

**AKENTEN APPIAH-MENKA UNIVERSITY OF SKILLS TRAINING AND
ENTREPRENEURIAL DEVELOPMENT.**

**SEXUAL HARASSMENT AND EMPLOYEE PERFORMANCE: THE MEDIATING
ROLE OF PSYCHOLOGICAL DISTRESS AND EMPLOYEE ENGAGEMENT**

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DECLARATION

STUDENT 'S DECLARATION

I Mary Adu Afumwaa, declare that this thesis, with the exception of quotations and references contained in published works which have all been identified and duly acknowledged, is entirely my own original work, and it has not been submitted, either in part or whole, for another degree elsewhere.

.....

.....

MARY ADU AFUMWAA

DATE

SUPERVISOR'S DECLARATION

I hereby declare that the preparation and presentation of this work was supervised in accordance with the guidelines for supervision of this thesis as laid down by the Akenten Appiah-Menka University of skills training and entrepreneurial development.

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.....

DR. LYDIA TAKYI

DATE

DEDICATION

This work is first and foremost dedicated to the omnipotent God, who in his free will gave me strength, wisdom, and knowledge to produce this comprehensive work.

I also dedicate this work to my husband, parents siblings and all my children.

ACKNOWLEDGEMENT

I am very grateful to the almighty God who has seen and guided me through the period of making this project work.

I wish to sincerely thank my supervisor Dr. Lydia Takyi for taken the pain to through and offered valuable criticisms and suggestions.

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ABSTRACT

Although the Job Demand-Resource theory emphasizes that all jobs require physical and mental efforts, which could be derailed by sexual harassment, leading to psychological distress; a phenomenon that could be conversely reduced through job resource or support in the form of employee engagement, studies in the sexual harassment literature have largely focused on the direct effect of employee sexual harassment on employee performance, without much emphasis on the potential mediation role psychological distress and employee work engagement. This study therefore investigated the mediation role of both psychological distress and work engagement in the influence of employee sexual harassment on employee performance. The explanatory study surveyed 256 employees of the banking sector in the Kumasi Metropolis using structured questionnaire. Data in IBM SPSS Version 25 was imported in free format to LISREL 8.50 for confirmatory factor analysis (CFA). Developed hypotheses were tested through partial least squared structural equation (PLS-SEM) modeling. The results showed that without controlling for psychological distress and employee work engagement, sexual harassment in the banking industry positively and significantly influenced employee performance. Both psychological distress and work engagement partially mediated the effect of sexual harassment on employee performance. The partial mediation of both work engagement and psychological distress on employee performance was positive, notwithstanding the negative and positive influence of sexual harassment on work engagement and psychological distress of employees respectively.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Sexual harassment has long historical standing as a major problem worldwide (McLaughlin, Uggem, & Blackstone, 2017). The phrase is reported to have emerged in 1972 from a publication of The Globe and Mail newspaper in Toronto (Baker, 2007). The term was actually initially utilised by Mary Rowe in her report about discrimination in 1973 (MacKinnon, 1979). Consequently, the attention of the general public was brought to the problem of sexual harassment in the late 1970s through the efforts of the Alliance Against Sexual Coercion and Working Women United (Campbell, 1992). Sexual harassment is not a compliment, an invitation to share a cup of tea, ‘innocent’ flirting or a little locker-room talk, but an unwelcome sexual advance, request for sexual favours or other unwelcome conduct of a sexual nature that intimidate, humiliate and/or offends person(s) (Onwuka & Ume, 2022). Thus, the recognised forms of sexual harassment at the workplace are quid pro quo and hostile work environment (PsyPost, 2021). Quid pro quo largely involves an exchange of sexual favors for a benefit; whereas hostile environment involves unwelcoming sexual behaviour that obstructs employees from working through the creation of toxic work environment or physical interfering with work performance of workers (United Nations, 2022).

Sexual harassment occurs at all places, including working environments. In the workplace, sexual harassment is often a discriminatory pattern of behaviour that generates an unfriendly working environment (Beaudrap, et al., 2022). This often involve abuse of power, sexual assault, verbal abuse and sexual quid pro quo (Crabtree, 2022). Sexual harassment in the workplace is

growing menace as over 6.3% (more than 200 million) of employees worldwide have experienced some form of sexual harassment (Crabtree, 2022; United Nations, 2022). Notwithstanding the general agreement that sexual harassment at the workplace is under-reported (Hameduddin & Lee, 2022), in the United States alone, the Equal Employment Opportunity Commission (EEOC) reported 12,860 charges of sexual harassment in 2016, a significant increase from the 11,364 reported in 2011 (Equal Employment Opportunity Commission [EEOC], 2019). Notwithstanding females been the most susceptible to varying forms of sexual harassment at the workplace, men also fall victim to sexual harassment from fellow men and women at the workplace (Meyer, 2018; Maran, Varetto, & Civilotti, 2022), as many studies have reported 16%-17% of sexual harassment against men (PsyPost, 2021).

Although there are limited statistical figures on employee sexual harassment in sub-Saharan Africa (Beaudrap, et al., 2022), the burden of sexual harassment in the workplace is likely to be higher in sub-Saharan Africa relative to the Western World due to the high power distance and masculine cultural characteristics of the business environment, gender inequalities, the patriarchal norms, and normalization of gender-based violence, corrupt legal system, poor social institutional support and limited job opportunities (Hardt, Stöckl, & Ranganathan, 2022). The prevalent sexual harassment patterns that characterizes the workplaces of sub-Saharan African countries enormously affects the victims, co-workers, and the several organizational outcomes. The sexual harassment experiences of employees have extensively been reported to adversely affect the psychological and physical state of employees (Onwuka & Ume, 2022), and consequently their job performance (Merkin & Shah, 2014; Ali, Zakaria, Zahari, Said, & Salleh, 2015; Park, Kim, Yu, Yue, & Yoon, 2022).

The psychological distress in the form of anxiety, and depression experienced by employees decreases employee self-esteem and confidence, affects work morale and attitude, leads to self-blame, loss of job satisfaction and poor interpersonal relationships (Birinxhikaj & Guggisberg, 2017), which limits productivity and general employee performance (Onwuka & Ume, 2022). In addition to the probable psychological distress, sexual harassment in the workplace serves as a fertile breeding ground for low work engagement (Rokonuzzaman, Ali, & Moral, 2019). Notwithstanding the general report in sexual harassment literature that sexual harassment decreases employee job satisfaction and employee performance, there is also the argument that satisfied employees do not necessarily perform to their optimal capacity, and that the level of work engagement of employees is better suited as a construct that explains employees' desire to perform to their optimal capacity (Mohamad & Suhaimi, 2019; Rokonuzzaman, Ali, & Moral, 2019), as employee engagement motivates, and draws on the emotional, cognitive and physical strength of the employee (Hameduddin & Lee, 2022). Thus, all forms of practices that limits the engagement of the employee in the workplace adversely affects employee performance. It is therefore obvious from the discussions that the influence of sexual harassment on employee performance is through increase psychological distress and poor employee engagement, as the job demand and control (JD-R) theory emphasizes that all jobs require physical and mental efforts, which could be derailed by sexual harassment, leading psychological distress (Tummers & Bakker, 2021; Priyono, Irawanto, & Suryadi, 2022); a phenomenon that could be conversely reduced through job resource or support in the form of employee engagement (Demerouti, Bakker, Nachreiner, & Schaufeli, 2001). This therefore suggests that both the psychological

distress and employee engagement constructs potentially intervenes the linkage between sexual harassment at the workplace and employee performance.

1.2 Problem Statement

The capacity of employees to work and produce optimal performance is largely dependent on the prevailing work environment, beside the personal skills and abilities of individual workers. However, the work environment has been marred with various of forms of sexual harassments that disrupts emotional, physical and psychological capacity of employees to work efficiently (Weldesentbet, Yibeltie, & Hagos, 2022). In the United States alone, a study by the Rights of Women reported workplace sexual harassment prevalence of about 45% between 2011 and 2017 (Basile, D'Inverno, & Wang, 2022). The many forms of sexual harassment at the workplace causes enormous damage to victims, varying from higher employee turnover, increased absenteeism to lower employee productivity (Maran, Varetto, & Civilotti, 2022). The American Association of University Women (AAUW) 2019 survey based on claims filed with EEOC between 1995 and 2016 showed that sexual harassment contributed to 38% female employee turnover, and consequent disruptions in the career development of 37% (American Association of University Women (AAUW), 2020). The firms with higher incidence of sexual harassment were reported to have underperformed in the United States Stock Market with the value of their stocks falling by about 19.9% in the subsequent year (Basile, D'Inverno, & Wang, 2022).

Relatively, the burden of sexual harassment at the workplace is likely to be higher in Africa due to gender inequalities, the patriarchal norms, and normalization of gender-based violence, corrupt legal system, poor social institutional support and limited job opportunities (Hardt, Stöckl, & Ranganathan, 2022; Dagnaw, et al., 2022). In a recent survey by Statista in 2020,

verbal sexual harassment had been experienced by about 50.2% of media professionals in the workplace, and physical sexual harassment had been experienced by 33.8% of the media professionals (Statista, 2023). This therefore suggests that 1 in every 2 female media professionals in Africa had experienced some form of sexual harassment (World Association of Newspapers and News Publishers [WANNP], 2021). Notwithstanding that under a third of cases of sexual harassment in the sector are ever reported to management (WANNP, 2021), the statistics are still alarming and shocking.

Notwithstanding the reported shocking statistics about the prevalence of sexual harassment at the workplace, and the associated adverse effect on victims, co-workers and their firms, the subject has seemingly received limited scholarly attention in Ghana, as scholarly and the public have focused only on rape form of sexual discrimination. Although the JD-R theory emphasizes that all jobs require physical and mental efforts, which could be derailed by sexual harassment, leading psychological distress (Tummers & Bakker, 2021; Priyono, Irawanto, & Suryadi, 2022); a phenomenon that could be conversely reduced through job resource or support in the form of employee engagement (Demerouti, Bakker, Nachreiner, & Schaufeli, 2001), studies in the sexual harassment literature have largely focused on the direct effect of employee sexual harassment on employee performance, without much emphasis on the potential mediation role psychological distress and employee work engagement. This study therefore attempts to contribute to bridging this knowledge gap by investigating the mediation role of both psychological distress and work engagement in the influence of employee sexual harassment on employee performance.

1.3 Research Objective

The general objective of this study is to investigate the intervening role of psychological distress and work engagement on the influence of employee sexual harassment on employee performance in the banking sector in the Kumasi Metropolis.

1.3.1 Specific Objectives of the Study

The study specifically seeks to:

1. Determine the effect of employee sexual harassment on employee performance in the banking sector in Kumasi;
2. Examine the mediating role of psychological distress in the effect of sexual harassment on employee performance in the banking sector in Kumasi; and
3. Examine the mediating role of work engagement in the effect of sexual harassment on employee performance in the banking sector in Kumasi.

1.4 Research Questions

The study was guided by the following research questions:

1. What is the effect of employee sexual harassment on employee performance in the banking sector in Kumasi?
2. Does psychological distress mediate the effect of sexual harassment on employee performance in the banking sector in Kumasi?
3. Does work engagement mediate the effect of sexual harassment on employee performance in the banking sector in Kumasi?

1.5 Significance of the Study

The subject of sexual harassment at the workplace has become a vital topic to the business world due to the increase team conflict, loss in worker productivity, higher employee turnover intention, higher absenteeism, decrease job satisfaction, increase sick pay costs, increase legal costs and damaged company reputation. With these adverse effects of sexual harassment, this study would be of immense significance to several stakeholders, including employees, managers, policy makers and the academic world. The managers of businesses in Ghana could be informed by evidence from this study to strengthen their internal mechanisms to limit all forms of sexual harassment at the workplace in an attempt to minimize its impact on employee performance, and company performance outcomes. With effective and proper internal control mechanism to check sexual harassment, the fear of workers of reporting any forms of sexual harassment will be curtailed and eventually minimize burden of all form of sexual harassment at the workplace. In terms of the significance of the study to policy, this study could inform policy makers like The Parliament of Ghana, The Commission for Human Rights and Administrative Justice (CHRAJ), and The Ministry of Manpower Development, Youth and Employment (MMDYE) formulate and make changes to existing laws in order to protect the all employees from all forms of sexual harassment.

Furthermore, this study can significantly contribute to the existing body of knowledge in the sexual harassment literature. This study would add to the limited evidence on the influence of sexual harassment on employee performance in sub-Saharan Africa. The study would also contribute to the JD-R theory by investigating how potential resources in the form of work

engagement could counter the psychological distress experienced by employees in the effect of sexual harassment on employee performance.

1.6 Delimitation of the Study

The study focuses on four main concepts, including sexual harassment, psychological distress, work engagement and employee performance. The study is a cross-sectional survey that will cover a period of three months, ranging between May to September, 2023. The population of the study will be all middle and lower status employees of the banking sector in the Kumasi Metropolis. The sample size will be 240 employees sampled through multistage sampling method.

1.7 Limitations of the Study

The potential limitation of the study is the difficulty in generalizing the results to the entire population due to utilised smaller sample size of 240 employees relative to the general population of employees in the banking sector in Kumasi. Notwithstanding, the sample size of 240 sufficient for quantitative study and quantitative analysis. In the questionnaire administration process, there is likelihood of some selected employees declining to participate. The research will overcome such limitation by replacing employees that decline their participation will new respondent. The sample size will also be increased by 10 percent to cater for questionnaires that are not appropriately and fully completed by the respondent.

1.8 Organisation of the Study

The study will be organized into five chapters. Chapter One will introduce the study. The introduction chapter will encompass the background to the study, the statement of the problem,

the research objectives and research questions, the significance of the study, delimitation and limitations of the study. Chapter Two reviewed conceptual, theoretical and empirical literatures related to the study. Chapter Three discussed the methodology of the study. The methodological chapter emphasized on the research design, research approach and philosophy, research population, sample size and sampling method, data collection method, data processing and analysis. Chapter Four emphasizes on the presentation of results, analysis and discussion. Chapter Five will summarize the key findings, draw conclusions and further emphasize on managerial and theoretical contributions of the study.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter reviewed literatures related to the study. The review emphasized on the main concepts of the study, the theories underpinning the study, and the empirical studies related to the defined objectives of the study. The reviewed concepts included sexual harassment, psychological distress, employee engagement, and employee performance. The reviewed theories included the Job-Demand and Resource theory and the theory of resource conservation. Based on the empirical review and the underpinning theories, hypotheses were developed. The last part of the chapter emphasized on the conceptual framework of the study.

2.1 Sexual Harassment

In the guideline of the Equal Employment Opportunity Commission (EEOC), sexual harassment has been defined as unwelcome sexual advances, requests for sexual favours, and other verbal or physical conduct of a sexual nature in the workplace or learning environment (Kubjana, 2020). In addition to the definition of EEOC, different forms of definitions of sexual harassment have also been provided by practitioners and academicians. According to Yusuf (2010), sexual harassment is a form of behavioural patterns such as sexual jokes, teasing, unwanted pressures or comments for a sexual favours. In the opinion of Sabitha (2008), sexual harassment encompasses unwelcome behaviour or sexual nature which is embarrassing, offensive, humiliating or intimidating in manner that may consequently affect the work performance of employees, career, livelihood or health. Overt or covert sexual allusions, as well as unwelcome and inappropriate offers of rewards in exchange for sexual favours, are all examples of sexual harassment (Paludi &

Barickman, 1991). Sexual harassment encompasses a broad range of actions, from verbal indiscretions to sexual abuse or assault (Dziech & Weiner, 1990). Accordingly, sexual harassment is understood to include verbal or physical acts that are inflicted on the victim through body language as well as verbal or non-verbal cues that pressure women into having sexual relations (Haralambos & Holborn, 2013). Many different social environments, such as the job, the home, schools, and places of worship, are susceptible to harassment. A victim or a harasser might be of any sex or gender. According to Tsai and Kleiner (1999), sexual harassment occurs when a coworker's or supervisor's inappropriate sexual behavior impairs an employee's ability to fulfill their job duties or fosters a hostile or offensive work environment. Notwithstanding the acceptance of the various definitions relating to sexual harassment, this study defines sexual harassment in the context of the various defined behaviours in the workplace.

