relationship between sexual harassment and turnover intention;
- Analyze the relationship between sexual harassment and job performance.

Concerning the first specific goal, the analysis may enable to highlight which type is most prevalent among the surveyed women. Additionally, it is expected that the study will contribute to understanding the relationship between sexual harassment and turnover intention and work performance. Overall, the study may provide additional and meaningful insights in the field of sexual harassment in Portugal, contributing to the expansion of the scientific knowledge in a country where more research is needed.

Regarding structure, the dissertation comprises a series of chapters, each providing valuable information to achieve the research objectives. Chapter **1** introduces the study by outlining its objectives, emphasizing its significance within the extant research and context, and providing an overview of the dissertation structure. Chapter **2** presents the literature review, exploring the concepts of sexual harassment, job performance, and turnover intention, as well as the relationships between them. Chapter **3** is dedicated to detailing the research methodology, including the questionnaire utilized for data collection. Chapter **4** presents the research findings and the discussion of these results. Chapter **5** reinforces the main findings of the dissertation, the wider implications of the research, the main limitations of the study and offers suggestions for future research. Finally, the document finishes with the list of references used throughout the study, and the supplementary materials.

# 2. Literature Review

## 2.1. Sexual Harassment

### 2.1.1. Definition and Types of Sexual Harassment

Sexual harassment has been reported at least since the Industrial Revolution; however, it wasn't until the last quarter of the 20th century that the topic became widely known, first as a joke, then as an anomaly, and ultimately as a social concern (Fitzgerald, 2020). Throughout time, several scientists developed definitions of sexual harassment that emphasize specific behaviors. Fitzgerald (1993) described it as the undesired sex-related behavior at work that the receiver regards as insulting, surpassing her resources, or endangering her well-being. Later, Berdahl (2007) characterized sexual or "sex-based" harassment as a conduct that degrades, demeans, or humiliates an individual based on that individual's sex. Furthermore, according to the same source, sexual harassment can represent a form of domination and authority as well as a way to maintain or improve one's own sex-based social status. This behavior tends to perpetuate the current gender hierarchy, which favors males (Cortina & Areguin, 2021).

The Sexual Experiences Questionnaire (SEQ), a self-report instrument designed to measure the frequency of sexual harassment in both professional and educational environment, was developed in 1988 by Fitzgerald et al. (Gelfand et al., 1995). Exploratory factor analysis of the SEQ determines three significant behavior categories: sexual coercion, unwanted sexual attention, and gender harassment. Subsequently, researchers modified the SEQ to suit various populations and contexts, resulting in the development of measures such as the SEQ-Latina, the Sexual Harassment of Men scale, and the SEQ-Department of Defense (SEQ-DoD), which is specifically tailored for the military context (Leskinen & Cortina, 2014).

According to Mahfooz (2020), Fitzgerald was able to develop a pyramid that effectively illustrates the tripartite model of sexual harassment. This pyramid serves as a representation of the three primary types of sexual harassment. At the top, there's sexual coercion, which stands as the least commonly experienced yet most frequently reported form of sexual harassment. Thereafter is unwanted sexual attention, which is succeeded by gender harassment at the bottom. Gender harassment emerges as the most frequently experienced type of sexual harassment but is comparatively less reported. Even though these dimensions are conceptually distinct, they are also interconnected. Furthermore, they represent the fundamental components of the construct of sexual harassment, both from a legal and psychological perspective, providing a comprehensive framework for understanding it (Gelfand et al., 1995).

In light of this, sexual coercion attempts, as argued by Cortina and Areguin (2021), to explicitly or implicitly link sexual collaboration to job requirements. Both promises of professional benefits in exchange for sexual favors and threats of professional punishment if sexual demands are not satisfied fall under this category. The second type of sexual harassment, unwanted sexual attention, involves sexually suggestive expressions that are unwelcome, unanswered, uncomfortable, and occasionally threatening or upsetting to the receiver. The occurrence of intrusive sex conversation, nonconsensual contact, coercive kissing, constant pressure for dates or sex, and sexual assault are a few examples of this circumstance (Cortina & Areguin, 2021). In contrast to the other two dimensions of sexual harassment, gender harassment expresses antagonistic, derogatory, or disparaging attitudes based on sex or gender rather than promoting sexual collaboration (Leskinen & Cortina 2014). Examples of this type of behavior include negative remarks about the skills of men or women, as well as the presence of words and pictures that are sexually humiliating. Moreover, obscene gestures and terms of speech can be an aspect of gender harassment. While some of these cases are sexualized, they vary from unwanted sexual attention in that they try to degrade and push individuals away rather than entice them to engage in sexual behavior (Cortina & Areguin, 2021). These behaviors are seen as sexual harassment since they are focused on a person's sex rather than their sexuality (Cortina & Areguin, 2021). Essentially, unwelcome sexual attention or coercion can be seen as “come-on”, while gender harassment can be regarded as a form of “put-down” (Leskinen & Cortina 2014, p. 2).

### **2.1.2. Portuguese Legislation on Sexual Harassment**

While individuals engaging in sexual harassment behaviors may face legal repercussions, these consequences can vary depending on the country in which it occurs. In Portugal, sexual harassment was initially legally recognized as an intolerable behavior, primarily within the context of labor relations, and later extended to encompass social relations more broadly (Torres et al., 2016).

In the realm of labor relations, the protection of the rights of individuals targeted by harassment became an autonomous part of the Labor Code in December 2003. The concept of sexual harassment found its place within the chapter on Equality and Non-Discrimination in access to work, foreseeing instances of harassment occurring within the workplace while performing duties (Law no. 99/2003 of 27 August, article 24). This article not only defines sexual harassment but also states that any form of harassment is aimed at “compromising an individual’s dignity or creating an intimidating, hostile, degrading, humiliating or destabilizing environment” (Torres et al., 2016, p. 67). In 2009, through Law 7/2009 of 12 February, further changes were introduced including Article 29, which provided a comprehensive

definition of harassment, what constitutes sexual harassment and declared it a serious administrative offence (Procuradoria Geral Distrital de Lisboa, 2009).

Moreover, the Article 29 of the Portuguese Labor Code was last updated on October 1, 2017, and has remained unchanged since then. This legislation unequivocally prohibits all forms of sexual harassment (article 29, section 1) and categorizes it as a severe offense, without prejudice to possible criminal liability under the law (article 29, section 5). Under this law, sexual harassment is defined as 'unwanted behavior, occurring during the hiring process or in the workplace, that aims to disturb or embarrass an individual, infringing upon their dignity or creating an intimidating, hostile, degrading, humiliating, or destabilizing environment' (article 29, section 2). This definition encompasses unwanted sexual behavior, whether verbal, non-verbal, or physical, with the same objective (article 29 section 3). Importantly, anyone, regardless of their position, can be found guilty of harassment, leading to disciplinary consequences for the harasser and entitles the victim to compensation, covering both financial and non-financial damages (article 29, section 4 and article 28) (Diário da República, 2017).

Just as the Labor Code addresses labor relations, attention was also given to another sphere, namely social relations. The Council of Europe Convention on Preventing and Combating Violence Against Women and Domestic Violence, also known as the Istanbul Convention, adopted on 11 May 2011, served as a catalyst for changes to the Portuguese Penal Code (Múrias et al., 2015). This Convention became the first legally binding international instrument reinforcing the promotion of integrated policies to prevent and combat sexual harassment, including measures to protect the rights and interests of victims and penalize offenses. After ratifying the Istanbul Convention, Portugal included stalking in the Penal Code for the first time in 2015 (Múrias et al., 2015). Stalking was autonomized, and the concept of harassment was explicitly incorporated into the Penal Code, albeit as an equivalent to stalking (Torres et al., 2016). The same amendment to the Penal Code, under the same law, introduced article 170 "Sexual Importunation", clearly stating that "Anyone who harasses another person by performing exhibitionist acts towards them, making proposals of a sexual nature or forcing them to make contact of a sexual nature, shall be punished with imprisonment of up to one year or a fine of up to 120 days, if a more serious penalty does not apply to them by virtue of another legal provision" (Diário da República, n.d.).

### **2.1.3. Prevalence and Incidence of Sexual Harassment**

The vast amount of research on the incidence of sexual harassment has focused mainly on the experiences of female workers and the extant studies estimate that at least one in every two working

women will experience sexual harassment at some phase in their careers (Fitzgerald, 1993). According to recent studies, men experience sexual harassment at a lower rate at work, and less is known about how it affects those who identify as gender non-binary (Cortina & Areguin, 2021). In the early 2010s, a survey administered among female workers in the restaurant industry revealed that 80% of women reported experiencing workplace sexual harassment from their co-workers, while 66% reported harassment from restaurant management (United, 2014). An analysis of data from 69 research studies, conducted by Wilson (2018), revealed that 52,5% of women who served in the military experienced sexual harassment of some kind.

In a study of women working in private sector and academics conducted more than 20 years ago by Schneider et al. (1997), 88% of those who had experienced sexual harassment in some form also reported having experienced gender harassment. Just a small percentage of harassed women (12% on average) experienced unwanted sexual attention or coercion; in most cases, this was coupled with gender harassment. Moreover, results suggest that men are more likely than women to be the sexual harassers. Street et al. (2007) provides support for this argument by showing that males are more prone to experience harassment from individuals of the same-sex, whereas women's harassment experiences are predominantly perpetrated by individuals of the opposite sex. To validate this phenomenon, a study was carried out revealing that among those who had been sexually harassed in the past, 88% of women and 78% of men said that a male offender was responsible for their worst harassment incident. A more recent study performed by Tinkler and Jun Zhao (2020), revealed that among women in leadership positions, 93% reported experiencing harassment perpetrated by males.

#### **2.1.4. Theoretical Perspectives in Sexual Harassment Research**

When sexual harassment is recognized as a real issue, the reason why it exists becomes a concern. Several theoretical models have been put forth to understand and explain sexual harassment, each offering different perspectives on its causes and dynamic. O'Donohue et al. (1998) identified five models that conceptualize sexual harassment and its occurrence: the Natural/Biological Model, the Organizational Model, the Sociocultural Model, Sex-Role Spillover Model and Four Factor Model.

According to the Natural/Biological Model, as described by Mawere and Seroto (2022), there is a biological phenomenon between men and women, namely sexual attraction, and they call into question the suitability of applying the term sexual harassment to describe these situations. This theory suggests that interactions perceived as sexual harassment might be more accurately viewed as courtship behaviors or stages in normal romantic attractions. In this perspective, males are characterized as more sexually

aggressive due to stronger sexual drives, which are believed to be within their nature. Consequently, men who pursue women, even when the attention is unwanted, may be seen as merely following a biological urge and not necessarily engaging in inappropriate, discriminatory, or offensive behavior. However, this perspective has several weaknesses as argued by Pina et al. (2009). Firstly, it oversimplifies the definition of sexual harassment, disregarding societal and personal factors that play a crucial role in understanding this phenomenon. Additionally, the model faces challenges in designing studies to test its core assumptions and lacks specific strategies for sexual harassment prevention.

Within the Organizational Model, certain people may have the opportunity to obtain sexual fulfillment through harassment due to organizational environment, hierarchy, and power relationships (O'Donohue et al. 1998). The chance of sexual harassment occurring depends on a few circumstances, including the quantity of interaction with people of the opposite sex while at work, the privacy of the workspace, the sex ratio at work, occupational norms, and the availability of grievance processes and employment alternatives. According to this model, women often hold lower organizational positions, and so they are more likely to become the victims. Women with the least organizational influence would be more likely to experience sexual harassment due to their perceived lack of financial resources. Those with more authority and security would be the harassers (O'Donohue et al. 1998). While there is substantial empirical support for the model, it falls short in explaining common instances of other forms of harassment, such as peer and contra power harassment (Mawere & Seroto, 2022).