2.2 Psychological Distress

Psychological distress is a general term for stress, anxiety, and depression symptoms. High levels of psychological discomfort can be a sign of common mental diseases including depression and anxiety disorders and are a sign of poor mental health (Cuijpers, Smits, Donker, Have, & Graaf, 2009). Psychological distress is a description of a set of painful mental and physical symptoms that are associated with normal fluctuations of mood in most people (Viertiö, et al., 2021). The concept also emphasizes on an unpleasant emotions or feelings experiences by a person when overwhelmed, which can severely affect daily life activities (Arvidsdotter, Marklund, Kylan, Taft, & Ekman, 2016). This form of psychological discomfort can result in several negative symptoms, such as sadness, distraction, and anxiety. In the workplace, psychological distress

could happen due to several situations, including sexual harassment. The experienced psychological distress at the workplace is reported in the extant literature to minimize employee work engagement (McLachlan & Gale, 2018), which can affect employees work outcomes (Enticott, et al., 2022).

2.3 Employee Engagement

Engagement is the act of integrating one's self into one's organizational function. In engagement, individuals utilize and characteristically express their physical, cognitive, and emotional behaviours during job roles (Kahn, 1990). According to Schaufeli et al. (2002), work engagement is a happy, contented mental state that is characterized by vitality, devotion, and absorption. It is a crucial sign of how well people and businesses are doing. Employees that are physically, intellectually, and emotionally devoted to their jobs feel energized, committed to reaching their professional objectives, and frequently absorbed in their work (Schaufeli, 2017). Ineffective employee involvement may harm the company by lowering employee wellbeing and productivity. Engagement at work is positively correlated with degrees of personal success and psychological health. According to Shuck and Reio (2014), employees who are more engaged likely to experience less emotional weariness and depersonalization. According to Bakker and Demerouti (2008), there are at least four explanations for why engaged employees outperform non-engaged ones, including the following: (1) they frequently feel good emotions like enthusiasm and contentment; (2) they have better health; (3) they develop their own professional and personal resources; and (4) they spread their engagement to others. Self-efficacy, optimism, resilience, self-esteem, and an active coping style are all personal resources that engaged employees have that assist them manage their working environment. The impact of job demands

in affecting employees' engagement at work has been demonstrated in several research. While some investigations revealed no appreciable effect, other studies reported adverse effect. Based on the JD-R theory (Schaufeli & Bakker, 2004; Syailendra & Soetjipto, 2017; Radic, Arjona-Fuentes, Ariza-Montes, Hand, & Law, 2020), inadequacy of job resources to offset the demands of the job creates or results to lesser employee engagement (Tummers & Bakker, 2021). Generally, the extant literature also emphasizes that the performance of highly engaged workers are relatively higher than lowly engaged workers (Dixit & Upadhyay, 2021). It is therefore evident that employee engagement has a linkage with employee performance.

2.4 Employee Performance

In simple terms, employee performance refers to how employees perform the responsibilities of their employment, completes necessary tasks, and acts in the workplace (Johnson, 2017). The concept has also been simply defined as how well a person executes their job duties and responsibilities (Ramos-Villagrasaa, Barrada, Fernández-del-Río, & Koopmans, 2019). Employee performance is also described as the overall behaviour of employees in the workplace, and their general capacity to perform job-related responsibilities or obligations (Koopmans, Bernaards, Hildebrandt, Vet, & Beek, 2014). The performance of individual employees is therefore generally defined by their work effectiveness, efficiency, and quality (Choi, Miao, Oh, Berry, & Kim, 2019). With most scholars defining employee performance from both behavioural and outcome dimensions, the concept is perceived as a multicomponent concept that distinguishes the process aspect of performance, that is, behavioral engagements from an expected outcome (Borman & Brush, 1993; Campbell, McCloy, Oppler, & Sager, 1993; Roe, 1999). Here, behaviour refers to the actions undertaken by individual employees to complete a

task, whereas outcome refers to the results of a person's work behaviour (Campbell, 1992). According to Borman and Motowidlo (1993), behavioral engagement and expected outcomes are related in the workplace, but there is no current evidence of complete overlap between the two constructs because the expected outcome is more influenced by factors like motivation and cognitive ability than the behavioural aspect.

With the multidimensionality of employee performance, a more comprehensive description of performance emphasizes on task, adaptive and contextual dimensions (Kadir & Taha, 2019). Task performance dimension consists of explicit job behaviors, including those that are allocated as part of the job description (Kalia & Bhardwaj, 2019). Task knowledge, task competence, and task habits are the main factors that enable task performance, which calls for more cognitive capacity (Conway, 1999). According to Allworth and Hesketh (1999), individual adaptive performance is the capacity to adapt to change and transfer knowledge from one activity to another when work needs change. A non-job related factor, contextual performance, has been created to improve working circumstances in addition to the task and adaptive aspects of employee performance (Austin & Villanova, 1992; Viswesvaran & Ones, 2000). According to Bateman and Organ (1983), contextual performance places a strong emphasis on employee initiatives that directly benefit businesses. People frequently engage in prosocial conduct known as contextual performance while at work. Even while this behavior is anticipated of employees, it is not specifically included in the job description. These forms of implicit expectations are referred to as prosocial behavior or extra role behavior. This study therefore defines employee performance in multidimensional and comprehensive manner by including task performance, adaptive performance and contextual performance of employees in the workplace.

2.5 Theoretical Underpinning

This study is underpinned by two main theories that emphasize on the potential factors that result to psychological distress in the working environment. The theory of job-demand and resource and the resource conservation theory all emphasize on generation and conservation of adequate job-related resources to offset the demands of the job.

2.5.1 Job Demand and Resources Theory

Job Demands-Resources (JD-R) was propounded by Demerouti et al. (2001). The JD-R theory categorized working conditions into job demand and job resources, which affect the psychological and physical state of workers and their work outcomes differently (Demerouti E. , Bakker, Friedhelm, & Schaufeli, 2001; Bakker & Demerouti, 2007; Lequeurre, Gillet, Ragot, & Fouquereau, 2013). The job demand resources include organizational, social and physical resources needed to maintain mental or physical efforts of employees. The physiological cost that emerges from the efforts of the employees include fatigue and exhaustion. On the other hand, the job resources include organizational, psychological or social job-related factors that can facilitate the accomplishment of organizational targets, mitigate the psychological cost of job demands, and/or stimulate personal growth and development (Demerouti et al., 2001). The job-related resources are meant to protect the health of individual employees from the various forms of the job-demand related factors (Demerouti et al., 2001). Thus, the inadequacy of the job

resources of employees to offset the demands of the job could potentially result to stress or distressful situation for employees.

The JD-R therefore provides adequate support for the current study by emphasizing that all jobs require physical and mental efforts, which could be derailed by sexual harassment, leading to psychological distress (Tummers & Bakker, 2021; Priyono, Irawanto, & Suryadi, 2022); a phenomenon that could be conversely reduced through job resource or support in the form of employee engagement (Demerouti, Bakker, Nachreiner, & Schaufeli, 2001). Nonetheless, psychological distress ensuing from inadequate job resources to offset job-demand elements characterized by sexual harassment could also minimize employee engagement, which would eventually lead to lower or diminishing employee performance. The discussions therefore indicate that this study can be underpin by the JD-R theory to explain any hypothetical relationships between sexual harassment, psychological distress, employee engagement and employee performance in the workplace.

2.5.2 The Theory Conservation Resource

The theory of conservation of resources (COR), a stress theory, explains why people are motivated to protect their present resources as well as seek for new ones (Hobfoll, Halbesleben, Neveu, & Westman, 2018). The COR theory was propounded by Dr. Stevan E. Hobfoll in 1989 as a way to extend the existing literature on stress (Hobfoll, 1989). The resources encompass physical, emotional, and mental (Hobfoll, 2001), which can be exploited by employees to overcome difficult situations like sexual harassment at the workplace. Any loss of resources or inability of employees to gain extra resources could be stressful for employees (Hobfoll, 1989).

It proposed by Hobfoll that psychological stress or any form of distress could happen through three basis scenarios: when there is a risk of losing resources, when there is a net loss of resources, and when there are no new resources obtained after the resources are spent (Hobfoll, Halbesleben, Neveu, & Westman, 2018). In the workplace, destructive phenomenon like sexual harassment has the potency to deplete the existing resources and create a stressful situation for employees. It is therefore emphasized by the COR theory that individual employees with inadequate resources to offset sexual harassment at the workplace are likely to encounter the challenge of stress or even distress, depending on the individual resources or resilience. Any form increasing psychological distress resulting sexual harassment at the workplace reduces the level of work engagement of employees due to the prevailing mistrust between co-workers, and workers and supervisors. The existing psychological distress and the diminishing employee engagement leads to deteriorating employee performance.

2.6 Empirical Literature and Hypotheses Development

This section of the literature reviewed varying forms of studies to provide empirical evidences to support the development of hypotheses. The developed hypotheses were also supported by the JD-R and the COR theories that underpins this study.

2.6.1 Sexual Harassment and Employee Performance

There is general scholarly consensus that sexual harassment at the workplace adversely affect employee performance in the workplace (Mohamad & Suhaimi, 2019; Maran, Varetto, & Civilotti, 2022; Park, Kim, Yu, Yue, & Yoon, 2022). In the survey of 204 employees in the Malaysia automotive industry, Mohamad and Suhaimi (2019) reported that sexual harassment is

negatively and significantly associated with employee performance. In the survey of women in selected organisations in Nigeria, Haruna, Joseph, Samson and Gabriel (2016) reported that women at the lower level of the organizational ladder that often sexually harassed, a phenomenon that adversely affect their work behaviour and general work performance. In the workplace, the negative emotional experience of sexual harassment is reported to increase emotional violation, decreased organizational citizenship behavior and self-efficacy, poor working relationship, decrease employee productivity and general performance (Park, Kim, Yu, Yue, & Yoon, 2022). Individual employees' facing sexual harassment at the workplace often have lesser job satisfaction, lower productivity and higher level of absenteeism, which adversely affect their overall performance at the workplace (Merkin & Shah, 2014). In the survey of 180 civil service servants of the Anambra State in Nigeria, Onwuka and Ume (2022) reported that most female employees at the lower cadre are exposed to sexual harassments, which adversely affects their level of performance at the workplace. The negative emotions and psychological consequences experienced by workers due to sexual harassment is reported to adversely affect the performance of employees in the workplace (Maran, Varetto, & Civilotti, 2022). The study of Ngwame (2018) reported negative and significant influence of sexual harassment on the performance of staff of a South African higher institution. Workplace sexual harassment is perceived to be associated with sleep disturbances, depression, and musculoskeletal injuries, which significantly decreases the performance of employees (Gale, Mordukhovich, Newlan, & McNeely, 2019). With the general report of sexual harassment as counterproductive workplace behaviour (Tangem, 2017), this study hypothesizes that:

H₁: Sexual harassment negatively and significantly affects employee performance

2.6.2 Sexual Harassment and Psychological Distress

Sexual harassment is posited to negatively affect the wellbeing of employees, since such demands often exceeds the coping resources of individual employees, and eventually result to psychological distress (Yu, et al., 2020; Rahman, et al., 2020; Akbar & Aisyawati, 2021; Elaidy, et al., 2023). In the view of Richman et al. (1996) employees experience negative psychological behaviour due to the weight of sexual harassment exceeding coping resources. The physical and psychological wellbeing and health of employees can be damaged through sexual harassment. Previous studies have therefore vehemently reported positive and significant effect of sexual harassment on the psychological distress level of employees in the working environment (Nielsen & Einarsen, 2012; Mushtaq, Sultana, & Imtiaz, 2015; Gale, Mordukhovich, Newlan, & McNeely, 2019; Schnittker, 2022). The survey of Nielsen and Einarsen (2012) emphasized that sexual harassment significantly contributes to psychological distress among female workers. Employing the longitudinal component of the National Comorbidity Survey, Schnittker (2022) reported that both violent and non-violent sexual harassment in the workplace is significantly and positively associated with increasing psychological distress level of employees. In the study of 200 nurses of public sector hospitals in Lahore from December 2011 to March 2012, Mushtaq, Sultana and Imtiaz (2015) the mean prevalence of sexual harassment of about 72 was reported to be positively and significantly associated with the psychological distress of nurses. In the survey of 4,459 US and Canada-based participants from the Harvard Flight Attendant Health, Gale, Mordukhovich, Newlan and McNeely (2019) reported that sexual harassment in the workplace is positively associated with increasing psychological distress among the attendants. The study of (Jung & Yoon, 2020) emphasized that the psychological distress and workplace deviant behaviour of employees worsened through various form of sexual harassment in the workplace.

The available evidence therefore shows that victimization from sexual harassment in the workplace is associated with depressive symptoms (Anwar, Österman, & Björkqvist, 2022). This study therefore hypothesizes that:

H₂: Sexual Harassment positively and significantly affects psychological distress

2.6.3 Psychological Distress and Employee Performance

There is general consensus in the extant literature that psychological distress adversely affects the performance of employees. The study of Dodia and Parashar (2020) that involved 60 employees of selected institutions in India reported negatively relationship between psychological distress associated with work and employee performance, particularly among night shift workers. In the panel survey of 5,391 adults, Canavan et al. (2013) indicated that increasing psychological distress is associated with decreasing employee productivity and general employee performance. In the survey of 194 managers and employees in Islamic microfinance institutions in Indonesia, Anwar, Muafi, Widodo and Suprihanto (2023) showed that psychological distress had a significant negative effect on performance achievement.

The study of Kumar, Arain and Channa (2019) emphasized that psychological distress is a reaction to an environment where there is a threat of loss and lack of resource acquisition for resource investment. Thus, psychological distress emerges under condition that demands of the work and workplace conditions are not offset by personal resilience and workplace resources (Cadieux & Marchand, 2014). Individual employees experiencing psychological distress are less motivated to work, and hence churn out lower level of performance (Robert & Hockey, 1997). The ability of employees to optimally manage their individual roles at the workplace diminishes with increasing psychological distress, and hence consequently decrease their productivity and

general performance (Anwar, Österman, & Björkqvist, 2022). The study of Lim and Tain (2015) in Indonesia therefore concluded that increasing psychological distress of workers is associated with decreasing individual work performance. The systematic review of Adanaqué-Bravo, et al. (2023) that involved 24 articles indicated that psychological distress of workers can lead to burnout, decreasing productivity and performance. Based on the existing literature and the JD-R theory, this study hypothesizes that:

H₃: Psychological distress negatively and significantly affects employee performance

2.6.4 Sexual Harassment and Employee Engagement

The extant literature demonstrates that sexual harassment decreases the level of employee engagement in the workplace (Jiang, et al., 2014; Rokonuzzaman, Ali, & Moral, 2019; Hameduddin & Lee, 2022). The study of Cugin and Fish (2009) reported a strongly negative influence of sexual harassment on employee engagement in the workplace. The study of Jiang, et al. (2014) reported that sexual harassment decreases the level of employee engagement in the workplace. The study of Hameduddin and Lee (2022) also indicated sexual harassment has a negative relationship with employee engagement. In the survey of 208 employees of institutions in Bangladesh, Rokonuzzaman, Ali and Moral (2019) reported that the employees in Bangladesh have severe experiences of harassment in their workplace, which negatively influence their relationship with co-workers and result in lower level of engagement. The existing evidence that employee engagement is strongly associated with job resources availability (Schaufeli & Bakker, 2004; Bakker, Demerouti, & Sanz-Vergel, 2014). The JD-R theory emphasizes employee engagement is promoted by job resources through a defined motivational process. Equally, the demands of a job potentially deplete resources, and increasing demands without commensurate

increases in resources lead to reduced engagement (Tadić, Bakker, & Oerlemans, 2015). Sexual harassment increases the level of mistrust between employees and their superiors, which consequently increases the level of disengagement in the workplace. This study therefore hypothesizes that:

H₄: Sexual harassment significantly and negatively affects employee engagement

2.6.5 Psychological Distress and Employee Engagement

Any form of distractive experiences of workers increases their level of job demands, which eventually affects their mental and physical wellbeing, and consequently their level of engagement in the workplace (Sawang & Newton, 2014). Thus, the general consensus by previous studies is that increasing level of psychological distress at the workplace decreases the existing trust between employees, and supervisors, which invariably minimizes the level of work engagement. The study of Anasori, Soliman and Costa (2023) suggested that distractive events in the workplace like bullying increases the psychological distress level of workers, and hence decrease the level of engagement of workers. Hindrance stressors have been reported in recent studies to result in decreasing engagement of employees (Karatepe, Rezapouraghdam, & Hassannia, 2020). Park and Min (2020) claim that job pressures cause negative emotions linked to job misery and also reduce employee engagement (Ruiz-Frutos, et al., 2022). Psychological distress threatens employees' mental health, and consequently their level of work engagement. Employees that are psychologically upset are less engaged because they feel emotionally drained and this drains their energy for the company (Anasori, Bayighomog, Vita, & Altinay, 2021). Based on the feeling of been distant from the organization, employees consequently feel less motivated in their job and hence, limitedly motivated to perform at their optimal level

(Adanaqué-Bravo, et al., 2023). The study of Gómez-Salgado et al. (2021) therefore reported that distressed employees exhibited significantly lower levels of work engagement. In the study of Lipat et al. (2021) the mild level of psychological distress exhibited by the employees of the University of Batangas in Philippines was associated with higher level of work engagement. Based on the existing theory and the reviewed studies, this study hypothesizes that:

H₅: Psychological distress negatively and significantly affects employee engagement

2.6.6 Employee Engagement and Employee Performance

The most important resource of all organisations is employees (Kundar & Pakkeerappa, 2022). Therefore, increasing engagement of workers signifies increasing employee performance. Engaged employees produce positive work outcomes such as increased productivity satisfaction, and reduced turnover (Aziez, 2022). The study of Tabasum and Shaikh (2022) therefore suggested that increasing level of employee engagement is associated with higher level of employee performance. In the survey of 300 employees in Pakistan, Amjed, Ali, Ali and Munir (2021) reported positive and significant effect of work engagement on employee performance. In a similar vein, the study of Pitaloka, Fadhira, and Putri (2022) reported that higher level of employee engagement is associated with higher level of employee performance. Higher work engagement increases employee satisfaction, employee commitment to their individual job roles and general performance (Solihah, Intan, & Sugiarto, 2022). Increasing employee engagement increased task performance, enhanced organizational citizenship behaviour, minimized counterproductive work behaviour, minimized burnout and increased employee performance (Yin, 2017). Highly engaged employees are highly dedicated to their job roles (Alheet & Hamdan, 2021), due to the stimulated positive behaviour towards the achievement of

organizational goals (Hermawan, Thamrin, & Susilo, 2020). More so, highly engaged employees are more focused on individual work assignments than limitedly engaged employees, which consequently increases their level of productivity and performance (Widanti & Sunaryo, 2022). Based on the discussions and the reviewed studies, this study hypothesizes that:

H₆: Employee engagement positively and significantly affects employee performance

2.6.7 Mediating Role of Psychological Distress

The existing evidence indicates that sexual harassment could potentially negatively affect performance of individual employees (Mohamad & Suhaimi, 2019; Maran, Varetto, & Civilotti, 2022; Park, Kim, Yu, Yue, & Yoon, 2022). Nonetheless, the JD-R theory emphasizes that working conditions defined by job demands and job resources, invariably affect the psychological distress of individual workers differently, and hence employee performance (Demerouti E. , Bakker, Nachreiner, & Schaufeli, 2001; Bakker, Demerouti, & Sanz-Vergel, 2014). Working environment with high level of sexual harassment could potentially increase the job demands beyond the resources and the personal resilience of individual employees and hence result to psychological distress (Yu, et al., 2020; Rahman, et al., 2020; Akbar & Aisyawati, 2021; Elaidy, et al., 2023), which could invariably negatively affect the performance of employees (Jiang, et al., 2014; Rokonzaman, Ali, & Moral, 2019; Hameduddin & Lee, 2022). The COR theory reinforces the idea postulated by the JD-R theory by emphasizing that individual employees work to conserve their current resources and even acquire new ones (Halbesleben, Paustian-Underdal, & Westman, 2014). On the basis of the COR theory, the utilised resources of individual employees require replenishment in order for employees to avoid any form of stress (Hobfoll, Halbesleben, Neveu, & Westman, 2018). The inability of

individual workers to replenish the depleted resources could eventual lead to psychological distress, which could negatively affect employee performance. Based on the existing empirical evidence, and the JD-R theory, this study hypothesizes that:

H₇: Psychological distress mediates the relationship between SH and employee performance

2.6.8 Mediating Role of Employee Engagement

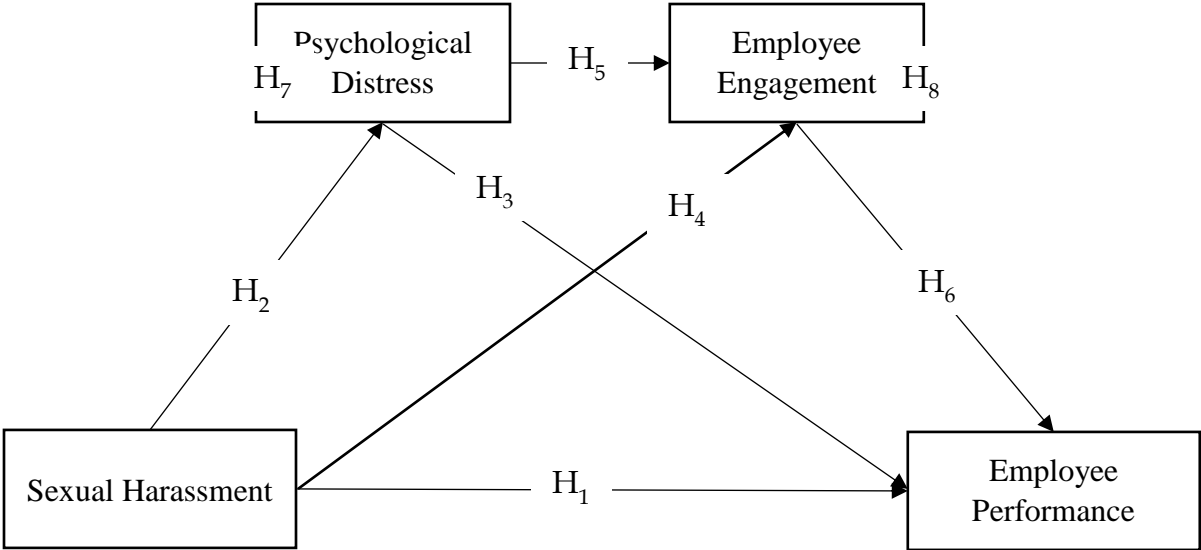
There is general consensus in the extant literature that sexual harassment as distractive action in the workplace increases job demands, and exerts enormous pressure on the job resources of individual workers (Halbesleben, Paustian-Underdal, & Westman, 2014). Based on the JD-R theory and the COR theory, the distractive action in the form of sexual harassment depletes job resources (Dodia & Parashar, 2020), creates negative emotional behaviour, which adversely affect employee performance (Mohamad & Suhaimi, 2019; Maran, Varetto, & Civilotti, 2022; Park, Kim, Yu, Yue, & Yoon, 2022). Evidently, whereas the depletion of the job resources of individual employees through distractive activities like sexual harassment can result to psychological distress (Akbar & Aisyawati, 2021), the prevailing distress can consequently create and deepen any form of mistrust between subordinates and supervisors, and between co-workers resulting to increasing lower employee engagement in the workplace (Anasori, Soliman, & Costa, 2023). Consequently, the decreasing level of employee engagement is also reported in the extant literature to potentially decrease employee performance (Aziez, 2022; Kundar & Pakkeerappa, 2022; Tabasum & Shaikh, 2022). Based on the empirical evidence and existing theories, this study hypothesizes that:

H₈: Employee engagement mediates the relationship between SH and employee performance

2.7 Conceptual Framework of the Study

Based on the JD-R theory, health impairment processes are initiated by job demands, whereas motivational processes are initiated by job resources (Locke & Latham, 2019). Some organizational outcomes in the form of job engagement, and individual employee outcomes in the form of psychological distress and employee performance were specified by the JD-R theory to be outcomes of interactions between job demands and resources (Bjaalid, Menichelli, & Liu, 2022). In support of the JD-R theory, several empirical literatures postulate that sexual harassment in the workplace is a distractive phenomenon that depletes the resources of individual employees, plunge employees into state of psychological distress (Mohamad & Suhaimi, 2019; Maran, Varetto, & Civilotti, 2022; Park, Kim, Yu, Yue, & Yoon, 2022). However, engagement of employees is deemed as a critical resource that is required to minimize the form psychological distress emanating from sexual harassment (Karatepe, Rezapouraghdam, & Hassannia, 2020; Lipat, Diez, Deleniana, Perez, & Orig, 2021; Adanaqué-Bravo, et al., 2023). Nonetheless, in a situation where the demands of the job manifesting in the form of sexual harassment highly exceeds the job resources of individual employees, there is the likelihood to experience psychological distress, which minimizes the level of job engagement of employees, and eventually lower the level of individual employee performances. The discussed phenomenon

regarding the linkages between the main constructs of the study are shown in conceptual framework of the study (see Figure 2.1).



Source: Author’s Construct (2023)

Figure 2.1: Conceptual Framework

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter discussed the methodology of the research. The methodological areas discussed included the research design, research philosophy, research approach, research population, sample size and sampling method, data collection instrument and measurement of constructs, and data analysis. The last part of the chapter discussed ethical issues.

3.1 Study Site

The selected site for this study was Kumasi. The commercial importance of Kumasi provided the ground for the city's selection for this study. Besides been the second most important business city in Ghana and the administrative capital of the Ashanti region (Cobbinah, Gaisie, Oppong-Yeboah, & Anim, 2020), it is also home to one of the largest markets in West Africa, and hence, hub to one of the largest informal sectors in Africa. As the most city in Ghana with a population of 3,768,000 (Macrotrends, 2023), Kumasi continues to be a major commercial hub in West Africa, and the second largest customer base of the banking industry in Ghana. With the recognition of the commercial potency of the city, Kumasi continue to be a major city of global investment choice for many businesses. The economic activities of the city therefore vary from pottery, textile and fashion, weaving to financial and commercial sectors. Almost all the banking

institutions in Ghana therefore have their headquarters or branches in the major communities of the city. Key commercial areas like Adum, Kejetia, Bantama, Suame, Amakom, Asawasi, Roman Hill and Pampaso have become the location of the branches of several banking institutions.

This study focused on the banking industry of Kumasi through the survey of the employees of three of the well-performing commercial banks with African ownership in Ghana, including Ecobank Ghana, Standard Chartered, and Zenith Bank. With an with an impressive market share of 13.58%, in 2022, Ecobank Ghana retained its position as the largest bank in Ghana in the 2023 Ghana Banking Survey by PricewaterhouseCoopers (PwC) (Effah, 2023). In the Ghana Banking Industry Report (Joy Business, 2023) by LIMA Partners, the bank was also cited as the largest bank by total assets. In terms of deposits, the bank's market share increased from the year before, exceeding the 11.93% figure from 2021. Standard Chartered was rated third in the same ranking, slightly behind Ecobank Ghana and Ghana Commercial Bank, with a market share of 6.35.

3.2 Research Design

The overall plan, strategy or structure utilized as a guide to research, right from the beginning to the data analysis defines research design (McCombes, 2019). The designed plans and strategies are primarily aimed at achieving defined research objectives (Bouchrika, 2023). It serves as the blueprint for sampling, data collection and data analysis in every good research in order to ensure higher level of reliability and validity (Jansen, Rautenbach, & Warren, 2023). Basically, research designs are categorized into exploratory, descriptive and explanatory on the basis of research purpose. Exploratory design is largely utilized for research problems with outcomes that have

limited or few or no studies predicting it (Saunders, Lewis, & Thornhill, 2012). Exploratory researches are aimed at familiarizing with settings, basic details and concerns, provide a well-grounded picture of a problem, and generate new ideas and assumptions (George, 2023). Descriptive research design is employed to primarily obtain data to systematically describe a phenomenon or identify patterns and describe the characteristics of a population with the essential aim of answering 'What' questions (Aggarwal & Ranganathan, 2019). Descriptive research design limitedly emphasizes on 'why' and 'how' questions that largely related to hypotheses testing (Aggarwal & Ranganathan, 2019). Thus, hypotheses testing, which involves the examination of the causal relationship between variables or constructs is the focus of explanatory research (Sassower, 2017). With the purpose of this study of testing hypotheses between sexual harassment, employee performance, psychological distress and employment engagement, the explanatory research design is deemed more appropriate.

Based on time-horizon, research design can also be categorized into cross-sectional and longitudinal (Matza, et al., 2016). Cross-sectional design involves the collation of data at a single time period on a particular study characteristic. It largely involves the observation of variables or characteristics without necessarily influencing them (Thomas, 2023). In longitudinal research design, the researcher recurrently studies the variable or characteristics over a period of time to detect any significant changes (Thomas, 2023). With this study carried out in a single time period of May to September, 2023, it is deemed to be more characteristically cross-sectional.

3.3 Research Philosophy

Philosophy describes the perception that there are varying views of the world and different existing operating processes (Edelheim, 2014). It therefore emphasizes on the different views about the way the world operates, and focuses on knowledge, existence and reality as an academic subject (Corry, Simanjuntak, & Amal, 2021). It is generally perceived that individuals' perception of reality affects the approach employed in gaining knowledge, and their actions within the world (Hamidi, et al., 2022). Thus, a vital component of every research methodology is the defined research philosophy. The categorization of the various research philosophies is based on the ontological, epistemological and axiological terms. Ontology defines one's perception of nature of reality, which is largely categorized on the basis of objectivism and subjectivism. The perception that the world exist independently of social actors defines the objectivist view of the world, while the subjectivist perceive social phenomenon to be influenced by social actors (Handema, Lungu, Chabala, & Shikaputo, 2023). In the context of this study, the researcher relied on positivist paradigm since this study focuses on testing the causal relationship between four main constructs, and hence underpinned on an existing theory.