The Sociocultural Model, on the other hand, contends that sexual harassment is a consequence of a patriarchal society where societal norms support male dominance (O'Donohue et al. 1998). As a result, society teaches women to be submissive, agreeable, avoid confrontation, sexually appealing, take ownership of their own victimhood, and doubt their own judgement. Sexual harassment would serve to perpetuate male supremacy in the workplace and the economy by putting women under pressure to leave the workplace. Because of their lack of choice and exposure to sex roles, women would be unable to express themselves and would instead respond negatively towards themselves and their careers (O'Donohue et al. 1998). However, according to Mawere and Seroto (2022) the model's shortcoming lies in its failure to elucidate situations in which women sexually intimidate men.

Another theoretical explanation on the occurrence of sexual harassment in the workplace is the Sex-Role Spillover Model (O'Hare & O'Donohue, 1998). The assumption is that sexual harassment is the result of bringing gender-based expectations and beliefs into the work environment, which are unsuitable for professional settings. In essence, there is a greater susceptibility of sexual harassment taking place in

work environments with imbalanced sex ratio. In a male-dominated workspace, when sexual harassment related to gender roles becomes more prominent than work roles, the environment can enable sexual harassment. In such settings, women may stand out mainly by their gender roles rather than being recognized for their contributions in their work roles. However, it is important to note that the Sex-Role Spillover Model has its limitations (O'Hare & O'Donohue, 1998). It primarily focuses on the sex ratio and overlooks other organizational variables that may contribute to sexual harassment. Additionally, it does not consider personality factors related to both the harasser and the victim, which can also be important factors in understanding and addressing sexual harassment.

Finally, as emphasized by Pina et al. (2009) the Four Factor Model posits that sexual harassment occurs when four conditions are satisfied: (1) the perpetrator is motivated to engage in harassment, driven by factors such as power, control, or sexual attraction; (2) the perpetrator overcomes internal inhibitions, which may include moral restraints against harassment; (3) the perpetrator overcomes external inhibitions, such as workplace barriers; and (4) the perpetrator overcomes any resistance from the victim. A primary strength of this model is its ability to integrate various individual, sociocultural, and organizational factors into a comprehensive framework. However, there are some constraints to consider including the fact that factor (1) of the model has not been thoroughly tested, with a focus primarily on sexual attraction rather than the power and control elements that may also motivate harassers. Additionally, there has been no empirical testing of factor (2), which pertains to the moral restraints of harassers (Pina et al., 2009).

### **2.1.5. Consequences of Sexual Harassment**

Similar to other phenomenon, as emphasized by Múrias et al. (2015), sexual harassment exerts a detrimental impact on its victims as well as their employing organization. Additionally, the authors underscore that the duration of exposure to this phenomenon is directly proportional to the severity of its consequences.

O'Donohue et al. (1998) allege that there is a substantial overlap in the individual and organizational consequences of harassment. While the direct costs, such as damage awards and liability premiums, are evident to corporations, there exist concealed costs that may pose even graver threats. These expenses range elevated job turnover, diminished productivity, increased absenteeism, decreased commitment to the organization, and escalated medical insurance claims. Cesario (2020) supports this notion, emphasizing that addressing the issue of workplace sexual harassment remains a critical priority for professional communities due to its negative consequences. The author highlights that victims of

workplace sexual harassment frequently experience adverse work-related outcomes. These outcomes often include loss of self-confidence as professionals, reduced work motivation, burnout, and job dissatisfaction. Zeighami et al. (2021) further note that the harmful effects of sexual harassment can disrupt routine work processes and lower the quality of the work.

According to Acquadro, Varetto and Civilotti (2022), concerning the victims of harassment, the impact extends across physical, psychological, and professional domains. On a professional level, victims often experience disruptions in their careers, such as diminished job satisfaction, performance, and strained relationships with co-workers. In terms of physical symptoms, those affected frequently report manifestations including gastrointestinal problems, headaches, insomnia, nausea, loss of appetite, and weight loss. Sexual harassment significantly affects mental health, rendering women at an elevated risk of anxiety and, in some instances, leading to more major conditions such as the development of posttraumatic stress disorder (PTSD) and severe depression. Moreover, the prevailing emotional responses include anger, humiliation, shame, self-blame, loss of confidence, personal dissatisfaction, irritability, and hostility. Beyond these psychological emotions, women often struggle with a fear of retaliation due to their circumstances, which leads to their silence on the matter and isolation from their colleagues (Múrias et al., 2015).

### **2.1.6. Sexual Harassment Research in Portugal**

In Portugal, a study conducted by Amâncio and Lima launched the beginning of research on sexual harassment in 1994. This groundbreaking investigation aimed to diagnose and characterize the prevalence of sexual harassment within the workplace, and involved 1022 women.

The authors concluded that there were no significant disparities in behavior classifications based on factors such as age, level of education, or industry sector. Instead, they observed a consistent effect of the geographical region of the country. Respondents from the southern regions, including both coastal and inland areas, exhibited opposite behavior classifications compared to the other regions. Concerning the frequency of sexual harassment, the researchers found out that 65,9% of the participants reported never having experienced harassment, while 19,1% stated rare occurrences. For 9,4% harassment happened sporadically and for 5,79% it was frequent. This finding highlighted a reality: 34,2%, or approximately one in three respondents, had undergone harassment at some point of their professional lives (Amâncio & Lima, 1994). In 2016, Torres and other researchers decided to extend the research of 1994 (Torres et al., 2016). Instead of exclusively having women as participants, this study encompassed both men and women, totalizing 1801 respondents. Furthermore, the researchers undertook a

comparative analysis between the results from 1989 and data collected in 2015. Hence, the researchers came to realize a noticeable decline in occurrences of sexual harassment against women within the workplace. During the late 1980s, the prevalence of women experiencing sexual harassment at work exceeded 30%; however, by 2016, Torres and coauthors acknowledged that this scenario had diminished to approximately 14% (Torres et al., 2016).

In addition, the study showed that sexual harassment predominantly affected women between the age of 25 and 34, with 36,9% of these women reporting experiencing harassment. Followed by the interval of 35 and 44, with a percentage of 27,4% (Torres et al., 2016). Moreover, the researchers revealed that the perceptions surrounding sexual harassment in the workplace were particularly ambiguous in 1989. A comparison of the 1989 survey data with the 2015 results conveys a significant improvement in women's clarity when it comes to identifying situations that constitute sexual harassment in professional settings.

Although these two studies conducted within the Portuguese context are well-known, it is important to emphasize that over the years, several projects, including dissertations, have addressed the topic of sexual harassment, albeit on a smaller scale. Additionally, these studies have explored other related issues. For example, Belchior's dissertation, "The Silence of Sexual Harassment in the Workplace" (2014), aims to analyse and understand the antecedent variables leading to the silence of victims and observers of sexual harassment situations. It also seeks to identify the individual and situational variables that influence future behaviour in such incidents. Another notable project is Melo's study (2019), which examines how Portuguese university students experience and cope with sexual harassment in an academic context through qualitative research. Over time, studies have been developed using various methods, that go from data collection to the types of samples used, including female and male individuals in workplace and university settings, among others.

## **2.2. Sexual Harassment and Turnover Intention**

### **2.2.1. Definition and Measurement of Turnover Intention**

As stated above, there are a variety of studies that have established that women's professional lives are negatively impacted by sexual harassment. One significant consequence is the intention to leave their current job, which often leads to actual turnover. Since 1917, multiple studies have been carried out by researchers with the aim of exploring, understanding, and testing theories related to the concept of turnover. According to Hom, Lee, Shaw and Hausknecht (2017), the first study was published in 1917 in the Journal of Applied Psychology, and since then, numerous organizational studies have followed.

Turnover is a longstanding organizational concern that has consistently drawn the attention of companies across different sectors (Bartunek et al., 2008). Research, such as that by Lacity, Iyer and Rudramuniyaiah (2008), identifies turnover intention as the most reliable predictor of turnover behaviors. Therefore, organizations, irrespective of their location, size, or industry, consistently prioritize and address employees' turnover intention, as highlighted by Belete (2018).

According to Hung, Lee and Lee (2018), turnover intention refers to employees who, after working in a position for a period of time, contemplate voluntarily leaving their current roles and, often, the organization as a whole. The authors further advance that turnover intention portrays a sense of withdrawal, stemming from a misalignment between anticipated future conditions and the actual experience. Ekhsan (2019), another expert in the field, offers a similar definition, framing it as the outcome of individual evaluations regarding the prospect of sustaining the relationship with the organization, which, when unmet, often culminates in the decision to resign. To complete the idea, Arnoux-Nicolas et al. (2016) asserted that turnover intention is essentially a psychological state, while turnover comprises the actual decisions and behaviors of employees.

In many cases, individuals with turnover intention proceed to follow through with actual turnover - a deliberate retreat from their current company, classified as voluntary turnover (Sonnentag, Volmer and Sychala, 2008; Lazzari, Alvarez and Ruggieri, 2022). Conversely, involuntary turnover occurs when the employer decides that an employee must leave the organization (Lazzari et al., 2022). Additionally, turnover can take the form of permanent departures when employees leave their current employment institution or horizontal mobility, when employees actively seek and accept transfers to other departments, as suggested by Bothma and Roodt (2013). Furthermore, the same source supports the empirical finding that turnover intention (intention) is positively associated with actual turnover (behavior).

To measure individuals' turnover intention, Mobley et al. (1978) conducted a survey, enabling the creation of a questionnaire. Their study assessed a simplified model of the withdrawal decision process, revealing that, through regression analysis, the single significant regression coefficient associated with turnover was the intention to quit. Job dissatisfaction primarily influenced thoughts of quitting and intention rather than actual turnover. This led to the conclusion that the intention to seek new opportunities and initiate job searches generally precedes the intention to leave and actual turnover. The results underscore the need for a comprehensive understanding of the psychology of the withdrawal process, encompassing cognitive and behavioral aspects alongside the affective experience of job satisfaction.

In this regard, Skelton et al. (2020) conducted a research with the goal of analyzing how job satisfaction

and job embeddedness are indicative of employee turnover intent. They decided to employ a three-item turnover intent questionnaire based on Mobley et al. (1978) survey. By using a five-point Likert-type scale, where a higher score indicated a stronger intent to leave the organization, the questionnaire consisted of three questions: (1) I often contemplate leaving the organization. (2) I intend to seek new employment within the next year. (3) If given the choice again, I would not choose to work for this organization.

In the Portuguese context, a study was conducted by Mendes (2014) to measure the turnover intention of 249 individuals. The aim was to understand the influence of organizational identification and organizational satisfaction on turnover intention within a population participating in one of the programs designed for attracting, developing, and retaining talent at a leading Portuguese telecommunications company. The researcher's applied a combination of several scales developed by various authors, though never resorting to the Mobley scale. These scales were adapted to the respondents' native language of the sample, demonstrating the questionnaire's feasibility, viability, and reliability in this scenery, thereby enabling its utilization in the current research (explained in further detail in the Methodology chapter).

### **2.2.2. Prior Research on Sexual Harassment and Turnover Intention**

After analyzing the concept of turnover intention, it is vital to comprehend the significant impacts of sexual harassment on turnover intention of working women. Several researchers have explored the relationship between sexual harassment and turnover. Sims, Drasgow, and Fitzgerald (2005) surveyed the effects of sexual harassment on turnover, specifically investigating whether harassment contributed to turnover and the time it took for turnover to occur. The study targeted a female audience comprising 11,521 women from the U.S. armed forces. The results indicated a 21% higher likelihood of quitting among never-married women compared to women who were currently or had been married. Moreover, it provided evidence that a one-standard-deviation increase in experiences of sexual harassment led to a 24% increase in the risk of turnover.

Salman, Abdullah, and Saleem (2016), conducted a survey with female and male students at business management universities of Peshawar, a city in Pakistan. To determine the correlation between sexual harassment and turnover, a total of 126 questionnaires was gathered and reviewed. According to the authors' findings, sexual harassment indeed contributes to employee turnover intention, meaning that the results demonstrated an increased turnover ratio due to sexual harassment. Furthermore, the researchers settled that this turnover intention eventually translate into actual turnover, and such intention are the most potent predictor of turnover.