Epistemology emphasizes on the approaches and processes employed in the uncovering of knowledge (Rahman, 2020). Epistemology, which is simply described as a theory of knowledge emphasizes on source of knowledge, the origin of knowledge, knowledge criteria, and the existing difference between these components and science (Corry, Simanjuntak, & Amal, 2021). Epistemologically, the positivist school of thought perceive that knowledge existing in the form of verified hypotheses is acquired through a systematic process, while the constructivist perceive that observable phenomena is not the only basis of knowledge, but also dependent on the subjective reasons, values, beliefs and understanding of a researcher (Aliyu, Singhry, Adamu,

& Abubakar, 2015). However, the axiological component of the research philosophy focuses on the interpretation of the value of knowledge. It largely emphasizes on the researchers' value in the acquired knowledge, whether replicability or novelty (Yulianto, 2021). In the context of this study, systematic procedures were employed to study the research problem, devoid of subjective values and beliefs of the researcher. The discussed philosophical concepts and approaches determine the appropriate research approach decision of researchers (Saunders, Lewis, & Thornhill, 2015).

3.4 Research Approach

Research approach emphasizes on the procedures employed in collection, analysis and interpretation of data by researchers (Taherdoost., 2022). Research is reported by Creswell and Creswell (2018) to be categorized into three main approaches, including qualitative, quantitative and mixed-method. Qualitative and quantitative approaches are not discrete or polar opposites or distinct, but rather represent the ends of a continuum (Creswell, 2015). This implies that studies are more quantitative or less quantitative, but not distinctively quantitative. Residing in the middle of the continuum is the mixed-method approach, which fuses the characterises of both quantitative and qualitative research approaches.

The differentiation between quantitative and qualitative research approaches using numerical framing and questionnaire type is deemed less comprehensive (Creswell & Creswell, 2018), and hence, the need for such distinction to be based on the philosophical view the researcher brings to the study, the strategies employed and the peculiar methods employed the execution of the strategy (Streefkerk, 2023). Thus, in exploration to understanding the meaning groups or individuals assign to social phenomenon, the qualitative approach is deemed suitable. Qualitative

researchers are therefore deemed to favour the constructivist philosophy, and the abduction or the induction approach to research development (Saunders, 2009). However, the quantitative research approach that favours the testing of existing theories through the examination of the linkages between constructs is characterized by deductive approach to theory development, and positivist philosophy (Kankam, 2020). Therefore, with the purpose of this research of testing the existing linkages between sexual harassment, psychological distress, employee engagement and employee performance, the quantitative approach is deemed the most suitable.

3.5 Research Population

The target population of the research constituted all middle and lower status employees of the banking sector in the Kumasi Metropolis. However, the accessible population constituted the lower and middle employees of three selected commercial banks in Kumasi, including Ecobank Ghana Limited, Standard Chartered Bank, and Zenith Bank. The estimated lower and middle employees of these three commercial banks in Kumasi at the end of the 2022 business year was 861, and their distribution by the selected banks is shown in Table 3.1. These three banks were chosen for the survey since they were the three of the well-performing commercial banks with African ownership in Ghana in 2022 (Effah, 2023)., excluding Ghana Commercial Bank.

Table 3.1: Distribution of Staff Size by Banks

Banks	Staff Size
Ecobank Ghana	353
Standard Chartered	322
Zenith Bank	186
Total	861

3.6 Sample Size

The sample size of 173 employees of the three selected banks was calculated using Yamane Taro's formula for the calculation of minimum efficient sample sizes for quantitative research studies (Yamane, 1967). In the sample size calculation process, the considered margin of error was 0.05 (5%). Equation (1) provides the details of the sample size calculation process for the total research population.

$$n = \frac{N}{1 + N(e)^2} = \frac{861}{1 + 861(0.05)^2} = \frac{861}{3.1525} = 273 \text{ Employees (I)}$$

n = Sample Size

N = Target population

e = Margin of error or precision

In order to ensure fair representation of the selected banks in the sample size, the Krecjie and Morgan formula for the calculation of sub-sample sizes of heterogeneous groupings in a research population was further employed (Krejcie & Morgan, 1970). The Krecjie and Morgan formula, which requires the sub-populations, total sample size and the total population in order to calculate sub-sample sizes of the banks is shown in Equation (II). The calculated sub-sample sizes of the selected banks are shown in Table 3.2.

$$s = \frac{XS}{P} \dots\dots\dots \text{Stage (II)}$$

s = Sub-sample size for each bank

X = Sub-population of each bank

S = Total sample size for the Study

P = Total population of the study

Table 3.2: Sample Sizes of Each Department of the Assembly

Banks	Staff Size	XS/P	Sample Size
Ecobank Ghana	353	353(273)/861	112
Standard Chartered	322	322(273)/861	102
Zenith Bank	186	186(273)/861	59
Total	861	861(273)/861	273

3.7 Sampling Technique

Based on the high level of heterogeneity of the research population, a stratified multistage sampling method was employed to sample employees. In the beginning of the sampling process, the employees were stratified based on the selected banks. From each bank, five branches in the Kumasi Metropolis were selected through a simple random by balloting procedure, since branches of each bank were deemed homogenous, and hence the selection of any of the branches of a particular bank would not characteristically be bias. In the subsequent stage, the employees of each branch were further stratified into departmental through stratified sampling method. Within each department, the employees were further stratified into lower and middle staff categories. Within each staff category, simple random by balloting procedure was employed to sample the appropriate number of employees, since employees within each staff category were also deemed homogeneous.

3.8 Data Collection Instrument

This quantitative study collated data using questionnaire. Structured questionnaire was designed using validated scales. The questionnaire was structured into five sections. The section A of the questionnaire emphasized on the personal data of the respondent. The respondent characteristics

sought in this part of the questionnaire included age, gender, educational level, years worked in the bank, employee position and years in the current position. The Section B measured experienced sexual harassment by the respondent. In this section, sexual harassment was measured using gender harassment, unwanted sexual attention and sexual coercion. Gender harassment was measured using 5-items, unwanted sexual attention with 6-items, and sexual coercion with 5-items. In the Section C, work engagement was measured using 9-items. The Section D measured the psychological distress level of respondent using 10-items adopted from the psychological distress scale. In the last section of the questionnaire (Section E), employee performance was measured using 9-items. The items utilized in this section solicited for employees work results, discipline and responsibility in the past year. Employee performance was measured on 5-point Likert-scale of of poor (1) to excellent (5). However, sexual harassment, work engagement and psychological distress were measured on 5-point Likert Scale of 1 (Strongly Disagree) and 5 (Strongly Agree).

3.9 Constructs Measurement

The main constructs measured in this study included sexual harassment, employee performance, psychological distress and employee engagement. The independent variable in the study was sexual harassment, which was measured using the 16-items Sexual Experiences Questionnaire-Workplace (SEQ-W) scale developed by Fitzgerald, Gelfand, and Drasgow (1995) to measure the frequency of sexual harassment experienced by women in the workplace. The developed sexual harassment construct constituted three subscales, including gender harassment, unwanted sexual attention, and sexual coercion. Gender harassment was measured using 5-items, including: told suggestive stories, made crude sexual remarks, made offensive remarks,

displayed offensive materials, and made sexist comments. The subscale, unwanted sexual attention was measured using 6-items, including: attempted to discuss sex, was staring, ogling at you, attempted to establish a sexual relationship, repeated requests for drinks, dinner, despite rejection, touched you in a way that made you feel uncomfortable, attempted to stroke or fondle you etc. The third subscale, sexual coercion was measured using 5-items, including subtly bribed you, subtly threatened you, made it necessary to cooperate to be well treated, made you afraid of poor treatment if you didn't cooperate, and experienced consequences for refusing.

Psychological distress as a mediator was measured using the 10 measurement items scale developed by Kleppang and Hagquist, (2016). Among the 10 psychological distress measurement items were: suddenly scared for no reason, feeling fearful, faintness, dizziness, or weakness, feeling tense or keyed up, blaming yourself for things, difficulty in falling asleep or staying asleep, feeling blue etc. The second mediating construct, employee engagement was measured using the 9-items employee engagement Utrecht Scale of Schaufeli et al. (2003).

The dependent variable, employee performance was measured with the 9-items work performance scale developed by Rokima and Tentama (2020). Rokima and Tentama (2020) measured work performance of employee using three subscales, including work result, discipline and responsible. Each of these subscales were measured using 3-items. The 3-items employed in the measurement of work results included quantity of work, the quality of the work and timeliness of completing work. Discipline as employee performance subscale was measured 3-items, including timeliness of coming to work, punctuality in work, and compliance with the rules. The third subscale of employee performance, 'responsible' was measured with 3-items,

including responsibility for work, responsibility towards superiors, and responsibility for laws/regulations.

3.10 Reliability and Validity of the Study

The study largely relied on measurement instruments or scales validated in previous studies. This approach therefore enhance the content validity of the measurement items. For instance, in the measurement of sexual harassment, the researcher relied on the validated 16-items Sexual Experiences Questionnaire-Workplace (SEQ-W) scale developed by Fitzgerald, Gelfand, and Drasgow (1995). Additionally, the reseacher employed the services of two lecturers deemed professional enough to vet the observed variables to further strengthen the content of the measurement instrument.

3.11 Data Analysis

The data was initially processed through a series of data cleaning processes. The administered questionnaires were checked for inconsistencies, and forms with too many missing information. The items of the questionnaire were coded and consequently entered in Microsoft Excel 16. The forms with too many missing information were excluded from the data entry process. The data in excel form was exported to the IBM SPSS Statistics 25. Descriptive results were also initially generated to check erroneous entries. The fully edited data in SPSS format was initially utilized for the dimensional reduction process through exploratory factor analytical (EFA) process. The data in SPSS format was further exported to LISREL 8.50 for confirmatory factor analysis (CFA). In the validation of the constructs, composite reliability and average variance extracted were calculated and the associated convergent validity measured. Discriminant validity was also

generated through Fornell Larker Criterion and heterotrait-monotrait ratio of correlations (HTMT) Criterion. The confirmed measurement items were transformed into constructs, and the developed hypotheses tested through partial-least squared structural equation modeling (PLS-SEM).

3.12 Ethical Issues

Authorization was initially sought from the Institutional Review Board (IRB) of the graduate school of the University of Winneba. Authorization was further sought from the headquarters and the sampled branches of the banks. The researcher also sought the consent of all sampled employees before their inclusion in the study. Participation in the survey process was voluntary, and all sampled employees had the right to decline their participation or even stop their participation at any point in time. All participants were assured of privacy, anonymity and confidentiality.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.0 Introduction

This chapter presents and discusses the results of the study. The results of the study were presented in this chapter using both descriptive and inferential statistical approaches. The descriptive part of the result focused on the socio-demographic characteristics of the respondent, the level of sexual harassment, the level of employee work engagement, the level of employee psychological distress, and the level of employee performance. The inferential part encompassed exploratory factor analysis, confirmatory factor analysis, correlational analysis, partial least squared structural equation modeling, ordinary least squared multiple regression, and Sobel test. The inferential part of the result largely focused on testing the developed hypotheses. The presented results were consequently discussed.

4.1 Socio-Demographic Characteristics of Respondent

From the total targeted respondent of 273 lower and middle employees of the banking institutions, 256 responded and returned the questionnaire. Seventeen of the questionnaires were either not returned or not fully completed or had too many missing responses. The response rate of the survey was therefore 93.8%, which implies that the non-response bias was 6.2%. However, the non-response bias was significant enough affect the findings of the study. The characteristics of the 256 respondent have been discussed in this section of the study. The discussed characteristics of the respondent were gender, age, highest educational level, position in the bank, years worked in the bank, and years in their current position. The results of the

distribution of the respondent by their socio-demographic characteristics are presented in Table 4.1.

Table 4.1 Socio-Demographic Characteristics

Variables	Category	Frequency	Percent		
Gender	Female	146	56.9		
	Male	110	43.1		
	Total	256	100		
Age	20-29	71	27.7		
	30-39	75	29.2		
	40-49	87	33.8		
	50+	24	9.2		
	Total	256	100		
Education	SHS/A 'level/O' level	34	13.1		
	Diploma/HND	75	29.2		
	First Degree	102	40.0		
	Second Degree	34	13.1		
	PhD	12	4.6		
	Total	256	100		
Position	Senior Staff	114	44.6		
	Junior Staff	124	48.5		
	Others	18	7		
	Total	256	100		
		<i>Min</i>	<i>Max</i>	<i>Mean</i>	<i>SD</i>
Years worked in the Bank		1	27	9.52	7.079
Years current position has been held		1	20	4.69	3.425

Source: Field Survey (2023)

Table 4.1 shows that the majority (56.9%) of the respondent were females, whilst 43.1% were males. It is therefore evident that there was adequate representation from each gender in the study. The distribution of the respondent by age shows that 27.7% were between 20 and 29 years, 29.2% were between 30 and 39 years, 33.8% were between 40 and 49 years, and 9.2% were 50 years or more. It can be deduced from this age distribution of the respondent that the

majority (56.9%) were in the youthful age category of Ghana, and highly economic active. The distribution of the respondent by their highest level of education shows that 40.0% have first degree, 29.2% have diploma or Higher National Diploma (HND), 13.1% have second degree, 13.1% have Senior High School or A-level or O-level education, and 4.6% have PhD. The level of education of the respondent was higher enough to understand and respond adequately to the questionnaire during the survey. More so, the respondent have higher level of working experience of about 10 years with their respective banking institutions, which positions the respondent to understand the social environmental conditions of the bank. In terms of the position of the respondent, 44.6% of the respondent were senior staff, whilst 48.5% were junior staff. The respondent have been in their current positions for about 5 years.

4.2 Descriptive Statistics

In this section, the main concepts of the study, including sexual harassment, work engagement, psychological distress and employee performance have been described based on the responses of the respondent. The descriptive statistics have been presented in Table 4.2. The response scale of the respondent was a 5-point Likert-Scale ranging from strongly disagree (1) to strongly agree (5).

Table 4.2: Descriptive Statistics of Constructs

Constructs	N	Min	Max	Mean	SD
Harassment	256	1.00	5.00	2.43	1.06
Engagement	256	1.00	5.00	3.87	1.05
Distress	256	1.00	4.25	2.23	.95
Performance	256	1.33	5.00	3.99	.90

Scale: [1=Strongly Disagree, 2=Disagree, 3=Neither Agree or Disagree, 4=Agree, 5=Strongly Agree]
 Source: Field Survey (2023)

Table 4.2 shows that the level of sexual harassment experienced by employees in the banking industry is low ($\mu=2.43$, $\sigma=1.06$). It is evident that the respondent that experienced sexual harassments from supervisors or coworkers in the form of attempt to establish sexual relationship with subordinates, touching in an uncomfortable manner, attempt to fondle, subtle bribing, subtle threatening, demand to cooperate sexually for favour, and poor treatment for sexual advance non-cooperation. This finding is corroborated by previous studies in the banking sector in Africa that also reported the existence but low level of sexual harassment in the banking industry (Bello, 2018; Babaita & Aliyu, 2019). However, the respondent agreed to be engaged in work in the workplace ($\mu=3.87$, $\sigma=1.05$). The respondent agreed to that they were very much inspired by their role, and felt happy working intensely at the workplace. With the high level of engagement of the employees, the respondent agreed that they were not psychological distressed by their experiences in the workplace ($\mu=2.23$, $\sigma=0.95$). Thus, the respondent agreed to be performing well at the workplace ($\mu=3.99$, $\sigma=0.99$), as they complied with the rules, acted responsibly towards supervisors, and laws and regulations.

4.3 Exploratory Factor Analysis

In this section of the study, the measurement scales of the study were initially validated through exploratory factor analysis (EFA) using the principal component extraction approach and Varimax with Kaiser Normalization rotation method. Rotation converged in 6 iterations, producing 5 components. Component 1 measured sexual harassment with 14-items, component 2 measured psychological distress with 10-items, component 3 measured employee performance with 5-items, and component 4 measured work engagement with 4-items as shown in Table 4.3. However, component 5 was an outlier. This suggests that out of the total 44 items validated

through EFA, 33 were retained. The Kaiser Meyer Olkin (KMO) and Bartlett’s Test results in Table 4.11 in the Appendix B shows that the relationship among the variables was sufficient to proceed with the exploratory factor analysis. The KMO result of 0.821 was higher than the threshold of 0.6, indicating that the sample size of 256 was adequate for exploratory factor analysis (Kaiser & Rice, 1974). The Bartlett’s test of sphericity result was statistically significant at 1 percent, indicating that there is the need to reject the null hypothesis that the correlation matrix is an identity matrix. With both the KMO and the Bartlett tests meeting the required criterion, the EFA was conducted. The communality values of Table 4.12 in the Appendix B of all the variables were above 0.5, indicating that the extracted factors sufficiently accounted for the variations in the associated observed variables. The before rotation extraction sums of squared loadings percent of variance and the after rotation extraction sums of squared loadings percent of variance are presented in Table 4.13 in the Appendix B. Before the rotation, the component 1, component 2, component 3, and component 4 explained 33.566%, 15.896%, 10.252% and 5.216% of the variations respectively. However, after the rotation, component 1, component 2, component 3, and component 4 explained 25.686, 17.951, 11.725 and 9.321 of the variations respectively.

Table 4.3: Rotated Component Matrix

	Component					Cronbach Alpha
	1	2	3	4	5	
Sexual Harassment						.947
SH1	.655					
SH2	.734					
SH3	.771					
SH4	.771					
SH5	.820					
SH6	.721					
SH7	.754					
SH8	.762					
SH9	.794					

SH10	.732		
SH11	.656		
SH12	.747		
SH13	.747		
SH14	.772		
Work Engagement			.851
EN4		.812	
EN5		.758	
EN6		.722	
EN7		.780	
Psychological Distress			.912
PD1	.836		
PD2	.799		
PD3	.666		
PD4	.760		
PD5	.735		
PD6	.795		
PD7	.667		
PD8	.789		
PD9	.563		
PD10	.608		
Employee Performance			.881
EP5		.796	
EP6		.844	
EP7		.835	
EP8		.707	
EP9		.728	

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 6 iterations.

Source: Field Survey (2023)

4.4 Confirmatory Factor Analysis

The 33 observed variables validated through EFA were further confirmed through confirmatory factor analysis (CFA). The CFA was carried through the importation of data in SPSS format to LISREL version 8.50 in free format and the scales confirmed through maximum likelihood estimation approach. The retained items of each scale was confirmed before the multi construct model presented in Table 4.4 was confirmed. The sub-scales were initially confirmed in order to limit the possibility of the violation of the risk of minimum sample to parameter ratios (Cadogan, Cui, Morgan, & Story, 2006). The CFA process proceeded with assessment of all four scales

together. The confirmed final CFA model is presented in Table 4.4, and the full structure shown in Figure 4.1. From the total 33 items from the EFA, 16 items were retained (Sexual Harassment – 7 items, Work Engagement – 2 items, Psychological Distress – 4 items, and Employee Performance – 3 items) and 17 items deleted for not meeting the standards. All the items retained during the purification process, the factor loadings, and their associated t-values are presented in Table 4.4. The calculated composite reliability (CR), average variance extracted (AVE), and Cronbach Alpha values are also presented in Table 4.4. The good-fit indices are shown in the bottom part of Table 4.4.

Table 4.4: Confirmation of Measurement Scales

Measurement Items Confirmed		Loadings (t-value)						
Sexual Harassment (CR=.900, AVE=.564, CA=.898)								
SH1	I have ever been told sexual suggestive stories by a supervisor/coworker	0.61(6.69)						
SH6	A supervisor/coworker has ever attempted to establish a sexual relationship	0.77(8.50)						
SH8	A supervisor/coworker has ever touched me an uncomfortable way	0.73(Fixed)						
SH9	A supervisor/coworker has ever attempted to stroke or fondle you	0.82(9.06)						
SH10	A supervisor/coworker has ever subtly bribed you	0.78(8.56)						
SH12	A supervisor/coworker has ever demanded to cooperate sexually for favour	0.77(8.46)						
SH14	I have ever experienced consequences for refusing sexual advances	0.76(8.40)						
Work Engagement (CR=.762, AVE=.617, CA=.755)								
EN4	My job inspires me.	0.72(Fixed)						
EN6	I feel happy when I am working intensely.	0.85(5.61)						
Psychological Distress (CR=.851, AVE=.589, CA=.849)								
PD1	Suddenly scared for no reason	0.81(Fixed)						
PD4	Feeling tense or keyed up	0.80(9.49)						
PD5	Blaming yourself for things	0.78(9.24)						
PD7	Feeling blue	0.67(7.70)						
Employee Performance (CR=.848, AVE=.651, CA=.844)								
EP6	Compliance with the rules	0.74(Fixed)						
EP8	Responsibility towards superiors	0.88(8.95)						
EP9	Responsibility for laws/regulations	0.80(8.53)						
χ^2	<i>Df</i>	χ^2/df	<i>RMSEA</i>	<i>NNFI</i>	<i>CFI</i>	<i>GFI</i>	<i>IFI</i>	<i>SRMR</i>
156.82	98	1.60	0.068	0.99	0.99	0.95	0.99	0.066

Note: Items of Full Measurement Model; Goodness of Fit (GFI), (Non) Normed Fit Index (NNFI), Comparative Fit Index (CFI), Incremental Fit Index (IFI), Root Mean Square Error of Approximation (RMSEA), (Standardized) Root Mean Square Residual (SRMR)

Source: Field Survey (2023)

The chi-square (χ^2) test was employed to evaluate the model-fit. The chi-square value per degree of freedom was lower than the threshold of 2.0, suggesting good-fit model. Further test of the good-fit of the model was carried out using several approximate good-fit indices (Fan & Sivo, 2005; Bagozzi & Yi, 2012). The RMSEA and the SRMR were below the threshold of 0.07, suggesting good-fit, and the NNFI, CFI, and GFI were also all below the threshold of 0.95, indicating good-fit model. The final structure of the full measurement model is shown in Figure 4.1.

Table 4.4 shows that all constructs produced composite reliability (CR) values greater than the threshold of 0.7 (Tentama & Anindita, 2020). This signifies that the items of the constructs had highly internally consistent and reliable. Like the composite reliability, the Cronbach Alpha (CA) values of all constructs were also higher than the threshold of 0.7, suggesting higher level of internal consistency (Hajjar, 2018). The CA values of all constructs falling within the range of 0.70 to 0.90, it can be suggested the constructs have high reliability (Hajjar, 2018).

Convergent validity of the constructs was measured using the average variance extracted (AVE) (Engelland, Holland, & Piper, 2016; Hamid, 2017). The AVE values of all the constructs in Table 4.4 ranged between 0.564 and 0.651. This therefore suggests that all constructs produced AVE values greater than the threshold value of 0.5 (Ahmad, 2016), and hence, confirming convergent validity.

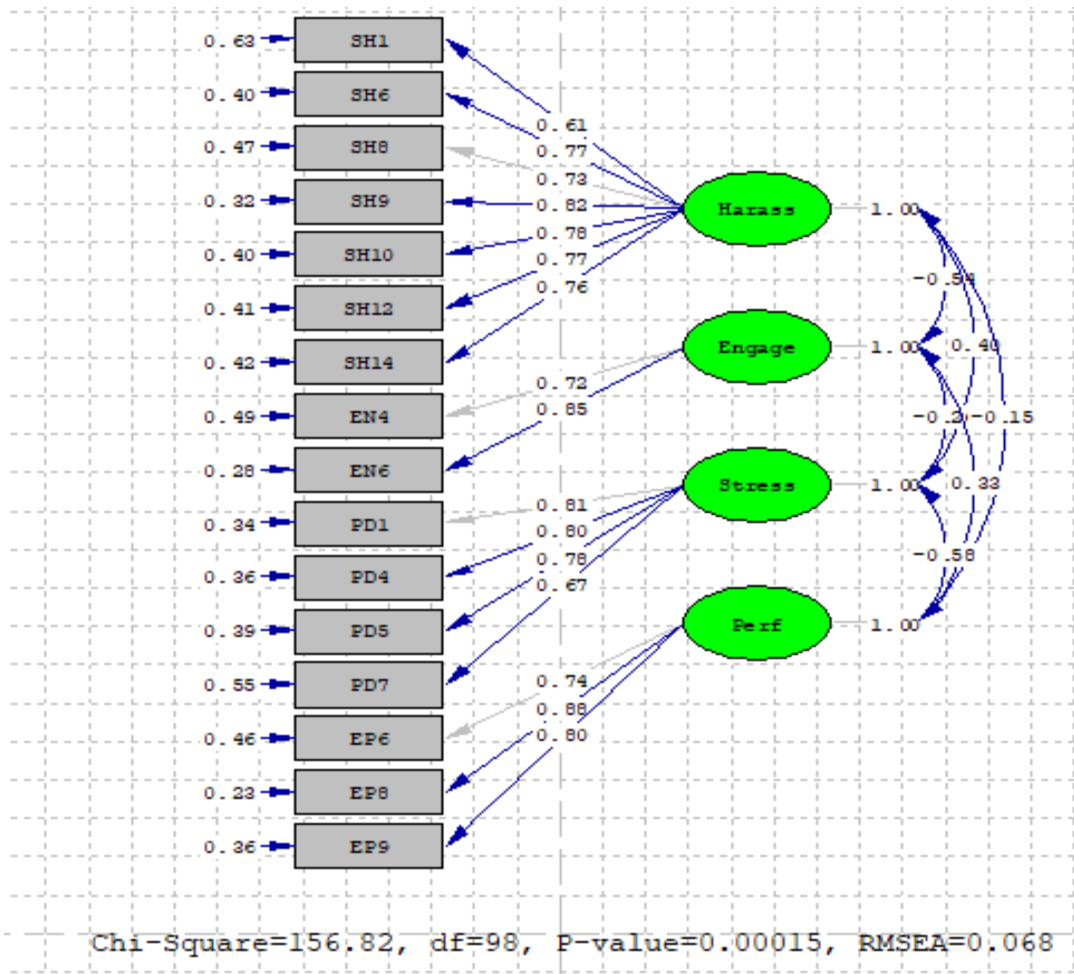


Figure 4.1: Confirmed Full Measurement Model

4.4.1 Discriminant Validity

Among the most popular approaches employed by researchers in discriminant validity evaluation is the Fornell-Lacker criterion. This criterion involves the comparison of the inter-construct correlation coefficients in each column with their associated square-root of the average variances (Fornell & Larcker, 1981; Henseler, Ringle, & Sarstedt, 2015). The square-root of the average variances extracted are required to be greater than the associated inter-constructs correlation coefficients (Hamid, Sami, & Sidek, 2017). Table 4.5 shows that the calculated square root of

average variances of the constructs were far greater than their associated inter-construct correlation coefficients in each column, and hence, confirming discriminant validity.

Table 4.5: Fornell-Lacker Criterion Discriminant

Construct	1	2	3	4
1 Sexual Harassment	0.751			
2 Work Engagement	-0.281	0.785		
3 Psychological Distress	0.455	-0.257	0.767	
4 Employee Performance	-0.243	0.352	-0.498	0.807

Source: Field Survey (2023)

Although the Fornell-Larcker criterion and cross-loadings are frequently used by researchers (Hair, Sarstedt, Ringle, & Mena, 2012), there are not many empirical studies demonstrating their usefulness discriminant validity establishment. According to recent studies, the Fornell-Larcker criteria may be ineffective in some situations (Rönkkö & Evermann, 2013; Henseler, et al., 2014), which may indicate a flaw in the most often applied discriminant validity criterion. On the basis of this suggestion, this study further utilized the heterotrait-monotrait ratio of correlations (HTMT) as a further approach of confirming the conclusion drawn from the Fornell-Lacker criterion.

Table 4.6: HTMT Discriminant

Construct	1	2	3	4
1 Sexual Harassment				
2 Work Engagement	-0.360			
3 Psychological Distress	0.475	-0.289		
4 Employee Performance	-0.214	0.439	-0.569	

Source: Field Survey (2023)

Based on the criterion of Henseler, Ringle and Sarstedt (2015), for discriminant validity to be confirmed, the heterotrait-monotrait ratio of the correlations are required to be lesser than 0.85.

evidently, the calculated heterotrait-monotrait ratio of the correlations are all below the threshold of 0.85, and hence, confirming the reported discriminant validity of the construct through the Fornell-Lacker criterion.

4.5 Correlational Analysis

The correlation between the various constructs and variables were tested through Spearman's correlation analysis. Although the inter-correlational coefficient between all variables and constructs were generated, the emphasis of this study was the correlation between the control variables, sexual harassment, work engagement, psychological distress and employee performance. The Spearman rho's and their associated significant levels are presented in Table 4.7.

Table 4.7: Inter-construct/variable correlation

Constructs	1	2	3	4	5	6	7	8
1 Age	1							
2 Gender	-.082	1						
3 Education	.335**	.177*	1					
4 Position	-.567**	.244**	-.380**	1				
5 Harassment	-.161	-.045	-.165	.277**	1			
6 Engagement	.069	.233**	-.010	-.108	-.281**	1		
7 Distress	.022	.019	-.065	.205*	.455**	-.257**	1	
8 Performance	-.031	.251**	.198*	-.073	-.243**	.352**	-.498**	1

Note: **&*. Signifies Significant Correlation at the 0.01 and 0.05 levels respectively (2-tailed).

Source: Field Survey (2023)

Table 4.7 shows that the gender of respondent positively and significantly correlated with the performance of employees ($r=.251$, $P<.01$). This result suggests that any significant change in the gender of respondent is associated with a change in employee performance. The highest level of education of the respondent positively and significantly correlated with the performance of

employees ($r=.198$, $P<.05$). This result suggests that higher level of education of the respondent is associated with higher level of employee performance.

Table 4.7 also shows that sexual harassment negatively and significantly correlated with the performance of employees ($r=-.243$, $P<.01$). This result suggests that higher level of sexual harassment in the workplace is associated with lower level of employee performance. This finding is consistent with the many previous studies that also reported negative relationship between sexual harassment and employee performance workplace (Mohamad & Suhaimi, 2019; Maran, Varetto, & Civilotti, 2022; Park, Kim, Yu, Yue, & Yoon, 2022). In the workplace, the negative emotional experience of sexual harassment is reported to increase emotional violation, decreased organizational citizenship behavior and self-efficacy, poor working relationship, decrease employee productivity and general performance (Park, Kim, Yu, Yue, & Yoon, 2022). Individual employees' facing sexual harassment at the workplace often have lesser job satisfaction, lower productivity and higher level of absenteeism, which adversely affect their overall performance at the workplace (Merkin & Shah, 2014).