Merkin (2008) also incorporated turnover as an outcome variable in his research. The sample included respondents aged 15 to 64 years in Argentina (2800 cases), Brazil (4000 cases), and Chile (1180 cases). The article findings supported that employees facing workplace sexual harassment were more likely to intend to leave their jobs compared to those not experiencing such harassment.

In a different setting, specifically within various hospitals in Ankara, a city in Turkey, Kirlioglu and Toygar (2020) aimed to comprehend the influence of sexual harassment on turnover intention of nurses. The study involved a sample of 571 female nurses who provided responses to a questionnaire, which was used to gather pertinent data. The results revealed that 75% of the surveyed women had experienced sexual harassment while working. Using SPSS and AMOS programs, the researchers found out that higher levels of sexual harassment experienced by nurses were associated with higher intentions to leave their jobs.

More recently, Aqeel et al. (2021) pursued a similar goal by assessing whether sexual harassment affected the turnover intention of male and female teachers in Pakistan. Employing a statistical approach and a convenient sampling method, the researchers gathered 200 responses, with an equal split of 100 responses from each gender. The questionnaire used to measure turnover intention was based on Mobley et al.'s (1978) article and demonstrated both adequate validity and reliability. The study findings demonstrated a statistically positive relationship between sexual harassment and turnover intention rates.

Another recent study conducted by Vargas et al. (2020) evaluated the prevalence and effect of sexual harassment using the Sexual Experiences Questionnaire. The sample's study included all members of the University of Michigan Medical School (UMMS) who had been employed at the institution for a minimum of one year, resulting in 705 respondents at the end of the study. An overwhelming 82,5% of the female respondents reported experiencing at least one incident of sexual harassment. The most commonly reported form of sexual harassment for both women and men was gender harassment. Moreover, the findings revealed that increased experiences of harassment were independently linked to higher levels of turnover intention.

Although numerous studies have explored the link between sexual harassment and its impact on turnover intention it is worth noting that there is still a dearth of research involving individuals from Portugal as the study sample.

## **2.3. Sexual harassment and Job Performance**

### **2.3.1. Definition and Measurement of Job Performance**

Another frequent effect of sexual harassment is that it hinders women's performance, including their personal job performance (Barling et al. 2001). According to Widyastuti and Hidayat (2018), job performance relates to behaviors or actions that align with the organizational goal. Similarly, Motowidlo (2003) maintains that job performance mirrors the overall anticipated value to the organization, stemming from the behavioral episodes an individual participates in over a standard period of time. This concept encompasses behaviors that may positively or negatively impact organizational achievement, thus constituting a multidimensional construct. Regarding the multidimensional nature of job performance, Ramos-Villagrasa et al. (2019) point out that various dimensions, such as safety performance and adaptive performance, have been proposed. However, as widely agreed upon by several authors (Koopmans et al., 2012; Widyastuti & Hidayat, 2018; Ramos-Villagrasa et al., 2019) the three primary domains are task performance, contextual performance, and counterproductive work behavior. According to Ramos-Villagrasa et al. (2019), task performance corresponds to behaviors that contribute to the manufacturing of component or service delivery (Ramos-Villagrasa et al., 2019). Widyastuti and Hidayat (2018) emphasize the centrality of this concept in the execution of core job tasks. This dimension entails effective planning, work organization, work quality, results-oriented actions, and efficient task execution, with performance variations depending on the type of work.

Contextual performance refers to a behavior that enriches the organization's social and psychological environment, thereby facilitating the technical core's functioning (Koopmans et al., 2012). Widyastuti and Hidayat (2018) define contextual performance as a supplementary behavior and action beyond the major tasks that support the organization. This concept incorporates tasks beyond job duties, initiatives, proactivity, demonstrated effort, peer and team performance facilitation and effective communication (Koopmans et al., 2012). Even though extending beyond duties, these actions indirectly influence the organizational effectiveness through its effects on the psychological, social, and organizational contexts (Widyastuti & Hidayat, 2018).

Lastly, counterproductive work behavior refers to voluntary behavior harmful to the organizational well-being (Ramos-Villagrasa et al., 2019). Furthermore, Widyastuti and Hidayat (2018) argue that such behavior is relevant to the organization's goal, as it includes actions with negative value for organizational effectiveness. Such scenarios equal to off-task behavior, absenteeism, complaining, deliberate task errors,

misallocation of time and resources, and unsafe practices (Widyastuti & Hidayat, 2018).

All together, these domains offer a comprehensive and succinct framework approach to overall job performance (Ramos-Villagrasa et al., 2019).

Measuring job performance with suitable instruments is just as important as describing it. Akter and Husain (2016) emphasized that when measuring, certain factors must be considered, namely communication, job knowledge, creativity/innovation, technology skills, problem solving ability, attitude, sense of accountability, and culture fit, among others. To facilitate accurate measurement, the Individual Work Performance Questionnaire was developed by Koopman et al. (2012), which allows for self-reported assessment of individual performance based on individual ratings (Widyastuti & Hidayat, 2018).

More recently, Fernandes (2022) demonstrated that the Portuguese version of the Individual Work Performance Questionnaire (IWPQ) meets the criteria for assessing job performance. The author performed an investigation involving a sample of 427 workers with the goal of comprehending the relationship between the different types of physical exercise and the individual work performance. The individual performance was assessed using the Individual Work Performance Questionnaire (IWPQ), following Portuguese language translation procedures. In light of this, the instrument proved to be concise and versatile, making it suitable for various contexts and occupations. Furthermore, it encompasses the main dimensions of job performance, mitigating issues associated with the simultaneous use of different performance scales. This questionnaire's structure divides into three primary dimensions: task performance, contextual performance, and counterproductive work behavior. Given the demonstrated feasibility of utilizing the Individual Work Performance Questionnaire (IWPQ) in the Portuguese language, the current research will adopt this questionnaire.

### **2.3.2. Prior Research on Sexual Harassment and Job Performance**

In exploring the complex intersection of sexual harassment and job performance, numerous studies have been conducted to decipher the dynamics underlying the issue. Researchers have employed diverse methodologies to understand how workplace misconduct, namely sexual harassment, affects individuals' professional capabilities.

For instance, an extensive investigation was conducted by Chan, Chow, Lam and Cheung (2008), to examine the repercussions of workplace sexual harassment on job-related, psychological, and physical outcomes, specifically on job performance. Employing a meta-analytic approach, the researchers analyzed 49 primary studies, encompassing data from 89382 individuals across 71

independent samples. As reported by the authors, the consistent findings highlighted those employees subjected to sexual harassment displayed lower levels of job performance.

By administering a questionnaire-survey among employees working in diverse organizations from Pakistan, Saudi Arabia, United Arab Emirates, United Kingdom and United States of America, Subhani (2012) managed to collect a total of 150 responses. The study aimed to explore the relationships between survey-based reports of sexual harassment at workplaces and its effect on job performance. The statistical analysis revealed that, among all the countries surveyed, only employees in Pakistan maintained an effective level of job performance, whereas employees of the remaining countries exhibited a significant decline in their level of job performance.

Later, Brobbeya et al. (2022) published a study on the perceptions of sexual harassment among Ghanaian employees and its subsequent impact on work performance. A qualitative research method was adopted by using a semi-structured interview to gather insights from 30 participants representing six public and private companies. The results indicated that Ghana workers associated sexual harassment with soliciting sexual favors from the opposite gender. Furthermore, the study revealed that sexual harassment had harmful effects on the performance of those who experienced it.

In a recent study, Worke et al. (2023) aimed to understand the effects of sexual harassment on various aspects of women's well-being in the hospitality industry, including their job performance, psychological health, physical well-being, and reproductive health. Using a two-stage cluster sampling technique, they gathered a total of 689 answers. Their meta-analytic study revealed that sexual harassment has a detrimental effect on all women's job outcomes including job performance.

Despite the fact that these researches support the notion that sexual harassment negatively affects job performance, there are differing views, as proposed by researchers such as Chen et al. (2023). They argue that, in some cases, individuals can maintain significant high levels of job performance even in the face of workplace sexual harassment.

# 3. Methodology

After reviewing the literature concerning sexual harassment, turnover intention, and job performance, it becomes feasible to outline the entire methodological procedure employed in the current research. This chapter begins with the presentation of the conceptual model and research hypotheses, followed by a discussion of the population and sampling methods. It also covers major decisions regarding data collection and analysis, including the use of surveys/self-administered questionnaires, the development of instruments and measures, and pre-test.

As mentioned earlier, the primary goal of the research is to investigate the association that sexual harassment has on job performance and turnover intention among women employed in organizations within Portugal. In addition to the main goal, this research also endeavors to attain these specific objectives, including:

- Determine the prevalence of the three types of sexual harassment experienced by women in the workplace in terms of frequency;
- Analyze the relationship between sexual harassment and turnover intention;
- Analyze the relationship between sexual harassment and job performance.

## 3.1. Conceptual Model and Research Hypotheses

The variables to be studied in this study are Sexual Harassment as Independent Variable; Turnover Intention and Job Performance both as Dependent Variables. In this research, turnover intention is portrayed as a dependent variable that is positively associated with the independent variable (sexual harassment), while job performance is depicted as a dependent variable that's negatively associated with sexual harassment. In this framework, as argued by Kline (2016), X represents the causing element (sexual harassment) of Y (either turnover intention or job performance). This produces the sequence  $X \rightarrow Y$ . Since there are two dependent variables, the framework will exhibit two situations:  $X \rightarrow Y_1$  (for turnover intention) and  $X \rightarrow Y_2$  (for job performance). According to this, the following Conceptual Model was created to illustrate these relationships (Figure 1).

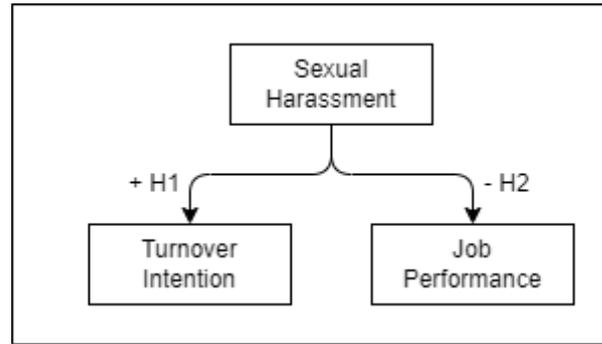


Figure 1 - Conceptual Model

Research hypotheses constitute the core of scientific endeavors, and their accurate, unambiguous operational representation is crucial for the formal recording and analysis of investigations (Soldatova & Rzhetsky, 2011). According to Tully (2014), hypothesis can be defined as a tentative prediction regarding the nature and direction of relationships between sets of data, expressed as a declarative statement. In alignment with this concept, Rauén (2018) asserts that hypotheses represent assumption about possible solutions to a problem, guiding observations and facilitating the assessment of data relevance for observation, collection, analysis, and classification. Researchers, depending on the chosen hypotheses or guidelines, formulate and design the necessary information and collection techniques.

As shown in the literature review, sexual harassment negatively affects diverse factors, particularly job performance and turnover intention.

It became evident from the reviewed literature that none of the referenced authors contradicted the assumption that turnover intention is positively affected by sexual harassment. Salman et al. (2016) affirmed that sexual harassment contributes to an increased turnover intention ratio, indicating that when individuals experience sexual harassment, they are more likely to consider leaving the company. This observation holds true even when considering different cultural contexts, as exemplified by Kirlioglu and Toygar (2020) in the case of Turkey. Their investigation revealed that 75% of the surveyed women had experienced sexual harassment, and, among them, a notable inclination to leave their jobs was observed. Based on these researchers' conclusions and findings, the subsequent hypotheses were formulated:

H1: Sexual harassment is positively associated with turnover intention of working women.

As this research addresses two dependent variables, it was also imperative to formulate an hypothesis regarding the relationship between sexual harassment and job performance. Considering the insights from the literature review, a prevailing consensus among authors suggests that job performance is negatively affected by sexual harassment. Chan, Chow, Lam and Cheung (2008) are one of many

researchers who report that individuals subjected to sexual harassment tend to exhibit lower levels of job performance. Subhani (2012) aligns with these perspectives, in their study with participants from five different countries (Pakistan, Saudi Arabia, the United Arab Emirates, the United Kingdom and the United States of America). The only exception were individuals from Pakistan, whose job performance was not significantly negatively impacted by sexual harassment, and even remaining effective. Nevertheless, a recent article by Chen, et al. (2023) contradicts this view that suggests that, in certain cases, some individuals manage to maintain high levels of job performance. Notwithstanding this contradiction, the hypotheses was formulated considering the majority of authors' findings, and thus stand as follows:

H2: Sexual harassment is negatively associated with job performance of working women.

## **3.2. Population and Sampling**

Before delving into the details, is equally important to address who is defined as population, i.e., the total set of people that meet specific requirements and are considered pertinent to be under a detailed investigation (Sheskin 2001; Swanson & Holton 2005). Therefore, with respect to the research question, the target audience aimed to be explored consists of women who are currently employed in organizations within Portugal. In this regard, data will be collected through the application of voluntary sampling method, where the participants choose to be part of the sample based on their willingness and motivation, as mentioned by Rozalia (2007). When reaching out to potential respondents, a multi-faceted communication strategy will be employed. Essentially, this includes the use of online platforms, such as social media (Instagram, Facebook, LinkedIn) to capture the attention and facilitate participants engagement. Through this approach, the aim is to maximize the response rate among the potential participants.

## **3.3. Survey – Self-Administered Questionnaire**

Research strategies encompass various methods employed by researchers to gather and analyze data to address research questions or validating hypotheses. Considering the research topic and weighing the advantages and disadvantages of different approaches a quantitative survey will be implemented as the primary research technique for the study.

Quantitative surveys, as described by Kothari (2004), involve the use of surveys to collect numerical data from a sizable population, enabling researchers to gather information on opinions, attitudes, habits, and demographic characteristics. By employing this approach, Lakshman et al. (2000) argue that the use of

quantitative surveys reduces the likelihood of interpretation bias. Therefore, it will enable to gather information from a substantial sample of working women across diverse organizations.

The use of survey technique administered through email questionnaires emerged as the most appropriate approach for the research for several reasons. Firstly, it provides the opportunity to connect with a significant number of working women across various organizations. By conducting surveys, a varied sample of respondents that have dealt with workplace sexual harassment can be obtained (Ballou & Lavrakas 2008). According to Sugarman et al. (2001), it also allows the respondents the chance to share their experiences anonymously, creating an environment that promotes truthful and open responses. Given the delicate nature of sexual harassment, anonymity may encourage individuals to feel more at ease sharing their experiences.

In addition, Martin (2006) contends that the use of standardized data collection guarantees uniformity in the questions presented, and the response choices offered to participants. This standardization facilitates the comparison of responses from different respondents and enables statistical analysis, providing important new information related to the relationships between sexual harassment, turnover and job performance. This provides important information on the prevalence of sexual harassment and its effects on job performance and turnover at a broader level.

### **3.4. Instrument Development and Measures**

The questionnaire provided to the women surveyed was based on a comprehensive review of the literature. The scales used were previously translated into Portuguese by other authors, and have been validated and reliably used in the Portuguese context. Furthermore, the questionnaire is structured into five sections. The first section corresponds to the Sexual Harassment Scale, the second to the Turnover Intention Scale, the third to the Job Performance Scale, the fourth to the testimony, and the final section covers sociodemographic characteristics. In the sociodemographic section, participants are requested to provide information on their Age, Level of Education, Region of Portugal, Marital Status, Sector of Activity and Company Dimension. Each of the measures, except for the sociodemographic characterization, will be explained in further detail.

#### **Sexual Harassment Scale**

The scale developed by Torres et al. (2016) was used to assess incidents of the sexual harassment. However, the original version of the questionnaire suffered modifications to align with the goals of this

dissertation. In this context, the scale corresponds to 12 items, each describing a situation of sexual harassment. Respondents were asked to indicate how often they have experienced each situation in their workplace, using a 5-point Likert Scale (1= Never; 5= Always).

### **Turnover Intention Scale**

To measure the turnover intention, the current investigation adopted the Turnover Intention Scale developed by Mendes (2014). Using a 5- point Likert Scale (1 = Strongly Disagree; 5 = Strongly Agree), individuals were requested to indicate their agreement with each sentence. The questionnaire comprises eight items, four of them (item 1, 3, 5 and 7) measuring the intention to remain in the workplace, consequently reverse-coded in SPSS so that “Strongly Agree” represented “Strongly Disagree” and vice versa, and “Partially Agree” now meant “Partially Disagree” and vice versa. The remaining items relate to the idea of leaving the organization (Mendes, 2014). When developing the questionnaire, Mendes (2014) considered existing scales and incorporated three items, particularly items 1, 4 and 6, from the Turnover Intention Scale by Chen et al. (1998), translated and adapted by Yan (2008). Additionally, two items (items 3 and 5) were sourced from the Turnover Intention Scale by Huang et al. (2007, cited by Mendes (2014), with one item adapted due to concerns about its original version's impact on the concept of career consistency (Oliveira, 2009) - “I intend to stay in the organization where I work until I retire” became “I intend to stay in the work organization”. Finally, the items 2 and 8 originate from the scale developed by Nunes et al. (1992); cited by Mendes (2014) and, finally, item 7 was uniquely developed from scratch to be included in Mendes' scale (2014).

### **Job Performance Scale**

The Individual Work Performance Questionnaire, originally developed by Koopman et al. (2012) and subsequently translated and validated for the Portuguese population by Fernandes (2022), was implemented in the present study to assess job performance. The measure entails three dimensions: Task Performance, Contextual Performance, and Counterproductive Work Behavior. The scale, in total, consists of 27 items, with the first seven dedicated to the evaluation of Task Performance, the following 12 addressing Contextual Performance, and the remaining eight focusing on Counterproductive Work Behavior. Respondents were asked to how often they experienced the affirmations within the most recent three months of their work, using a 5-point Likert Scale (1 = Never; 2 = Rarely; 3 = Occasionally; 4 = Frequently and 5 = Always).

Moreover, several items in the Job Performance Scale also underwent reverse-coding, specifically items

20 to 27, with the exception of item 26. According to Koopman et al. (2012), items 20 to 24, being identical to those in the previous version of the IWPQ as outlined in the article, were reverse-coded as instructed by the author. The remaining items, 25 and 27, were newly created by the same author to enhance the IWPQ (Koopman et al., 2014). Consequently, as these items were formulated in a negative manner, similar to the others, they were reverse-coded, such that “Always” now signifies “Never” and vice versa, while “Rarely” now implies “Frequently” and vice versa, indicating a positive Job Performance.

### **Testimony**

In order to gain a deeper insight into the specific situations of sexual harassment that women might have encountered in their workplace, an “open-ended question” was included. The participants were invited to voluntarily share detailed accounts of any experiences of sexual harassment they had encountered or that they had knowledge about at their current or previous workplaces. It was also assured that all testimonies would be treated confidentially and used solely for academic purposes.

## **3.5. Pre-Test**

Before distributing the questionnaire, a pilot test was conducted to assess its suitability for respondents, ensuring they could answer it without encountering any issues with interpretation or other factors. To carry out this test, the questionnaire was distributed to 10 individuals, and their feedback was collected.

The results of the pilot test indicated that participants found the questionnaire easy to answer and interpret, with a straightforward and intuitive response format. Additionally, they provided some suggestions for improvement. They recommended maintaining uniformity in the scales across the first and third sections and suggested specifying the respondents' level of education, whether they had completed their education or were still attending school. Finally, they suggested adding a title (Testimony afterwards) to the section where individuals are asked to voluntarily describe a situation of sexual harassment experienced or observed/had knowledge in their current or previous workplace.

## **3.6. Data analysis**

To analyze the collected data, a systematic process of data analysis is also essential. Therefore, among the range of data analysis methods available, statistical analysis is the optimal choice to address the research question. According to Newbold (2013), statistical analysis refers to the application of mathematical and statistical techniques and methodologies to analyze and interpret data. In the context

of the research question and objectives, statistical analysis offers a robust framework for quantitatively evaluating factors such as turnover intention and job performance, providing an organized and rigorous method. Additionally, Newbold (2013) emphasizes the importance of employing statistical methods, specifically regression, descriptive and inferential methods, which align with the intended approach. These statistical techniques enable to assess correlations between variables, objectively analyze the effects of sexual harassment, and arrive at evidence-based conclusions.

That being said, in this study, after a consideration of the available options, the software selected to be employed was SPSS. According to Milovanović and Perišić (2020), the use of SPSS software platform offers several advantages, including advanced statistical analysis, a diverse library of machine learning algorithms, text analysis capabilities, open-source extensibility, integration with big data and seamless deployment into applications. Additionally, its user-friendly interface, flexibility, and scalability cater to users of all skill levels, making it suitable for projects of varying sizes and complexities. Moreover, the software facilitates quick and easy data analysis without the need for programming, the availability of numerous built-in statistical tests streamlines complex analyses, results interpretation is straightforward, and the software efficiently displays expandable data tables (Milovanović & Perišić, 2020),

However, it is important to acknowledge certain limitations. Based on Milovanović and Perišić (2020), while SPSS is user-friendly, fully exploiting all its features may require additional training. The default graphics may not meet publication standards, and information regarding effect size and confidence intervals is lacking for certain techniques.

Using SPSS, several analytical procedures were conducted in order to test the hypotheses. First, a Reliability test was conducted, as described by Kennedy (2022), to assess the internal consistency index of reliability, which measures the inter-correlations between items within the same instrument. The Cronbach's coefficient alpha was utilized to estimate the internal consistency. Additionally, a Normality test was performed using the Kolmogorov-Smirnov test to determine whether the data met the assumption of normality (Kwak and Park, 2019). Lastly, a Bivariate test was carried out to analyse the association between two variables. As outlined by Perinetti (2019), this test explores relationships between variables, where association denotes any form of relationship between them.

# 4. Presentation and Discussion of Results

This chapter aims to analyse, present, and discuss the results obtained from the questionnaire. Initially, the sample is characterized, focusing on the sociodemographic variables measured in the questionnaire. Subsequently, a descriptive analysis is conducted, specifically focusing on the mean and standard deviation of the scales and their respective dimensions. Additionally, the frequency of each situation of sexual harassment was examined. Furthermore, tests were conducted including Reliability (Cronbach's Alpha), Normality and Bivariate Analysis (Correlations). The Bivariate Analysis will be instrumental in testing the hypotheses formulated earlier. The chapter ends with an analysis of each description provided voluntarily by the respondents about episodes of sexual harassment.

## 4.1. Characterization of the Sample

As previously mentioned, the questionnaire was distributed via social networks such as Instagram, Facebook and LinkedIn in order to reach as many women as possible. Using this approach, it was possible to gather one hundred and sixty-seven responses from women currently employed across various sectors and organizations of varying sizes (n=167). The sample characterization is presented in Table 1. Regarding the age distribution of the sample, there is a predominant age group between 18-29 years old, constituting 46,7% of the sample (n=78, out of a total of 167). This is followed by the 30-39 age group, which accounted for 30,5% (n=51); the 40-49 age group with 20 respondents (12%) and the 50-59 age group with 9,6% (n=16). Finally, the age with the lowest representation is 60 years or older, comprising only 1,2%, i.e., two respondents.

In terms of Level of Education (completed or in progress), the bachelor's degree stands out as the most prevalent level of education in the sample, representing 47,9% (n=80). Following this, the master's degree accounts for 34,1% (n=57), high school for 13,8% (n=23) and 7th to 9th grade with 3% (n=5). Both the highest and lowest levels of education (PhD and 5th to 6th grade) display the lowest percentage 0,6% (n=1) each.

Most respondents are from the northern region of Portugal, comprising an outstanding 95,2% (159 out of 167). The central region contributes with seven (4,2%), and Algarve region has one respondent (0,6%).