Psychological distress also negatively and significantly correlated with the performance of ($r=-.498$, $P<.01$). This result suggests that increasing level of employee psychological distress in the workplace is associated with decreasing level of employee performance. This finding is consistent with several previous studies that reported negative influence of psychological distress on employee performance (Dodia & Parashar, 2020; Anwar, Österman, & Björkqvist, 2022; Adanaqué-Bravo, et al., 2023). Psychological distress of workers can lead to burnout, decreasing productivity and performance (Adanaqué-Bravo, et al., 2023). However, the level of the work

engagement of employees positively and significantly correlated with employee performance ($r=.352$, $P<.01$). This result suggests that increasing level of employee work engagement in the workplace is associated with increasing level of employee performance. This finding is supported by many previous studies that also reported positive relationship between employee work engagement and employee performance (Alheet & Hamdan, 2021; Pitaloka, Fadhirah, & Putri, 2022; Solihah, Intan, & Sugiarto, 2022). Increasing employee engagement increased task performance, enhanced organizational citizenship behaviour, minimized counterproductive work behaviour, minimized burnout and increased employee performance (Yin, 2017). Highly engaged employees are highly dedicated to their job roles (Alheet & Hamdan, 2021)

4.6 Structural Equation Modeling Results

In this section, the developed hypotheses were tested through partial least squared structural equation modeling (PLS-SEM). The theoretical or the hypothesized model 1 was tested first (see Figure 4.3 in the Appendix B). Table 4.8 shows the approximate heuristic indices and the Squared Multiple Correlations (SMC) or the R-Squared values of the model 1. The approximate heuristics indicates a good-fit model 1. The R^2 of model 1 of the Table 4.8 shows that sexual harassment explained about 29 percent of the variations in the work engagement of employees, 16 percent of the variations in psychological distress, and 41 percent of the variation in employee performance.

With the hypothesized effect of psychological distress on employee work engagement statistically not significant, it was imperative to further test a second model (model 2) without the path between psychological distress and work engagement. The approximate heuristics of the

final model 2 met the required standards, and hence, model 2 is deemed good-fit. The R^2 values of the final model 2 shows that sexual harassment explained about 30 percent of the variations in employee work engagement, 16 percent of the psychological distress of employees, and about 41 percent of employee performance.

Table 4.8: Results of Competing Model Analysis

SEM Model	χ^2	df.	RMSEA	NNFI	CFI	SRMR	SMC/R ²		
							Engage	Distress	Perf
Model 1	156.82	98	0.068	0.96	0.99	0.066	0.29	0.16	0.41
Model 2	156.31	99	0.067	0.96	0.99	0.067	0.30	0.16	0.41
ΔR^2							0.01	-	-

Note: R-Squared is the same as Squared Multiple Correlations (SMC) in SEM

Source: Field Survey (2023)

The final SEM model 2 of Figure 4.2 shows that sexual harassment negatively and significantly affected work engagement of employees ($\beta=-0.54$, $P<.01$). This result indicates that any significant unit increase in the level of sexual harassment is associated with 0.54-unit decrease in the level of work engagement of employees. This finding confirmed the hypothesis (H_4) that sexual harassment significantly and negatively affects employee engagement. This finding is corroborated by several previous studies that reported negative effective of sexual harassment on employee work engagement (Jiang, et al., 2014; Rokonuzzaman, Ali, & Moral, 2019; Hameduddin & Lee, 2022). The JD-R theory emphasizes employee engagement is promoted by job resources through a defined motivational process. Equally, the demands of a job potentially deplete resources, and increasing demands without commensurate increases in resources lead to reduced engagement (Tadić, Bakker, & Oerlemans, 2015). Sexual harassment increases the level of mistrust between employees and their superiors, which consequently increases the level of disengagement in the workplace. However, the level of work engagement of employees was

positively and significantly associated with the level of employee performance ($\beta=0.33$, $P<.01$). This result suggests that any significant increase in the level of the work engagement of employees is associated with 0.33-units increase in the level of employee performance. This finding confirmed the hypothesis (H_6) that employee engagement positively and significantly affects employee performance. This finding is supported by several studies in the extant literature that also reported positive effect of employee work engagement on employee performance (Alheet & Hamdan, 2021; Pitaloka, Fadhira, & Putri, 2022; Solihah, Intan, & Sugiarto, 2022). Higher work engagement increases employee satisfaction, employee commitment to their individual job roles and general performance (Solihah, Intan, & Sugiarto, 2022). Increasing employee engagement increased task performance, enhanced organizational citizenship behaviour, minimized counterproductive work behaviour, minimized burnout and increased employee performance (Yin, 2017). Highly engaged employees are highly dedicated to their job roles (Alheet & Hamdan, 2021), due to the stimulated positive behaviour towards the achievement of organizational goals (Hermawan, Thamrin, & Susilo, 2020). More so, highly engaged employees are more focused on individual work assignments than limitedly engaged employees, which consequently increases their level of productivity and performance (Widanti & Sunaryo, 2022).

The direct effect of sexual harassment on the performance of employees was positive and significant ($\beta=0.26$, $P<.05$). This result implies that higher level of sexual harassment is associated with higher level of employee performance. With the indirect paths and the direct paths statistically significant, work engagement therefore partially mediated the effect of sexual harassment on employee performance. The total mediation effect of work engagement was

0.082, since the indirect effect was -0.178 and the direct effect was 0.260. Thus, the hypothesis (H₁) that sexual harassment negatively and significantly affects employee performance was rejected and not confirmed. This finding therefore contradicts the many previous studies that reported negative effect of sexual harassment on employee performance workplace (Mohamad & Suhaimi, 2019; Maran, Varetto, & Civilotti, 2022; Park, Kim, Yu, Yue, & Yoon, 2022). The current results imply that the personal resources of the individual workers in the form of personal resilience was adequate and sufficient to override the psychological distress and the negative impact of sexual harassment on employee performance.

The final SEM model 2 of Figure 4.2 also showed that sexual harassment positively and significantly affected the level of psychological distress of employees ($\beta=0.40$, $P<.01$). This result indicates that any significant unit increase in the level of sexual harassment is associated with 0.40-unit increase in the level of the psychological distress of employees. This finding supports the hypothesis (H₂) sexual harassment positively and significantly affects psychological distress. This finding supports previous studies that reported positive influence of sexual harassment on employee performance (Yu, et al., 2020; Rahman, et al., 2020; Akbar & Aisyawati, 2021; Elaidy, et al., 2023). Sexual harassment is posited to negatively affect the wellbeing of employees, since such demands often exceeds the coping resources of individual employees, and eventually result to psychological distress (Yu, et al., 2020; Rahman, et al., 2020; Akbar & Aisyawati, 2021; Elaidy, et al., 2023). In the view of Richman et al. (1996) employees experience negative psychological behaviour due to the weight of sexual harassment exceeding coping resources. The physical and psychological wellbeing and health of employees can be damaged through sexual harassment.

However, the level of psychological distress of employees was negatively and significantly associated with the level of employee performance ($\beta=-0.61$, $P<.01$). This result suggests that any significant increase in the level of the psychological distress of employees is associated with 0.61-units decrease in the level of employee performance. This finding confirmed the hypothesis (H_3) that psychological distress negatively and significantly affects employee performance. This finding is consistent with many previous studies that reported negative and significant influence of psychological distress on employee performance (Kumar, Arain, & Channa, 2019; Dodia & Parashar, 2020; Anwar, Muafi, Widodo, & Suprihanto, 2023). It is reported that individual employees experiencing psychological distress are less motivated to work, and hence churn out lower level of performance (Robert & Hockey, 1997). The ability of employees to optimally manage their individual roles at the workplace diminishes with increasing psychological distress, and hence consequently decrease their productivity and general performance (Anwar, Österman, & Björkqvist, 2022).

However, contrary to the existing literature (Mohamad & Suhaimi, 2019; Maran, Varetto, & Civilotti, 2022; Park, Kim, Yu, Yue, & Yoon, 2022), the direct effect of sexual harassment on the performance of employees was positive and significant ($\beta=0.26$, $P<.05$). This result implies that higher level of sexual harassment is associated with higher level of employee performance. With the indirect paths and the direct paths statistically significant, psychological distress therefore partially mediated the effect of sexual harassment on employee performance. The total mediation effect of psychological distress was 0.016, since the indirect effect was -0.244 and the direct effect was 0.260.

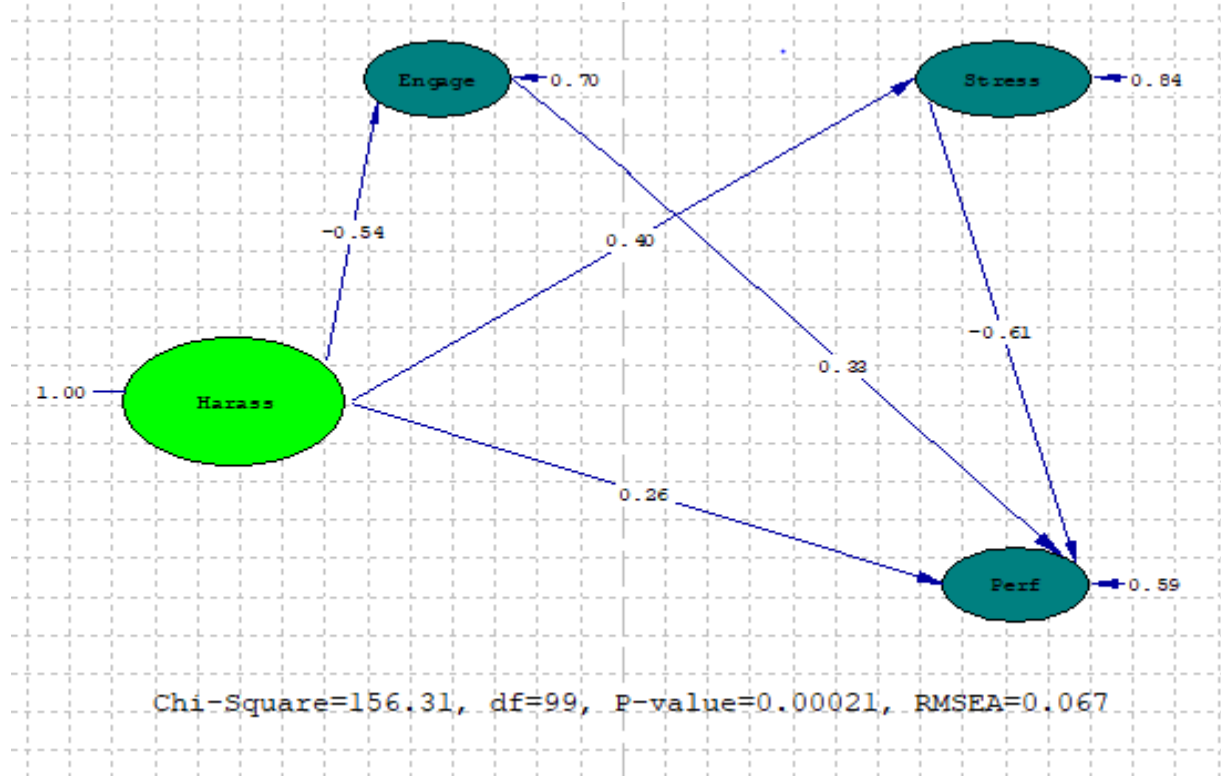


Figure 4.2: Final SEM Model 2

4.7 Regression Analysis

The developed hypotheses of the study were tested in this section of the study using ordinary least squared (OLS) estimation method. With mediation analytical approach as the main focus of the study, a hierarchical regression modeling was employed. The hierarchical regression approach involved 5 regression models, model 1 and model 2 estimating the mediators as dependent variables, and model 3, model 4 and model 5 estimating employee performance as dependent variable. The estimated independent variable was sexual harassment. The estimated models were diagnostically evaluated through Durbin-Watson (D-W) and variance inflation factor (VIF) tests. The respective values produced through the Durbin Watson test for all models was approximately 2, which suggest absence of autocorrelation in all estimated models. All

predicting variables produced variance inflation factors far below the threshold of 10 (O'Brien, 2007; Marcoulides & Raykov, 2019), which suggest the absence of multicollinearity in the estimated models.

The contributions of the independent variables to the variations in the dependent variables were measured through the reported R-squared of the estimated models in Table 4.9. The R-squared value of model 1 of 0.282 shows that sexual harassment explained about 28 percent in the changes in the level of work engagement of employees. The R-squared value of the model 2 of 0.173 shows that about 17 percent of the variations in the level of psychological distress of employees is explained by their sexual harassment experiences. The R-squared value of the model 3 of 0.115 shows that about 15 percent of the variations in the level of employee performance is explained by the personal characteristics of the respondent. In the presence of the personal characteristics of the respondent, sexual harassment explained just about 0.4 percent of the variation in employee performance. However, in the presence of the control variables, and sexual harassment, both work engagement and psychological distress of the employees explained about 25 percent of variation in the level of performance of employees.

Table 4.9: OLS Regression Analysis

Variables	Engagement	Distress	Employee Performance			VIF
	Model 1	Model 2	Model 3	Model 4	Model 5	
Constant	4.685(9.332)***	.624(1.274)	3.671(8.419)***	3.820(7.953)***	3.288(6.093)	
Controls						
Age	.089(.904)	.181(1.878)	-.088(-.933)	-.089(-.947)	-.019(-.225)	1.483
Gender	.646(3.740)***	-.088(-.523)	.502(3.055)***	.491(2.970)***	.334(2.234)**	1.297
Education	-.218(-2.402)**	.014(.160)	.097(1.122)	.091(1.050)	.137(1.795)	1.403
Position	-.222(-1.516)	.326(2.274)**	-.281(-2.019)**	-.269(-1.914)	-.073(-.591)	1.620
Independent						
Harassment	-.407(-5.256)***	.312(4.127)***		-.055(-.746)	.167(2.255)**	1.426
Mediators						
Engage					.177(2.409)**	1.393
Distress					-.480(-6.357)***	1.209
R²	.282	.173	.115	.119	.364	
ΔR²				.004	.245	
Adjusted R²	.253	.139	.087	.084	.327	
F-Statistics	9.743***	5.181***	4.069***	3.355***	9.963***	
ΔF-Statistics				.557	23.447***	
D-W	1.515	1.920	1.882	1.900	1.964	

Note: ***, ** & * signifies statistical significant levels at 1% (0.01), 5% (0.05) & 10% (0.1) respectively; Betas are outside the parentheses, t-values are in the parentheses

Source: Field Survey (2023)

4.7.1 Sexual Harassment and Employee Performance

Model 4 of Table 4.9 shows that sexual harassment had no significant effect on employee performance ($\beta = -.055$, $t = -.746$). However, the model 5 shows that sexual harassment positively and significantly influenced the level of employee performance ($\beta = .167$, $P < .05$). Thus, the hypothesis (H_1) that sexual harassment negatively and significantly affects employee performance was rejected and not confirmed. This finding therefore contradicts the many previous studies that reported negative effect of sexual harassment on employee performance workplace (Mohamad & Suhaimi, 2019; Maran, Varetto, & Civilotti, 2022; Park, Kim, Yu, Yue, & Yoon, 2022). The current results imply that the personal resources of the individual workers in the form of personal resilience was adequate and sufficient to override the psychological distress and the negative impact of sexual harassment on employee performance.

4.7.2 Sexual Harassment and Employee Work Engagement

Model 1 of Table 4.9 shows that sexual harassment negatively and significantly influenced the level of engagement of employees ($\beta = -.407$, $P < .01$). This result suggests that any significant unit increase in the level of sexual harassment is associated with 0.407-units increase in the level of work engagement of employees. This result indicates that any significant unit increase in the level of sexual harassment is associated with 0.54-unit decrease in the level of work engagement of employees. This finding confirmed the hypothesis (H_4) that sexual harassment significantly and negatively affects employee engagement. This finding is corroborated by several previous studies that reported negative effective of sexual harassment on employee work engagement (Jiang, et al., 2014; Rokonzaman, Ali, & Moral, 2019; Hameduddin & Lee, 2022). The JD-R theory emphasizes employee engagement is promoted by job resources through a defined motivational process. Equally, the demands of a job potentially deplete resources, and increasing demands without commensurate increases in resources lead to reduced engagement (Tadić, Bakker, & Oerlemans, 2015). Sexual harassment increases the level of mistrust between employees and their superiors, which consequently increases the level of disengagement in the workplace.