Among the six options regarding the region to which each woman belongs to, there were no contributions from three of them, namely Alentejo, Autonomous Region of Azores and Autonomous Region of Madeira.

Regarding the marital status, the majority of respondents are currently single, accounting for 61,1% (n=102), followed by 43 married women (25,7%). Common-law marriage is equivalent to 11,4% (n=19), while divorced and separated women make up 1,2% (n=2) and 0,6% (n=1), respectively.

With regard to the sector of activity of the companies where the sample is currently employed, the questionnaire provided fourteen categories. Among these options, human health and social support activities stands out as the most common sector of activity among the respondents, comprising 21,6% (n=36). Education follows closely behind, constituting 16,2% (n=27) of the respondents, and other non-qualified service activities rank third with 11,4% (n=19). Furthermore, information and communication activities emerge as significant categories representing 8,4% (n=14). Twelve respondents (7,2%) work in the financial, insurance, and real estate activities sector. Construction and consultancy, scientific and technical activities, and international organizations, each account for 6,6% (n=11) of respondents. Additionally, four other sector activities share the same percentage: manufacturing industries, electricity, gas, steam, hot and cold water, and air conditioning supply; waste management and remediation, and public administration and defense comprising, each consisting of 3% (n=5). Wholesale and retail trade, repair of motor vehicles and motorcycles, and administrative and support service activities are also represented, with 4,8% (n=8) of respondents each. Finally, accommodation, restoration and similar, transport and storage and arts, entertainment, sports, and recreation activities constitute 3,6% (n=6), 2,4% (n=4) and 0,6% (n=1) respectively.

The final sociodemographic information requested from the respondents was the size of their current organization. As shown in Table 1, "Large enterprise: more than 250 employees" comprises 41,3% (n=69), followed by "Micro-enterprise: less than 10 employees" corresponding to 37 (22,2%). Additionally, "Small enterprise: 10-49 employees" and "Medium-sized enterprise: 50-249 employees" have similar percentages, accounting for 18,6% (n=31) and 18% (n=30), respectively.

Finally, two sociodemographic variables were created using SPSS. One of the dummy variables generated was NoHarassment, where only women who reported not experiencing any of the twelve situations of Sexual Harassment were considered. In this variable, a value of "1" represents an individual who didn't experience any harassment, while "0" denotes those who did. The Numeric Express for this variable corresponded to the sum of situation of harassment 1 through 12, resulting in a value of 12, since "Never" was coded as 1 on the questionnaire scale. Conversely, YesHarassment represents women who

experienced at least one of the twelve situations of Sexual Harassment. The value of “1” indicates an individual that did experience harassment, while “0” denotes those who did not. Since “Rarely”, “Occasionally”, “Frequently” and “Always” corresponds to values 2, 3, 4 and 5 respectively, the Numeric Express for this variable was the sum of situation of harassment 1 to 12, with a condition of greater than 12. With that said, the next step involved calculating the percentage, frequency. For the NoHarassment variable, there was a total of 56 of women that didn’t experience any of the twelve sexual harassment situations, accounting for 33,5% of the sample. Regarding YesHarassment, 111 respondents revealed that they have experienced at least one situation of sexual harassment, constituting 66,5%.

*Table 1 – Sample Characterization (N=167)*

<b>Sociodemographic Variables</b>		<b>N</b>	<b>%</b>
<b>Age</b>	18-29 Years	78	46,7%
	30-39 Years	51	30,5%
	40-49 Years	20	12%
	50-59 Years	16	9,6%
	60 Years or older	2	1,2%
<b>Level of Education</b>	2 <sup>nd</sup> Cycle (5th to 6th)	1	0,6%
	3 <sup>rd</sup> Cycle (7th to 9th)	5	3%
	Secondary Education	23	13,8%
	Bachelor’s Degree	80	47,9%
	Master’s Degree	57	34,1%
	Doctorate’s Degree	1	0,6%
<b>Region of Portugal</b>	North	159	95,2%
	Center	7	4,2%
	Alentejo	1	0,6%
<b>Marital Status</b>	Single	102	61,1%
	Partnership	19	11,4%
	Married	43	25,7%
	Divorced	2	1,2%
	Separated	1	0,6%

<b>Sector of Activity</b>	Manufacturing Industries; Electricity, Gas, Steam, Hot and Cold Water, and Air Conditioning Supply; Waste Management and Remediation	5	3%
	Construction	11	6,6%
	Wholesale and Retail Trade; Repair of motor Vehicles and Motorcycles	8	4,8%
	Transport and Storage	4	2,4%
	Accommodation; Restoration and Similar	6	3,6%
	Information and Communication Activities	14	8,4%
	Financial, Insurance and Real Estate Activities	12	7,2%
	Consultancy, Scientific and Technical Activities; International Organizations	11	6,6%
	Administrative and Support Service Activities	8	4,8%
	Public Administration and Defense Education	5	3%
	Education	27	16,2%
	Human Health and Social Support Activities	36	21,6%
	Arts, Entertainment, Sports and Recreation Activities	1	0,6%
	Other Non-qualified Service Activities	19	11,4%
<b>Company Dimension</b>	Micro-enterprise: less than 10 employees	37	22,2%
	Small business: 10-49 employees	31	18,6%
	Medium-sized enterprise: 50-249 employees	30	18%
	Large enterprise: more than 250 employees	69	41,3%
<b>Yes Harassment</b>		111	66,5%
<b>No Harassment</b>		56	33,5%

## 4.2. Descriptive Analysis

Table 2 presents the descriptive statistics for Sexual Harassment, Turnover Intention, and Job Performance, and its three dimensions: Task Performance, Contextual Performance, and Counterproductive Work Behaviour. Regarding the Sexual Harassment Scale, responses ranged from “Never” to “Always” on a scale of 1 to 5, with higher scores representing a greater frequency experiencing

various types of sexually harassing behaviours. The mean score was approximately 1,29 with a standard deviation of 0,38, based on a sample size of 167 working women, showing that participants reported low levels of sexual harassment experiences in the workplace.

In terms of Turnover Intention, the scale ranged from “Strongly Disagree -1” to “Strongly Agree – 5”, with higher scores indicating a higher intention to leave the organization. The average score is 2,30 with a standard deviation of 1,10, based on the entire sample. The data shows that the participants have no intention of leaving the company, since the average of the answers is "Partially Disagree".

For the Job Performance scale, it was ranged from 1 (Never) and 5 (Always), with the higher score corresponding to a greater level of job performance. Considering this, the average score is 3,90, being the highest among the scales, and with a standard deviation of 0,49, once again using the entire sample. The data suggests that participants perceive their job performance positively, as responses predominantly fall within the "Frequently" range.

When considering the dimensions, Contextual Performance exhibits the highest average value compared to the others (M=4,03), with a standard deviation of 0,65. This suggests that participants demonstrate strong Contextual Performance, as their responses predominantly fall within the "Frequently" range. Task Performance, on the other hand, has an average of 3,96 and a standard deviation of 0,66. From this, it can be inferred that participants exhibit good Task Performance, as responses also cluster within the "Frequently" range. Lastly, Counterproductive Work Behaviour stands out due to its high standard deviation of 0,72 and an average score of approximately 3,64. This implies that participants demonstrate low levels of Counterproductive Work Behaviour, with responses within the range of "Rarely".

*Table 2 - Descriptive Statistics of the Scales and Dimensions*

	<b>Mean</b>	<b>Standard Deviation</b>	<b>N</b>
<b>Sexual Harassment</b>	1,2864	0,37897	167
<b>Turnover Intention</b>	2,3009	1,09808	167
<b>Job Performance</b>	3,8967	0,48679	167
Task Performance	3,9615	0,66128	167
Contextual Performance	4,0274	0,64572	167
Counterproductive Work Behavior	3,6437	0,72312	167

Table 3 illustrates the frequency of 12 sexual harassment situations, indicating the percentage and number of women who experienced each circumstance. It is evident that the most commonly experienced situation is “Insinuating looks”, reported by 44,3% of the women, which corresponds to 74 of a total of 167 respondents. The next most frequent situation is "Jokes or offensive comments about appearance,"

experienced by 66 women (39,5%). This is followed by "Intrusive and offensive questions about private life," reported by 61 women (36,5%). These are the top three situations most frequently experienced by the women surveyed. Conversely, the three least experienced situations are "Sexual assault or attempted sexual assault", with only one woman (0,6%) out of 167, followed by "Requests for sexual favors associated with promises to get a job or improve working conditions" experienced by three women (1,8%). Lastly, "Explicit and unwanted proposals of a sexual nature" and "Unwanted proposals of a sexual nature by e-mail, text message or via websites and social networks" were each reported by nine women, representing 5,4%.

Based on the literature review, it is possible to categorize each situation into the three different types of sexual harassment: unwanted sexual attention, sexual coercion and gender harassment. In this regard, "Jokes or offensive comments about appearance", "Jokes or offensive comments about the body" and "Sexually offensive jokes or comments" can be categorized as gender harassment. According to Leskinen and Cortina (2014), these behaviors reflect antagonistic or derogatory attitudes based on sex or gender, rather than fostering cooperation of a sexual nature. "Requests for sexual favors associated with promises to get a job or improve working conditions" is classified as sexual coercion, as it endeavors to connect sexual collaboration to job requirements (Cortina & Areguin, 2021). The remaining situations are considered as unwanted sexual attention, as it entails sexually suggestive expressions that are unwelcome, unanswered, uncomfortable, and occasionally threatening or upsetting to the receiver (Cortina & Areguin, 2021).

Overall, gender harassment emerges as the most frequently reported form of sexual harassment among the surveyed women, while sexual coercion is the least reported. This finding aligns with the pyramid created by Fitzgerald, as cited by Mahfooz (2020), which illustrates that gender harassment is the most common form of sexual harassment at the base of the pyramid. Above this, there is unwanted sexual attention, and at the top, the least experienced form is sexual coercion. This pyramid accurately reflects the experiences of the surveyed women.

*Table 3 - Frequency of Occurrence of Sexual Harassment Situations*

<b>Situations of Sexual Harassment</b>	<b>N</b>	<b>%</b>
Jokes or offensive comments about appearance	66	39,5
Jokes or offensive comments about the body	57	34,1
Sexually offensive jokes or comments	43	25,7
Offensive phone calls, letters, texts, emails or images of a sexual nature	17	10,2

Unwanted dating invitations	25	15
Explicit and unwanted proposals of a sexual nature	9	5,4
Unwanted proposals of a sexual nature by e-mail, text message or via websites and social networks	9	5,4
Insinuating looks	74	44,3
Unwanted physical contact (touching, moving, grabbing, groping, kissing or attempting to kiss)	24	14,4
Sexual assault or attempted sexual assault	1	0,6
Intrusive and offensive questions about private life	61	36,5
Requests for sexual favors associated with promises to get a job or improve working conditions	3	1,8

#### 4.2.1. Reliability Analysis: Test of Reliability

According to Tavakol and Dennick (2011) argued that to assess the consistency of an instrument's measurements, it is essential to estimate its reliability using a specific and common analysis: internal consistency reliability. Internal consistency pertains to the degree of interconnectedness among the items within a test, indicating how well they collectively measure a singular concept or construct. The authors further state that to employ this approach, it is necessary to calculate Cronbach's Alpha ( $\alpha$ ), which ranges between 0 (indicating no consistent variance) and 1 (indicating all variance is consistent), with higher values denoting greater reliability among the indicators. Additionally, Cronbach's Alpha provides an estimate of measurement error and evaluates not only the unidimensionality of a set of items but also confirms whether the items collectively measure a single construct (Tavakol & Dennick, 2011).

Given that there are three instruments employed in the questionnaire namely: Sexual Harassment Scale, Turnover Intention Scale and Job Performance Questionnaire, with Job Performance being the only one comprising three subdimensions, a Reliability Test were conducted accordingly. Table 4 presents the results obtained from the reliability analysis.

*Table 4 - Cronbach's Alphas of the Scales and Respective Dimensions*

	<b>Cronbach's Alpha</b>	<b>N<sup>o</sup> of items</b>
<b>Sexual Harassment</b>	0,854	12
<b>Turnover Intention</b>	0,907*	8
<b>Job Performance</b>	0,891*	27
Task Performance	0,913	7
Contextual Performance	0,916	12
Counterproductive Work Behavior	0,794*	8

\* These items were reverse scored for analysis

The results of internal consistency coefficients of Turnover Intention, Task Performance and Contextual Performance, according to Taber (2018), were found to be strong (since between 0,91-0,93) as they are closest to 1, with values of 0,907, 0,913 and 0,916 respectively. The Cronbach's alpha values for Sexual Harassment and Job Performance, were 0,854 and 0,891, respectively, which are considered reliable (Taber, 2018). The lowest but still fairly high result was observed for Counterproductive Work Behavior, with a coefficient of 0,794 (Taber, 2018). These findings suggest that among the three subdimensions, Task Performance and Contextual Performance contribute the most to the internal consistency of the Job Performance scale.

Furthermore, during the reliability test, an additional analysis was conducted to assess the impact of removing each variable on the overall scale reliability. This analysis provided insights into whether eliminating any of the variables would improve or decrease the reliability coefficient (Cronbach's alpha). However, none of the variables showed a significant increase in alpha when removed, indicating that all variables contributed positively to the reliability of the scale. As a result, no variables were eliminated from any of the scales.

In conclusion, the reliability tests revealed consistently high reliability across all scales, indicating that the research can proceed confidently.

#### **4.2.2. Normality Test**

Besides evaluating internal consistency, normality tests were used to assess whether the collected data followed a normal distribution. According to Hair et al. (2022), this analysis is designed to assess normality by comparing the data to a normal distribution with the same mean and standard deviation as the sample. The objective is to evaluate whether the null hypothesis, which assumes that the data follow a normal distribution, is rejected. Therefore, the null hypothesis is only accepted if the p-value is higher than the predetermined significance level, typically 0,05 (Hair et al., 2016). However, based on Kline (2016), this procedure has limitations, especially when the sample size is small. In such cases, it is expected to observe p-values lower than 0,05, indicating a departure from normal distribution. To address this issue, it is recommended to consider parameters that are more sensitive to the results, namely kurtosis and skewness coefficient. Skewness measures the asymmetry of a variable's distribution, while kurtosis assesses whether the distribution is excessively peaked (Hair et al., 2022). Moreover, a distribution is considered approximately normal if the absolute values of skewness are below 3 and the

absolute value of kurtosis is inferior to 10 (Kline, 2016).

Beginning with the assessment of the Sexual Harassment Scale, the mean score observed was 1,29, which falls within the bounds of the 95% confidence interval (1,23 to 1,34 respectively), as intended. The median score of 1,17 lies between the minimum (1,00) and maximum (3,25) values. As depicted in Table 5, it is evident that the p-value is below 0,001, falling under the conventional significance threshold of 0,05, indicating non-normality distribution. This indicates non-normality within the scale. However, the asymmetry coefficient of 2,05 and kurtosis of 5,29 are within the accepted thresholds (less than 3 and 10, respectively), suggesting a relatively minor deviation. Hence, based on these metrics, an assumption of approximate normality may be warranted.

*Table 5 -Sexual Harassment Normality Test*

	<b>Statistics</b>	<b>Df</b>	<b>Sig.</b>
<b>Sexual Harassment Scale</b>	0,225	167	<0,001

**\* $p < 0,05$**

The average score on the Turnover Intention Scale, was 2,30, falling within the 95% confidence interval with lower and upper limits of 2,13 and 2,47, respectively. The median score was 2,25, falling within the scale's minimum and maximum values of 1,00 and 5,00 respectively. As for skewness and kurtosis, the values were 0,43 and -0,83 respectively. Using the Kolmogorov-Smirnov normality test (see Table 6), the p-value of <0,001 was obtained, indicating non-normal distribution for this variable. However, considering the absolute values of kurtosis and asymmetry, it is possible to conclude an approximately normal distribution for the variable.

*Table 6 - Turnover Intention Normality Test*

	<b>Statistics</b>	<b>Df</b>	<b>Sig.</b>
<b>Turnover Intention Scale</b>	0,126	167	<0,001

**\* $p < 0,05$**

With regard to the Job Performance Scale, the mean score was approximately 3,90, typically situated within the 95% confidence interval, with inferior and superior limits of 3,82 and 3,97, respectively. Similarly, the median value of 3,93 also rests between the minimum (2,30) and maximum (5,00) scores. The skewness and kurtosis are recorded as -0,53 and 0,73, respectively. The Kolmogorov-Smirnov normality test in Table 7 yields a p-value of 0,010, which, unlike the previous scales, is higher than 0,001. Consequently, it can be inferred that this variable still does not exhibit a normal distribution, thereby

rejecting the null hypothesis (H0) as the p-value is less than 0,05. However, as observed in the two previous scales, the absolute values of kurtosis and skewness fall within the predefined limits (<3, <10, respectively), suggesting that the deviation is not significant. Hence, the variable can be considered to have an approximately normal distribution.

Table 7 - Job Performance Normality Test

	<b>Statistics</b>	<b>Df</b>	<b>Sig.</b>
<b>Job Performance Scale</b>	0,080	167	0,010

\*  $p < 0,05$

Even though none of the three variables demonstrated a p-value indicating a normal distribution, all of them displayed absolute values of Kurtosis and Skewness essential for approximating a normal distribution. Consequently, statistical tests such as correlations or regressions, which presuppose the normality of the variables under analysis, can be applied.

#### **4.2.3. Relationship between Sexual Harassment, Turnover Intention and Job Performance (Overall Sample)**

According to Dancey and Reidy (2018), through bivariate correlation analysis, it is possible to determine the association between variables. This analysis provides insights into the direction (positive, negative, or zero) and magnitude of the relationship between two variables, ranging from -1 to 1. A positive correlation indicates that high values in one variable tend to be associated with high values in the other variable, while a negative correlation suggests that high values in one variable are associated with low values in the other variable. However, a correlation coefficient of 0 indicates no linear relationship between the variables. As reported by Schober et al. (2018), the strength of the relationship is determined by the magnitude of the correlation coefficient  $r$ , namely the Pearson's  $r$ . In this context, a correlation coefficient between 0 and 0,09 indicates a negligible correlation, between 0,10 and 0,39 is considered weak, between 0,40 and 0,69 is moderate, between 0,70 and 0,89 is strong and lastly, between 0,90 and 1 is a very strong correlation. It is important to note that for parametric tests like Pearson's correlation, the assumption of normality in the data distribution must be met, which is assumed in this analysis (Dancey and Reidy, 2018).

This section presents the correlation analysis between the main variables of the study: Sexual Harassment and Turnover Intention, and Sexual Harassment and Job Performance. It was further assessed the

variable YesHarassment between Turnover Intention and Job Performance to confirm or reject the research hypotheses. The correlation between the dimensions of the Job Performance Scale were also addressed. This included examining the relationships between Sexual Harassment/YesHarassment and Task Performance, Contextual Performance, and Counterproductive Work Behaviour.

Table 8 shows positive, albeit weak, correlation between Sexual Harassment and Turnover Intention ( $r = 0,253$ ;  $p < 0,001$ ). This positive correlation suggests that the constructs relationship exhibit a similar directional movement, indicating that if instances of sexual harassment increase, there is a tendency for turnover intention to also increase. In other words, the higher the occurrence of sexual harassment, the greater the intention of women to leave the organization. Moreover, as supported by several authors, there is a reason to believe that sexual harassment positively influences the intention of leaving an organization. Aqeel et al. (2021) are among the authors whose research concluded a statistically significant positive relationship between sexual harassment and turnover intention rates. In the same vein, Salman, Abdullah, and Saleem (2016) found that sexual harassment contributes to employee turnover intention, indicating an increased turnover ratio due to sexual harassment. This finding lends further support to the earlier ideas.

*Table 8 - Correlation between Sexual Harassment and Turnover Intention*

	<b>Turnover Intention</b>	
<b>Sexual Harassment</b>	Pearson	0,253**
	Sig.	<0,001
	N	167

**\*\*  $p < 0,01$**

On the contrary, Sexual Harassment is negatively associated with Job Performance (see Table 9). Although statistically significant, the correlation is weak. Despite this, the correlation remains weak and the observed p-value, although higher than before, still falls below 0,05, indicating statistical significance ( $r = -0,162$ ;  $p < 0,001$ ). The negative correlation indicates that the relationship between the constructs moves in the opposite direction, implying that an increase in sexual harassment leads to a decrease in Job Performance. While some authors, namely Chen et al. (2023), have asserted that individuals can maintain good professional performance in the face of sexual harassment, this viewpoint is contested by most authors. Instead, the literature largely demonstrates that that exposure to various forms of sexual harassment tends to diminish levels of professional performance. For instance, Worke et al. (2023) have argued that sexual harassment adversely affects all aspects of women's job outcomes, including job performance. In this regard, the results provide validation for the previous empirical evidences.

Table 9 - Correlation between Sexual Harassment and Job Performance

	<b>Job Performance</b>	
<b>Sexual Harassment</b>	Pearson	-0,162*
	Sig.	0,036
	N	167

\*  $p < 0,05$

The correlations between the dimensions of Job Performance and Sexual Harassment are summarized in Table 10. It is observed that all of these relationships are negative and weak, as they fall below the threshold of 0,39. It indicates that higher levels of Sexual Harassment are associated with lower levels of Task Performance, Contextual Performance and Counterproductive Work Behavior. Besides this, of particular note is the correlation between Sexual Harassment and both Task Performance and Counterproductive Work Behaviour. These correlations are statistically significant, as they do not exceed the threshold value of 0,05 ( $r = -0,202$ ,  $p = 0,009$ ;  $r = -0,191$ ,  $p = 0,013$ , respectively).

Table 10 - Correlation between Sexual Harassment and Job Performance Dimensions

		<b>Task Performance</b>	<b>Contextual Performance</b>	<b>Counterproductive Work Behavior</b>
<b>Sexual Harassment</b>	Pearson	-0,202**	-0,011	-0,191*
	Sig.	0,009	0,887	0,013
	N	167	167	167

\*\*  $p < 0,01$

\*  $p < 0,05$

#### **4.2.4. Relationship between Sexual Harassment, Turnover Intention and Job Performance (Among Women Sexually Harassed)**

An ultimate analysis was conducted on a variable that, besides being created in SPSS, represents women that have experienced sexual harassment at least once (YesHarassment). This analysis examined the relationship between the variable and the scales of Turnover Intention and Job Performance and respective dimensions, in particular Task Performance, Contextual Performance and Counterproductive Work Behaviour.

The study results revealed that women who have experienced at least one situation of sexual harassment exhibit a higher intention to leave their organization, as demonstrated by the positive, albeit weak, relationship with Turnover Intention (see Table 11). Besides this, the observed p-value, falls below 0,01,

indicating statistical significance ( $r = 0,233$ ;  $p = 0,002$ ). On the contrary, the sociodemographic variable showed that is negatively yet weak, associated with Job Performance, meaning that women who experienced at least one situation of sexual harassment have a higher tendency to produce low level of job performance ( $r = -0,203$ ;  $p = 0,009$ ). Lastly, the p-value suggests statistical significance, as it is lower than the threshold value of 0,01 (See Table 11).

Overall, it is evident that women who have experienced any form of sexual harassment tend to exhibit lower levels of job performance and a higher intention to leave the company. Merkin (2008) supported this assumption through their research, which found that employees facing workplace sexual harassment are more likely to intend to leave their jobs compared to those not experiencing such harassment. More recently, Brobbeya et al. (2022) conducted a research where they examined the impact of sexual harassment on job performance. Their findings revealed that sexual harassment had detrimental effects on the performance of individuals who experienced it, in contrast to those who did not. These correlations provide the insight requested to confirm Hypotheses 1, which posits that sexual harassment is positively associated with turnover intention of women working in Portuguese organizations. And it also substantiates Hypothesis 2, which posits that sexual harassment is negatively associated with job performance of women in organizations.