4.7.3 Sexual Harassment and Employee Psychological Distress

Model 2 of Table 4.9 shows that sexual harassment positively and significantly influenced the level of psychological distress of employees ($\beta = .312$, $P < .05$). This result suggests that any significant unit increase in the level of sexual harassment is associated with 0.312-units increase in the level of psychological distress of employees. This finding supports the hypothesis (H_2)

sexual harassment positively and significantly affects psychological distress. This finding supports previous studies that reported positive influence of sexual harassment on employee performance (Yu, et al., 2020; Rahman, et al., 2020; Akbar & Aisyawati, 2021; Elaidy, et al., 2023). Sexual harassment is posited to negatively affect the wellbeing of employees, since such demands often exceeds the coping resources of individual employees, and eventually result to psychological distress (Yu, et al., 2020; Rahman, et al., 2020; Akbar & Aisyawati, 2021; Elaidy, et al., 2023). In the view of Richman et al. (1996) employees experience negative psychological behaviour due to the weight of sexual harassment exceeding coping resources. The physical and psychological wellbeing and health of employees can be damaged through sexual harassment.

4.7.4 Psychological Distress and Employee Performance

Model 5 of Table 4.9 shows that the level of psychological distress of employees negatively and significantly influenced the level of performance of employees ($\beta=-.480$, $P<.01$). This result suggests that any significant unit increase in the level of psychological distress of employees is associated with 0.480-units decrease in the level of performance of employees. This finding confirmed the hypothesis (H_3) that psychological distress negatively and significantly affects employee performance. This finding is consistent with many previous studies that reported negative and significant influence of psychological distress on employee performance (Kumar, Arain, & Channa, 2019; Dodia & Parashar, 2020; Anwar, Muafi, Widodo, & Suprihanto, 2023). It is reported that individual employees experiencing psychological distress are less motivated to work, and hence churn out lower level of performance (Robert & Hockey, 1997). The ability of employees to optimally manage their individual roles at the workplace diminishes with

increasing psychological distress, and hence consequently decrease their productivity and general performance (Anwar, Österman, & Björkqvist, 2022).

4.7.5 Employee Work Engagement and Employee Performance

Model 5 of Table 4.9 shows that the level of work engagement of employees positively and significantly influenced the level of performance of employees ($\beta=.177$, $P<.05$). This result suggests that any significant unit increase in the level of work engagement of employees is associated with 0.177-units increase in the level of performance of employees. This finding confirmed the hypothesis (H_6) that employee engagement positively and significantly affects employee performance. This finding is supported by several studies in the extant literature that also reported positive effect of employee work engagement on employee performance (Alheet & Hamdan, 2021; Pitaloka, Fadhira, & Putri, 2022; Solihah, Intan, & Sugiarto, 2022). Higher work engagement increases employee satisfaction, employee commitment to their individual job roles and general performance (Solihah, Intan, & Sugiarto, 2022). Increasing employee engagement increased task performance, enhanced organizational citizenship behaviour, minimized counterproductive work behaviour, minimized burnout and increased employee performance (Yin, 2017).

4.7.6 Mediating Role of Psychological Distress

Model 2 of Table 4.9 shows that sexual harassment was statistical significant predictor of employee psychological distress ($\beta=.312$, $P<.01$), whilst model 5 shows that employee psychological distress was also statistical significant predictor of employee performance ($\beta=-.480$, $P<.01$). This therefore suggests that the two indirect paths were statistically significant.

Furthermore, model 5 shows that the direct path from sexual harassment to employee performance was also statistically significant ($\beta=.167$, $P<.05$). With the direct and the two indirect paths statistically significant, the partial mediation condition is therefore met. The Sobel's test results of Table 4.10 indicate that the partial mediation of psychological distress in the linkage between sexual harassment and employee performance was statistically significant (Sobel test = 3.46, $P<.01$). The total mediation effect of psychological distress was 0.047, since the indirect effect was -0.150 and the direct effect was 0.167. It is therefore evident that the positive direct effect of sexual harassment on employee performance is reduced through increased psychological distress of employees.

4.7.7 Mediation Role of Work Engagement

Model 1 of Table 4.9 shows that sexual harassment was statistical significant predictor of employee work engagement ($\beta=-.407$, $P<.01$), whilst model 5 shows that employee work engagement was also statistical significant predictor of employee performance ($\beta=.177$, $P<.05$). This therefore suggests that the two indirect paths were statistically significant. Furthermore, model 5 shows that the direct path from sexual harassment to employee performance was also statistically significant ($\beta=.167$, $P<.05$). With the direct and the two indirect paths statistically significant, the partial mediation condition is therefore met. The Sobel's test results in Table 4.10 indicates that the partial mediation of work engagement in the linkage between sexual harassment and employee performance was statistically significant (Sobel test = 2.19, $P<.05$). The total mediation effect of work engagement was 0.097, since the indirect effect was -0.07 and the direct effect was 0.167. It is therefore evident that the positive direct effect of sexual harassment on employee performance is reduced through decreased work engagement.

Table 4.10: Mediation Analysis

Hypotheses	DE	IE	TE	Sobel's Test	Mediation
SH→WE→EP	.167	$-.407 \times .177 = -0.07$	0.097	2.19 ^{**}	Partial
SH→PD→EP	.167	$.312 \times -.480 = -0.150$	0.047	3.46 ^{***}	Partial

Note: **&*** signifies significance at 5%(0.05) and 1%(0.01) respectively. SH – Sexual Harassment, WE – Work Engagement, EP – Employee Performance, PD – Psychological Distress; DE – Direct Effect, IE – Indirect Effect, TE – Total Effect

Source: Field Survey (2023)

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION

5.0 Introduction

This chapter focus on the summary of key findings, conclusions, implications of the findings to theory and practice, recommendations and suggested areas for further studies.

5.1 Summary of Findings

The main findings of the study have been summarized in this section of the study based on the three specifically defined objectives.

5.1.1 Effect of Employee Sexual Harassment On Employee Performance

Without controlling for psychological distress and employee work engagement, sexual harassment in the banking industry positively and significantly influenced employee performance. This result suggest that higher level of sexual harassment could still be associated with higher level of employee performance in the banking industry.

5.1.2 Mediating Role of Psychological Distress

Psychological distress of employees partially mediated the effect of sexual harassment on employee performance. This conclusion is drawn from the fact that the two indirect effects and the direct effect paths were all statistically significant. The total partial mediation effect of

psychological distress was 0.047, since the indirect effect was -0.150 and the direct effect was 0.160.

5.1.3 Mediating Role of Work Engagement

The level of work engagement of employees partially mediated the effect of sexual harassment on employee performance. This conclusion is drawn from the fact that the two indirect effects and the direct effect paths were all statistically significant. The total partial mediation effect of psychological distress was 0.097, since the indirect effect was -0.07 and the direct effect was 0.160.

5.2 Conclusion

Sexual harassment is increasingly becoming part of the work environment in many sectors of the economy. However, the evidence from this study shows that the level of sexual harassment in the banking industry in Ghana is low. Surprisingly, the perceived sexual harassment characterizing the banking industry was positively associated with employee performance. This implies that the general perception that sexual harassment always decreases employee performance is not entirely true. Nonetheless, higher level of sexual harassment in the workplace increases the level of psychological distress of employees and also decrease the work engagement of employees. However, the generated psychological distress and reduced work engagement were not sufficient generate adverse influence of sexual harassment on employee performance. This could be explained by the resilience and mental capacity of the sexually abused to withstand the negative experiences of sexual abuses, which minimizes any adverse effect on their performance. Thus, the partial mediation of both work engagement and psychological distress on employee

performance was positive, notwithstanding the negative and positive influence of sexual harassment on work engagement and psychological distress of employees respectively.

5.3 Implications to Practice

Although sexual harassment did not adversely affect employee performance, it adversely affected employee work engagement and positively affected the psychological distress level of employees, which implies that there are potentially other factors like personal resilience of the sexually harassed individuals playing a major role. The personal resilience of individual workers could minimize any form of psychological distress generated through sexual harassment, and consequently, limit any form of adverse effect of sexual harassment on performance. However, not all workers have equal level of personal resilience, and hence, the possibility of sexual harassment affecting the work of employees at the individual level. It is therefore imperative that anonymous complaint desk is opened at the organizational level by the management body for all employees in the banking industry. An external body can also be established by the whole industry to oversee and adjudicate on cases of sexual harassment complaints in the banking industry. Any form of managerial approaches to minimizing sexual harassment could potentially enhance work engagement and minimize psychological distress and improve performance of employees at the individual level.

5.4 Implications to Theory

The positive partial mediation results of psychological distress and work engagement in the relationship between sexual harassment and the performance of employees in the workplace

could be explained through the job demand and resource theory. The JD-R theory categorized working conditions into job demand and job resources, which affect the psychological and physical state of workers and their work outcomes differently (Demerouti et al., 2001; Bakker & Demerouti, 2007; Lequeurre et al., 2013). This theory emphasizes that performance of individuals in the workplace is highly dependent on the individual resources adequacy to meet the demands or the working conditions of the job (Demerouti et al., 2001). It is evident that some conditions in the working environment like sexual harassment in the workplace can add up to the job demands. This situation could generally increase the psychological distress of workers and limit their level of work engagement. However, individual workers with the required resources and capacity to meet the job demands and the external factors are likely to churn out positive performances, even in the face of disturbing external factors. This therefore implies that the effect of sexual harassment on the performance of employees in the workplace is highly dependent on the personal resources of the individual workers to overcome the demands of the job. This implies that the findings of this study provides adequate support for the job demand and resource theory that underpins this study.

5.5 Recommendations

Based on the findings and the drawn conclusions, in this section of the study, recommendations have been made to minimize the level of sexual harassment experienced by workers in the banking industry in Ghana.

5.5.1 Establish A Complaint Desk

With sexual harassment stimulating higher level of psychological distress and minimizing the level of work engagement of employees, it imperative for the management of all banking institutions to establish a complaint desk for all employees experiencing any form of sexual harassment to report their complaints. An independent committee could consequently be established to adjudicate on the complaint. There is the need for the banking institutions to have clearly defined punishment for all offenders. Thus, individuals found guilty of sexual harassment should be punished accordingly to deter others from engaging similar harassment. The adjudication should be fair, and as such individuals external to the banking institution could be invited to be part of the committee during the adjudication process.

5.5.2 Industrial Committee to Adjudicate on Cases of Sexual Harassment

Internally established committees to adjudicate on cases of sexual harassment are often perceived as unfair and biased towards senior staff or managers. Thus, to minimize the effect of sexual harassment on psychological distress and work engagement in the banking industry, an industrial committee can be established by the Bank of Ghana to adjudicate on cases of sexual harassment. The committee can constitute selected lawyers from the various banking institutions. The job this committee could help minimize any form of sexual harassment going on in the banking industry in Ghana.

5.5.3 Workshops and Seminars on Sexual Harassment Management

Individual workers' ability to manage sexual harassment experiences is also crucial to the extent of the effect of sexual harassment on their level of psychological distress and work engagement.

Hence, it is imperative for the management of banking institutions to occasionally organize workshops and seminars on the management of sexual harassment in the workplace. These workshops and seminars would well-equip workers to effectively management sexual harassment in the workplace, and hence, minimize the effect of sexual harassment on the work engagement and psychological distress of workers in banking institutions in Ghana.

5.6 Suggested Areas for Further Studies

The total positive mediation effect of psychological distress and work engagement suggest the role of a prevailing resource in the form of personal resilience that is minimizing the adverse effect of sexual harassment through psychological distress and reduced work engagement. This study therefore suggests that future studies investigate the moderating role of personal resilience in the tested model. This study focused on banking institutions in the Kumasi Metropolis alone, which could minimize the generalizability of the findings to the entire target population in Ghana. It is therefore suggested that future studies include banking institutions in the other regions in Ghana so as to widen the geographical scope.

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APPENDIX A: SURVEY INSTRUMENT

The current research seeks to investigate the influence of **Sexual Harassment and Employee Performance: The Mediating Role of Psychological Distress and Employee Engagement**. Your participation in the study is voluntary, and can be withdrawn at any point in time. All your responses will be treated with utmost confidentiality; thus do not indicate anything on the questionnaire (e.g., name or address) that might disclose your identity. There are no right or wrong answers. The study's results are primarily for academic purpose.

I have read and understood the survey purpose and desire on my own free will to participate in this study. Please tick either yes or no. Yes No

SECTION A: PERSONAL DATA

1. Age of Respondent

20 to 29

30 to 39

40 to 49

50 or more

2. Gender of Respondent

Female

Male

3. What is your highest level of education?

Up to SHS/A 'level/O' level

Up to Diploma/HND

Up to 1st Degree

Up to 2nd Degree

Up to PhD

4. How long have you worked in this bank? About _____ years _____ months

5. Employee Position

Senior - Staff

Junior-Staff

Others

6. How long have held your current position? About _____ years _____ months

SECTION B: SEXUAL HARASSMENT

Please indicate the level at which you agree with the under-listed statements by choosing from the 5-point Likert Scale ranging between 1 (Strongly Disagree) and 5 (Strongly Agree). The Full Scale: [1=Strongly Disagree, 2=Disagree, 3=Neither Agree or Disagree, 4=Agree, 5=Strongly Agree]

	Measurement Items	1	2	3	4	5
	Gender harassment					
1	I have ever been told sexual suggestive stories by a supervisor or coworker	1	2	3	4	5
2	A supervisor or coworker has ever made crude sexual remarks to me	1	2	3	4	5
3	A supervisor or coworker has ever made offensive remarks about me	1	2	3	4	5
4	A supervisor or coworker has ever displayed offensive materials to me	1	2	3	4	5
5	A supervisor or coworker has ever made sexist comments about me	1	2	3	4	5
	Unwanted sexual attention					
6	A supervisor or coworker has ever attempted to discuss sex with me	1	2	3	4	5
7	A supervisor or coworker has ever stared, ogled at me	1	2	3	4	5
8	A supervisor or coworker has ever attempted to establish a sexual relationship with me	1	2	3	4	5
9	A supervisor or coworker has ever repeated requests for drinks, dinner, despite rejection	1	2	3	4	5
10	A supervisor or coworker has ever touched you in a way that made you feel uncomfortable	1	2	3	4	5
11	A supervisor or coworker has ever attempted to stroke or fondle you	1	2	3	4	5
	Sexual coercion					
12	A supervisor or coworker has ever subtly bribed you	1	2	3	4	5
13	A supervisor or coworker has ever subtly threatened you	1	2	3	4	5
14	A supervisor or coworker has ever demanded me to cooperate sexually in order to be well treated	1	2	3	4	5
14	A supervisor or coworker has ever made you afraid of poor treatment if you didn't cooperate	1	2	3	4	5
16	I have ever experienced consequences for refusing sexual advances from supervisor or coworker	1	2	3	4	5

SECTION C: WORK ENGAGEMENT

Please indicate the level at which you agree with the under-listed statements by choosing from the 5-point Likert Scale ranging between 1 (Strongly Disagree) and 5 (Strongly Agree). The Full Scale: [1=Strongly Disagree, 2=Disagree, 3=Neither Agree or Disagree, 4=Agree, 5=Strongly Agree]