*Table 11 - Correlation between YesHarassment and Turnover Intention and Job Performance*

		<b>Turnover Intention</b>	<b>Job Performance</b>
<b>YesHarassment</b>	Pearson	,233**	-0,203**
	Sig.	,002	,009
	N	167	167

**\*\* $p < 0,01$**

Concerning the correlations between the dimensions of Job Performance and YesHarassment it can be inferred Counterproductive Work Behaviour has the highest Pearson correlation coefficient, followed by Task Performance and lastly Contextual Performance. These values indicate weak and negative relationships, implying that the variables move into opposite direction. Furthermore, as observed in Table 12, both Task Performance and Counterproductive Work Behaviour have statistically significant p-values, being lower than the threshold value of 0,05 ( $r = -0,176$ ,  $p = 0,023$ ;  $r = -0,195$ ,  $p = 0,012$  respectively).

Table 12 - Correlation between YesHarassment and Job Performance Dimensions

		<b>Task Performance</b>	<b>Contextual Performance</b>	<b>Counterproductive Work Behavior</b>
<b>YesHarassment</b>	Pearson	-,176*	-,093	-,195*
	Sig.	,023	,233	,012
	N	167	167	167

\* $p < 0,05$

### 4.3. Report of Episodes of Sexual Harassment

As noted earlier, an open-ended question was included into the questionnaire, inviting respondents to voluntarily describe episodes of sexual harassment experienced or that have knowledge about in their current or previous workplace. This question aimed to collect more detailed testimonies of sexual harassment. Among the 167 responses received, 11 respondents decided to report incidents. However, six respondents out of 11 denied experiencing any sexual harassment episodes at their current or previous workplace. These six respondents stated the following:

*"N/A"*

*"Never occurred"*

*"Never been harassed"*

*"Nothing has ever happened to me"*

*"No"*

*"Nothing to add"*

The remaining five reports from female respondents described incidents experienced at the participants' current or previous workplace. The following respondent is single, aged between 18-29 years old, holds a master's degree and works in the Arts, Entertainment, Sports and Recreation Activities sector at a small-sized company in the north of Portugal. This woman reported experiencing harassment in the form of comments made by older men about her clothing at work. The quote is as follows: *"Comments about my clothes from older men"*

This experience of sexual harassment, as argued by Leskinen and Cortina (2014), can be categorized as a gender harassment (type of sexual harassment), since it involves expressing antagonistic, derogatory, or disparaging attitudes based on sex or gender. The use of disparaging terms of speech exemplifies this

type of behavior, as observed in this case.

Another testimony reported that a colleague would frequently touch her thigh without her consent. Regarding the participant, she is in a partnership, aged between 30-39, with secondary education, and works in northern Portugal at a medium-sized company in the construction sector. *"A colleague often puts his hand on my leg."*

Moreover, this incident can be categorized as unwanted sexual attention, defined by Cortina and Areguin (2021) as a sexually suggestive behavior that is considered unwelcomed, uncomfortable and upsetting to the receiver. The authors further illustrate this with examples such as nonconsensual contact, which aligns with the experience reported.

The next female respondent has a bachelor's degree and is employed at a small-sized company in non-qualified service activities in the north of Portugal. Besides this, she is aged between 18-29 years old and is in a partnership. In the questionnaire, she stated that has not experienced any sexual harassment episodes at her current workplace, believing that all her male colleagues are respectful towards her. Nevertheless, at her previous job, she mentions experiencing uncomfortable questions about her private life and receiving unwanted compliments about her body from her employer. It was also stated that the employer would touch her thigh without consent and that her strategy to cope with the situation was to ignore the advances.

*"I currently have an amazing job, and I work only with men who are respectful. In my previous job, the boss would make suggestive remarks, ask uncomfortable questions (like what I had done with other men, for example), compliment my body, etc. I played dumb and ignored his advances. He even put his hand on my legs a few times."*

From her report, it is evident that she suffered two types of sexual harassment: unwanted sexual attention and sexual coercion. The unwanted sexual attention corresponds to the unwanted compliments about her body and the inappropriate conversation about her private life. The touching on her thigh can be categorized as sexual coercion, as her employer's behavior represents an attempt to implicitly link sexual compliance with job requirements, as described by Cortina and Areguin (2021).

The following comment was provided by a woman who is single, aged between 30 and 39, residing in northern Portugal and has a bachelor's degree. She currently works in a medium-sized company in the Human Health and Social Support Activities Sector. The individual recounted experiencing sexual harassment by clients and the employer at her previous job in the restaurant industry, where they would

make jokes of a sexual nature. In response, she would often try to diffuse the situation by laughing or showing discomfort.

*"When I worked in restaurants, I felt harassed by the customers, and in one of the restaurants where I worked, I felt harassed by the boss. In both cases, it was through sexual jokes, and my reaction was to laugh and try to brush off the situation. With the boss, I didn't respond and showed that I was uncomfortable."*

This experience of hers can be categorized as unwanted sexual attention, involving suggestive expressions that are unwelcome, unanswered to the receiver (Cortina & Areguin, 2021). The authors illustrated this with the occurrence of intrusive sexual conversations, which aligns with this situation.

It is noteworthy that the restaurant industry has a higher prevalence of sexual harassment. This is supported by research conducted by Baltag et al. (2021), which aimed to understand sexual harassment experienced by male and female restaurant employees from guests. The study observed that all incidents were reported more frequently by female employees than males. Additionally, 93% of the 137 respondents reported experiencing one or more incidents of sexual harassment, with no incidents reported by 7% of female and 9% of male employees. The study concluded that female employees identified more incidents as sexual harassment compared to male employees and perceived them as more serious expressions of sexual harassment. Additionally, Fitzgerald (2020) further emphasized the prevalence of workplace sexual harassment in the restaurant industry. According to Fitzgerald, 80% of women reported experiencing sexual harassment from their co-workers, while 66% reported harassment from restaurant management.

The final testimony reported receiving unwanted harassment messages and being questioned about her interpersonal relationships at her previous company.

*"In another organization, I have received unwanted harassment messages and have been asked abusive questions about my interpersonal relationships."*

Like the other reports, this can be categorized as unwanted sexual attention (Cortina & Areguin, 2021). The female surveyed is a single woman from the north, aged between 18 and 29, with a master's degree. She is currently employed at a large-sized company in the Information and Communication Activities Sector.

Based on all these testimonies, it is evident that among the women who reported their sexual harassment experiences, only one of them reported suffering sexual coercion, and one reported experiencing gender harassment. Out of the five testimonies, four women experienced unwanted sexual attention. This

indicates that unwanted sexual attention is the most frequently experienced form of harassment among the surveyed women that voluntarily provided their testimonies.

# 5. Conclusions

## 5.1. Key Conclusions

This dissertation aimed to provide an empirical contribution to the existing knowledge on the relationship between experiences of sexual harassment and turnover intention, as well as job performance, among working women in Portuguese organizations. To achieve this, a quantitative study was conducted. The data was collected through a questionnaire survey administered to women currently employed in various companies, regardless of the industry or dimension of the organization. The primary objective was to ascertain whether respondents had experienced sexual harassment and to measure its influence on the aforementioned factors. In the survey, women rated their experiences of sexual harassment with an average score of approximately 1, “Never”, indicating that most of the surveyed women reported low levels of sexual harassment at work. Moreover, the turnover intention was rated at around 2, “Partially Disagree”, corresponding to a lower intention among female workers to leave their organization. As for the Job Performance, it was rated at approximately 3, “Frequently”, suggesting that the participants perceive their job performance positively.

To test the relationship between the variables, it was conducted a bivariate analysis. The procedure revealed that sexual harassment has a positive, albeit weak, correlation with turnover intention, indicating that higher instances of sexual harassment are associated with a greater intention to leave the company. This correlation, although weak, is stronger than the correlation between sexual harassment and job performance. These results were anticipated, as sexual harassment, being an undesired behaviour at work that the recipient perceives as harmful, would likely lead to an increased desire to leave the company. Regarding job performance, the bivariate analysis showed that sexual harassment has a weak negative correlation with job performance. As expected, this indicates that job performance tends to decrease when instances of sexual harassment are present. Thus, the association align with the expectation that sexual harassment negatively impacts the women's job performance.

## 5.2. Implications for Management

This research has made both academic and practical contributions to the field of management. Academically, it enhances the understanding of the relationship among the variables, namely sexual harassment, job performance and turnover intention. As highlighted at the outset of this dissertation,

there is a lack of studies on sexual harassment within the Portuguese context and associations with relevant organisational attitudes and behaviours. This research endeavours to bridge this gap by providing a comprehensive understanding of the ramifications of sexual harassment, including its enduring associations. As a result, it offers valuable insights into these complex issues, underscoring the critical importance of addressing them.

Practically, for the field of management, this research underscores that sexual harassment within an organisation influences organisational and individual outcomes. Additionally, organisations should prioritize the individual well-being of their employees as well as the long-term performance of the companies. In this regard, it is crucial to understand the prevalence of sexual harassment in organisations and identify the most common types. With the aim to reduce episodes of sexual harassment, promoting policies and programs to mitigate and combat this behaviour should be the next step. Ultimately, a healthy environment will enable both the organization and its employees to thrive in the long term.

### **5.3. Research's Limitations**

Throughout this research, several limitations were identified during the development of this dissertation. The first limitation pertains to the size of the sample, which is considered relatively small (N=167), potentially affecting the outcome of certain tests, particularly the normality test.

The second limitation stems from the use of voluntary sampling method, where individuals self-select to participate in the questionnaire. In this sense, this introduces a self-selection bias, as those who volunteered to answer may possess different characteristics and interests from those who opted not to participate. For instances, women with strong opinions on the topic of the survey or with a high level of interest may be more likely to respond, thereby impacting the representativeness of the sample.

The third limitation concerns the questionnaire used in this study. Due to the absence of existing studies on the selected topic, validated questionnaires from other cultural contexts were selected to be used, particular scales validated for the Portuguese context. However, during the translation process, there is a likelihood of encountering variations and potential discrepancies in the interpretation of certain items. As a result, nuances and meanings from the original scales may have been lost in translation, potentially affecting the validity and reliability of the collected data.

The fourth limitation refers to the results of this research that may not be generalizable, as the majority of respondents are from the northern region of Portugal, thus limiting the applicability of findings to the

broader Portuguese population.

Lastly, another limitation is that gender predominance in respondents' workplaces was not controlled for. As mentioned in the literature review, men are more likely to harass women at their workplace. Therefore, if the respondents predominantly or entirely belong to female-dominated workplaces, this could potentially bias the responses regarding sexual harassment experiences.

## **5.4. Future researches**

Several suggestions are made for future research. Firstly, it is important to note that this topic has not received as much attention in the Portuguese context as it should. Therefore, it is relevant and timely to encourage more extensive and in-depth researches on these themes to enhance the understanding. Secondly, as discussed earlier, workplace gender predominance was not assessed in this study and, as such, it would be valuable to include this question in future questionnaires, to understand its potential influence on the findings.

Furthermore, it is crucial to explore additional variables sexual harassment might influence beyond those assessed in this study. Research should also investigate the policies and preventative measures implemented by companies where the surveyed women work. Understanding the existence, effectiveness, and impact of these measures would provide valuable insights.

Additionally, it would also be interesting to examine the long-term effects on women. For instances, future research could focus on long-term career progression, physical and mental health, and other related outcomes. Finally, including socio-demographic characteristics such as ethnicity and sexual orientation in future studies would help determine if these factors significantly influence the prevalence of sexual harassment in the workplace.

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# 7. Appendix

## **Sexual Harassment and the Impact on Job Performance and Turnover Intention**

O meu nome é Filipa Dias Barbosa, e sou estudante do 2º ano do Mestrado em Gestão e Negócios na Universidade do Minho. Atualmente, estou a desenvolver a minha dissertação, intitulada “O impacto do assédio sexual nas intenções de saída e no desempenho profissional: Um estudo com mulheres em organizações portuguesas”, orientada pela Prof.ª Regina Leite.