	Items	1	2	3	4	5
EN1	At my work, I feel that I am bursting with energy.	1	2	3	4	5
EN2	At my job, I feel strong and vigorous.	1	2	3	4	5
EN3	I am enthusiastic about my job.	1	2	3	4	5
EN4	My job inspires me.	1	2	3	4	5

EN5	When I get up in the morning, I feel like going to work.	1	2	3	4	5
EN6	I feel happy when I am working intensely.	1	2	3	4	5
EN7	I am proud of the work that I do.	1	2	3	4	5
EN8	I am immersed in my work.	1	2	3	4	5
EN9	I get carried away when I'm working.	1	2	3	4	5

SECTION D: PSYCHOLOGICAL DISTRESS

Please indicate the level at which you agree with the under-listed statements by choosing from the 5-point Likert Scale ranging between 1 (Strongly Disagree) and 5 (Strongly Agree). The Full Scale: [1=Strongly Disagree, 2=Disagree, 3=Neither Agree or Disagree, 4=Agree, 5=Strongly Agree]

	Measurement Items	1	2	3	4	5
PD1	Suddenly scared for no reason	1	2	3	4	5
PD2	Feeling fearful	1	2	3	4	5
PD3	Faintness, dizziness, or weakness	1	2	3	4	5
PD4	Feeling tense or keyed up	1	2	3	4	5
PD5	Blaming yourself for things	1	2	3	4	5
PD6	Difficulty in falling asleep or staying asleep.	1	2	3	4	5
PD7	Feeling blue	1	2	3	4	5
PD8	Feeling of worthlessness.	1	2	3	4	5
PD9	Feeling everything is an effort	1	2	3	4	5
PD10	Feeling hopeless about future	1	2	3	4	5

SECTION E: EMPLOYEE PERFORMANCE

Please, how would you rate your performance in the past year based on the under-listed indicators by choosing from the 5-point likert scale of poor (1) to excellent (5). Full Scale: [Poor = 1, Average = 2, Good=3, Very Good=4, Excellent=5]

	Measurement Items	1	2	3	4	5
	Work Results					
EP1	Quantity of work	1	2	3	4	5
EP2	The quality of the work	1	2	3	4	5
EP3	Timeliness of completing work	1	2	3	4	5
	Discipline					
EP4	Timeliness of coming to work	1	2	3	4	5
EP5	Punctuality in work	1	2	3	4	5
EP6	Compliance with the rules	1	2	3	4	5
	Responsible					
EP7	Responsibility for work	1	2	3	4	5
EP8	Responsibility towards superiors	1	2	3	4	5
EP9	Responsibility for laws/regulations	1	2	3	4	5

APPENDIX B

Table 4.11: KMO and Bartlett Test of the EFA

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.821
Bartlett's Test of Sphericity	Approx. Chi-Square	3561.746
	Df	528
	Sig.	.000

Table 4.12: The Communalities of the EFA

Communalities		
	Initial	Extraction
SH1	1.000	.541
SH2	1.000	.800
SH3	1.000	.670
SH4	1.000	.656
SH5	1.000	.733
SH6	1.000	.648
SH7	1.000	.640
SH8	1.000	.668
SH9	1.000	.734
SH10	1.000	.654
SH11	1.000	.651
SH12	1.000	.665
SH13	1.000	.699
SH14	1.000	.664
EN4	1.000	.740
EN5	1.000	.643
EN6	1.000	.687
EN7	1.000	.771
PD1	1.000	.777
PD2	1.000	.682
PD3	1.000	.776
PD4	1.000	.683
PD5	1.000	.680
PD6	1.000	.735

PD7	1.000	.543
PD8	1.000	.723
PD9	1.000	.617
PD10	1.000	.554
EP5	1.000	.697
EP6	1.000	.773
EP7	1.000	.750
EP8	1.000	.741
EP9	1.000	.692

Extraction Method: Principal

Component Analysis.

Table 4.13: Total Variance Explained Result of the EFA

Component	Total Variance Explained								
	Initial Eigenvalues			Extraction Sums of Squared			Rotation Sums of Squared		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	11.077	33.566	33.566	11.077	33.566	33.566	8.476	25.686	25.686
2	5.246	15.896	49.462	5.246	15.896	49.462	5.924	17.951	43.637
3	3.383	10.252	59.714	3.383	10.252	59.714	3.869	11.725	55.362
4	1.721	5.216	64.930	1.721	5.216	64.930	3.076	9.321	64.683
5	1.261	3.820	68.750	1.261	3.820	68.750	1.342	4.066	68.750
6	.985	2.985	71.735						
7	.929	2.817	74.552						
8	.846	2.563	77.115						
9	.771	2.337	79.452						
10	.660	1.999	81.452						
11	.646	1.956	83.408						
12	.584	1.769	85.177						
13	.524	1.588	86.765						
14	.487	1.475	88.240						
15	.420	1.272	89.511						
16	.355	1.077	90.589						
17	.337	1.021	91.610						
18	.331	1.003	92.612						
19	.289	.877	93.489						

20	.266	.808	94.297						
21	.253	.767	95.064						
22	.218	.661	95.725						
23	.208	.631	96.356						
24	.190	.574	96.930						
25	.178	.539	97.470						
26	.162	.492	97.961						
27	.144	.437	98.398						
28	.124	.375	98.773						
29	.122	.368	99.142						
30	.098	.297	99.439						
31	.074	.225	99.664						
32	.061	.185	99.848						
33	.050	.152	100.000						

Extraction Method: Principal Component Analysis.

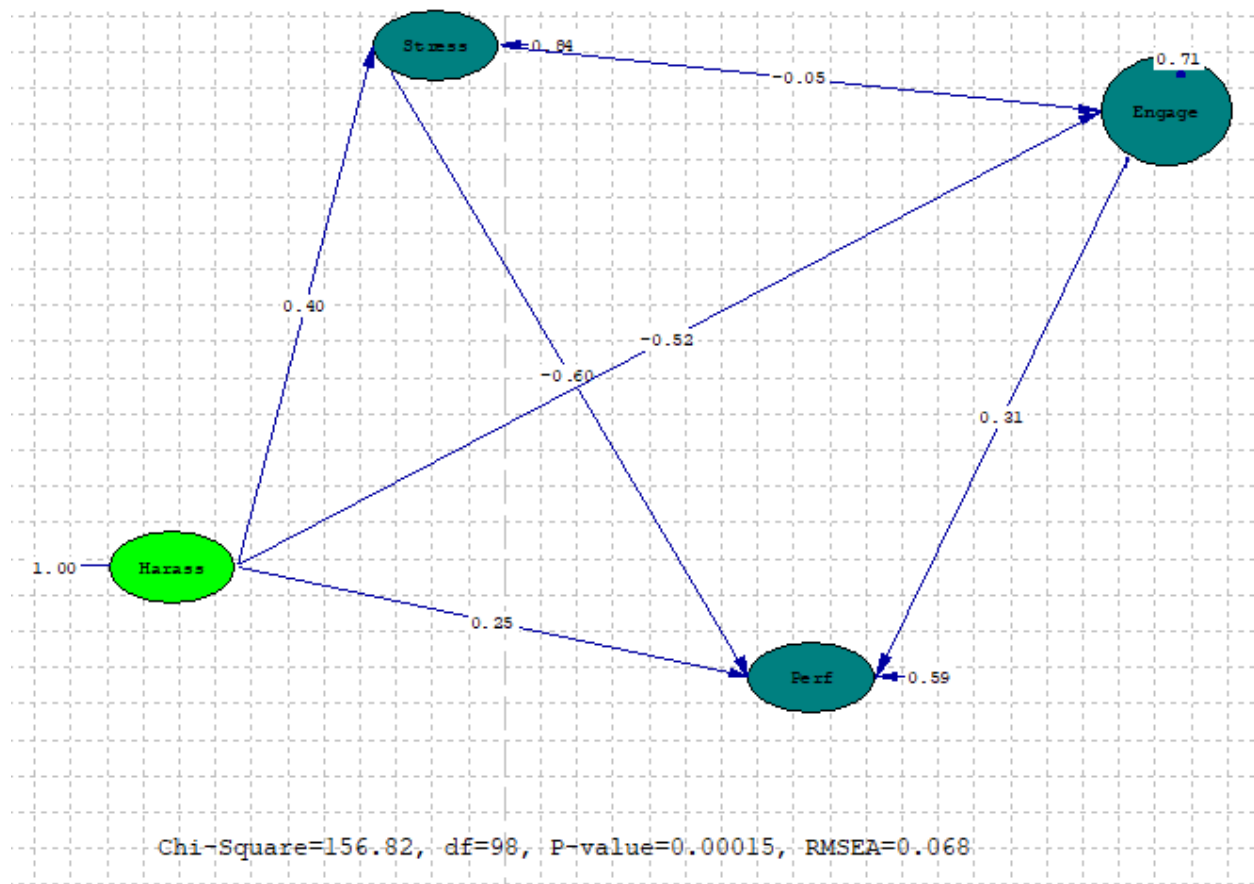


Figure 4.3: Theoretical/Hypothesized SEM Model 1

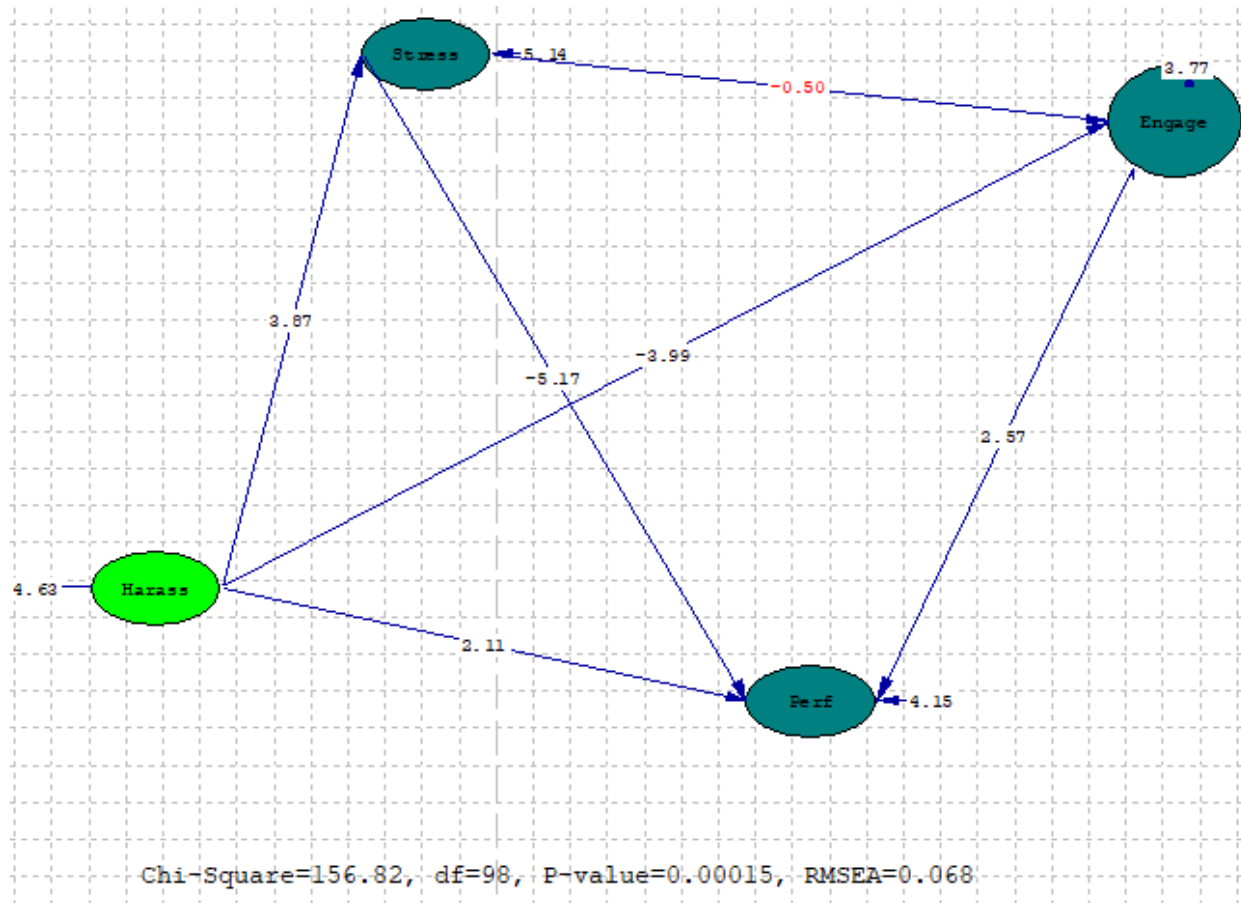


Figure 4.4: t-values of the SEM of the Theoretical Model

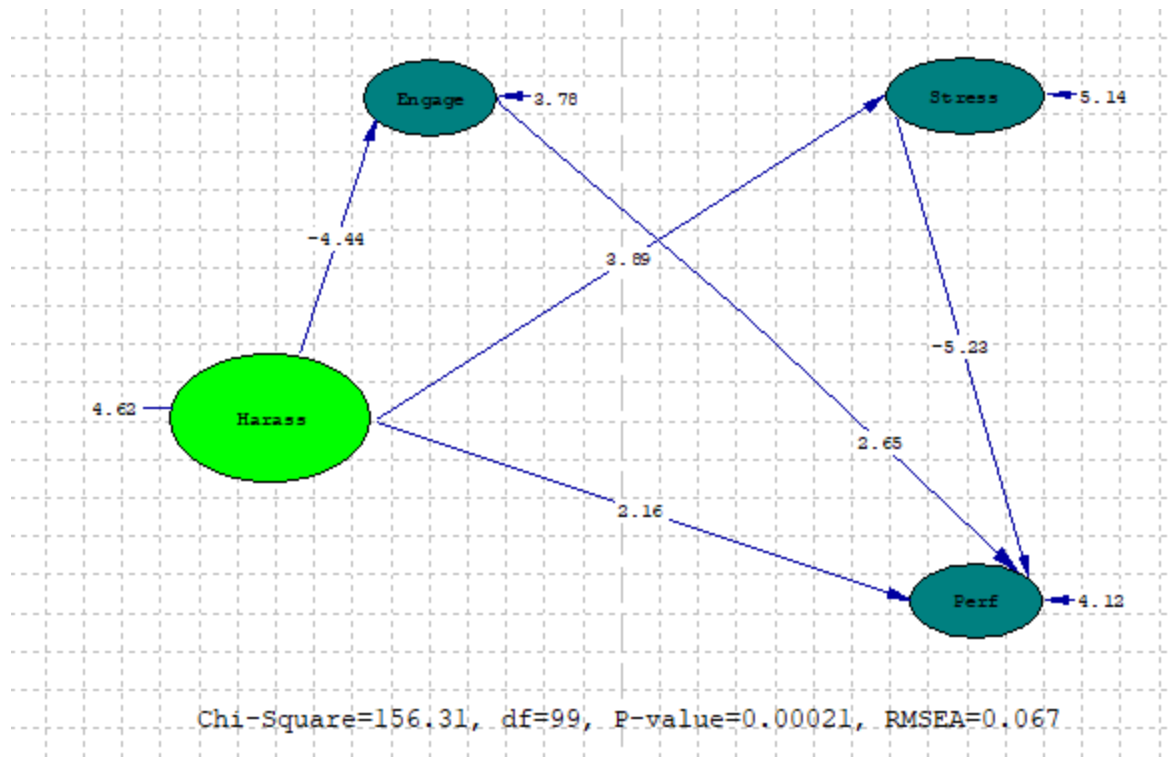


Figure 4.5: t-values of the SEM of the Final Model 2