Esta investigação tem como objetivo estudar o impacto do assédio sexual nas intenções de saída (turnover) e no desempenho (performance) no trabalho em mulheres que desenvolvem a sua atividade profissional nalguma organização, independentemente da dimensão ou setor de atividade. Nesse sentido, gostaria de solicitar a sua colaboração, imprescindível para a realização do estudo, através do preenchimento do presente inquérito, que é anónimo e confidencial.

O preenchimento do questionário tem uma duração máxima estimada de 10 minutos. Qualquer dúvida pode enviar e-mail para o seguinte endereço: pg48882@uminho.pt.

Agradeço desde já a sua colaboração!

### **Sexual Harassment Questionnaire**

Torres, A., Costa, D., Sant’Ana, H., Coelho, B., Sousa, I. (2016)

Esta secção tem como objetivo analisar se as situações a seguir apresentadas já aconteceram consigo no seu atual local de trabalho e a frequência das mesmas. Assim, peço que leia com atenção e responda de forma mais honesta possível.

De seguida, é apresentado um conjunto de situações que podem acontecer no local de trabalho. Indique com que frequência cada uma das situações ocorreram consigo no atual local de trabalho (na sua relação com superiores hierárquicos/as, colegas de trabalho, clientes ou fornecedores, ou outras pessoas da organização) assinalando a opção de resposta que se aplique à sua situação.

1. Piadas ou comentários ofensivos sobre o aspeto.

Nunca

- Raramente
- Ocasionalmente
- Frequentemente
- Sempre

2. Piadas ou comentários ofensivos sobre o corpo.

- Nunca
- Raramente
- Ocasionalmente
- Frequentemente
- Sempre

3. Piadas ou comentários ofensivos de natureza sexual.

- Nunca
- Raramente
- Ocasionalmente
- Frequentemente
- Sempre

4. Telefonemas, cartas, sms, e-mails ou imagens de carácter sexual ofensivos.

- Nunca
- Raramente
- Ocasionalmente
- Frequentemente
- Sempre

5. Convites para encontros indesejados.

- Nunca
- Raramente
- Ocasionalmente
- Frequentemente
- Sempre

6. Propostas explícitas e indesejadas de natureza sexual.

- Nunca
- Raramente
- Ocasionalmente
- Frequentemente
- Sempre

7. Propostas indesejadas de carácter sexual através de e-mail, sms ou através de sites e redes sociais.

- Nunca
- Raramente
- Ocasionalmente
- Frequentemente
- Sempre

8. Olhares insinuantes.

- Nunca
- Raramente
- Ocasionalmente
- Frequentemente
- Sempre

9. Contactos físicos não desejados (tocar, mexer, agarrar, apalpar, beijar ou tentar beijar).

- Nunca
- Raramente
- Ocasionalmente
- Frequentemente
- Sempre

10. Agressão ou tentativa de agressão sexual.

- Nunca
- Raramente
- Ocasionalmente
-

- Frequentemente  
 Sempre

11. Perguntas intrusivas e ofensivas acerca da vida privada.

- Nunca  
 Raramente  
 Ocasionalmente  
 Frequentemente  
 Sempre

12. Pedidos de favores sexuais associados a promessas de obtenção de emprego ou melhoria das condições de trabalho.

- Nunca  
 Raramente  
 Ocasionalmente  
 Frequentemente  
 Sempre

## **Turnover Intention Questionnaire**

Mendes, A. (2014)

Esta secção tem como objetivo avaliar a intenção de permanecer ou deixar o emprego atual. Neste sentido, pense na organização em que trabalha e indique em que medida concorda ou discorda com as seguintes afirmações.

1. Se pudesse escolher novamente, escolheria trabalhar na organização onde atualmente trabalho.

- Discordo Totalmente  
 Discordo Parcialmente  
 N/Concordo N/Discordo  
 Concordo Parcialmente  
 Concordo Totalmente

2. Tenho feito contactos para sair desta organização.

- Discordo Totalmente  
 Discordo Parcialmente

- N/Concordo N/Discordo
- Concordo Parcialmente
- Concordo Totalmente

3. Tenciono manter-me na organização onde trabalho.

- Discordo Totalmente
- Discordo Parcialmente
- N/Concordo N/Discordo
- Concordo Parcialmente
- Concordo Totalmente

4. Penso com frequência "deixar" a organização onde atualmente trabalho.

- Discordo Totalmente
- Discordo Parcialmente
- N/Concordo N/Discordo
- Concordo Parcialmente
- Concordo Totalmente

5. Penso prosseguir a minha carreira na organização onde trabalho.

- Discordo Totalmente
- Discordo Parcialmente
- N/Concordo N/Discordo
- Concordo Parcialmente
- Concordo Totalmente

6. É bastante provável que procure um novo emprego no próximo ano.

- Discordo Totalmente
- Discordo Parcialmente
- N/Concordo N/Discordo
- Concordo Parcialmente
- Concordo Totalmente

7. Não estou ativamente à procura de outro emprego noutra organização.

- Discordo Totalmente
- Discordo Parcialmente
- N/Concordo N/Discordo
- Concordo Parcialmente
- Concordo Totalmente

8. Penso em sair desta organização logo que tenha oportunidade para isso.

- Discordo Totalmente
- Discordo Parcialmente
- N/Concordo N/Discordo
- Concordo Parcialmente
- Concordo Totalmente

## **Job Performance Questionnaire**

Fernandes, J. (2022)

Esta secção tem como objetivo avaliar o seu desempenho no trabalho. Peço que se foque apenas no que se recorda relativamente aos últimos três meses de trabalho. Não existem respostas certas nem erradas.

### **Task Performance**

1. Consegui planear o meu trabalho de forma a fazer tudo a tempo.

- Nunca
- Raramente
- Ocasionalmente
- Frequentemente
- Sempre

2. O meu planeamento foi ótimo.

- Nunca
- Raramente
- Ocasionalmente
- Frequentemente
- Sempre

3. Mantive em mente os resultados que tinha de alcançar com o meu trabalho.

- Nunca
- Raramente
- Ocasionalmente
- Frequentemente
- Sempre

4. Fui capaz de separar problemas principais de problemas secundários no trabalho.

- Nunca
- Raramente
- Ocasionalmente
- Frequentemente
- Sempre

5. Soube como definir as prioridades certas.

- Nunca
- Raramente
- Ocasionalmente
- Frequentemente
- Sempre

6. Fui capaz de fazer bem o meu trabalho com tempo e esforço mínimo.

- Nunca
- Raramente
- Ocasionalmente
- Frequentemente
- Sempre

7. A colaboração com outros foi muito produtiva.

- Nunca
- Raramente
- Ocasionalmente
- Frequentemente
-

Sempre

**Contextual Performance**

8. Assumi responsabilidades extra.

- Nunca
- Raramente
- Ocasionalmente
- Frequentemente
- Sempre

9. Iniciei novas tarefas quando terminei as antigas.

- Nunca
- Raramente
- Ocasionalmente
- Frequentemente
- Sempre

10. Assumi tarefas desafiantes no trabalho, quando disponíveis.

- Nunca
- Raramente
- Ocasionalmente
- Frequentemente
- Sempre

11. Trabalhei de forma a manter o meu conhecimento do emprego atualizado.

- Nunca
- Raramente
- Ocasionalmente
- Frequentemente
- Sempre

12. Trabalhei de forma a manter as minhas habilidades do emprego atualizadas.

- Nunca

- Raramente
- Ocasionalmente
- Frequentemente
- Sempre

13. Encontrei soluções criativas para problemas novos.

- Nunca
- Raramente
- Ocasionalmente
- Frequentemente
- Sempre

14. Procurei continuamente novos desafios no meu trabalho.

- Nunca
- Raramente
- Ocasionalmente
- Frequentemente
- Sempre

15. Fiz mais do que era esperado de mim.

- Nunca
- Raramente
- Ocasionalmente
- Frequentemente
- Sempre

16. Participei ativamente nas reuniões de trabalho.

- Nunca
- Raramente
- Ocasionalmente
- Frequentemente
- Sempre

17. Procurei ativamente formas de melhorar a minha performance no trabalho.

- Nunca
- Raramente
- Ocasionalmente
- Frequentemente
- Sempre

18. Agarrei oportunidades quando surgiram.

- Nunca
- Raramente
- Ocasionalmente
- Frequentemente
- Sempre

19. Soube como resolver rapidamente contratempos e situações difíceis.

- Nunca
- Raramente
- Ocasionalmente
- Frequentemente
- Sempre

### **Counterproductive Work Behavior**

20. Reclamei acerca de assuntos não importantes no trabalho.

- Nunca
- Raramente
- Ocasionalmente
- Frequentemente
- Sempre

21. Fiz problemas parecerem mais do que eram no trabalho.

- Nunca
- Raramente
- Ocasionalmente
-

Frequentemente

Sempre

22. Foquei-me nos aspetos negativos de uma situação de trabalho, em vez dos positivos.

Nunca

Raramente

Ocasionalmente

Frequentemente

Sempre

23. Falei com colegas acerca dos aspetos negativos do meu trabalho.

Nunca

Raramente

Ocasionalmente

Frequentemente

Sempre

24. Falei com pessoas de fora da organização acerca de aspetos negativos do meu trabalho.

Nunca

Raramente

Ocasionalmente

Frequentemente

Sempre

25. Fiz menos do que era esperado de mim.

Nunca

Raramente

Ocasionalmente

Frequentemente

Sempre

26. Consegui resolver uma tarefa de trabalho facilmente.

Nunca

- Raramente
- Ocasionalmente
- Frequentemente
- Sempre

27. Por vezes não fiz nada, quando devia estar a trabalhar.

- Nunca
- Raramente
- Ocasionalmente
- Frequentemente
- Sempre

### **Testimony**

Se quiser descrever algum episódio de assédio sexual que se tenha passado consigo, ou alguma situação de que tenha tido conhecimento (na atual organização ou outra), pode usar o espaço que se segue. Recordo que o testemunho será usado para fins puramente académicos, com o intuito de aprofundar o conhecimento sobre a ocorrência deste fenómeno em contexto organizacional.

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### **Sociodemographic characterization**

Idade

- 18-29 anos
- 30-39 anos
- 40-49 anos
- 50-59 anos
- 60 anos ou mais

Nível de Escolaridade (concluído ou a frequentar)

- 1º Ciclo (1º a 4º)
- 2º Ciclo (5º a 6º)
- 3º Ciclo (7º a 9º)
- Ensino Secundário
- Ensino Superior (Licenciatura)

- Ensino Superior (Mestrado)
- Ensino Superior (Doutoramento)

Região de Portugal

- Norte
- Centro
- Alentejo
- Algarve
- Região Autónoma dos Açores
- Região Autónoma da Madeira

Estado Civil

- Solteira
- União de Facto
- Casada
- Divorciada
- Separada
- Viúva
- Outra

Setor de Atividade

- Indústrias transformadoras, eletricidade, gás, vapor, água quente e fria e ar frio, gestão de resíduos e despoluição
- Construção
- Comércio por grosso e a retalho; reparação de veículos automóveis e motociclos
- Transportes e armazenagem
- Alojamento, restauração e similares
- Atividades de informação e de comunicação
- Atividades financeiras, seguros e imobiliárias
- Atividades de consultoria, científicas, técnicas e organismos internacionais
- Atividades administrativas e dos serviços de apoio
- Administração pública e defesa
- Educação

- Atividades de saúde humana e apoio social
- Atividades artísticas, de espetáculos, desportivas e recreativas
- Outras atividades de serviço não qualificadas

#### Dimensão da Empresa

- Microempresa: menos de 10 trabalhadores
- Pequena empresa: 10-49 trabalhadores
- Média empresa: 50-249 trabalhadores
- Grande empresa: mais de 250 trabalhadores

## 8. Annex

### Annex 1. Constructs' Skewness and Kurtosis

Constructs	Skewness	Kurtosis
Sexual Harassment	2,051	5,288
Turnover Intention	-0,430	-0,834
Job Performance	-0,529	0,729