

# **The Impact of Harassment on Employees' Job Performance: Mediating Role of Workplace Stress: A study of female teachers' in Azad State of Jammu & Kashmir (AJ&K) Pakistan**

***Qamar Ahmed***

Lecturer, Women University of Azad Jammu & Kashmir, Bagh Pakistan  
Email: qamarwub@gmail.com

***Amna Khalil***

Research Associate, Women University of Azad Jammu & Kashmir, Bagh Pakistan  
Email: amna\_khalil1@gmail.com

***Komal Tariq***

Lecturer, Women University of Azad Jammu & Kashmir, Bagh Pakistan  
Email: komaltariq.wub@gmail.com

## **Abstract**

Harassment at workplace is a global concern but for the women belonging to less privileged region of Azad State of Jammu & Kashmir (AJ&K), it is more than an issue because the working women of this region are the victims of the social biasness, cultural restriction, religious misconceptions and male dominance. Furthermore, majority of working women find it problematic to stand up for themselves either due to the social stigma or having no awareness of their rights. This study will be helpful in understanding causes of various types of harassment faced by women at workplace and its adverse effect on their mental and physical health as well as on their job performance. It will further persuade working women to claim their rights and create awareness among them so that they could be prevented from exploitation.

This study examines the relationship between harassment and employees' job performance while taking work place stress as a mediator. The study was conducted in schools of AJ&K state. A questionnaire was used to collect the data from 376 respondents from 141 schools of AJ&K. Gender, age; qualification and job tenure were used as the demographic variables. The reliability of instrument is determined by Cronbach alpha values. The result of correlation analysis showed a strong negative significant relationship between harassment and employee performance. The result of regression analyses explained the variation caused by harassment on employees' job performance.

The study revealed that incidents of harassment at workplace causes stress among female teachers which ultimately deteriorates their job performance and the loopholes in legal system, unavailability of swift remedies and lack of awareness of rights are the main factors that discourage the women to file complaint. There is need to overcome law implementation barriers.

**Keywords:** Discriminatory Harassment, Verbal Harassment, Quid Pro Quo Harassment job performance, stress.

## **Introduction**

Azad State of Jammu & Kashmir is one of the beautiful places of the world and is known as "paradise on earth". The state enjoys its autonomy however; its foreign policy, financial and defense related matters are administered by Pakistan. Its area is 13297 square kilometers. Total population of the state as of year 2020 is projected 4.244 million out of which 51.2 % comprises of females. Literacy rate of male

population is 85% and that of female population is 65%. Approximately 6.03% women are employed out of which more than 50% females are associated with teaching profession (Azad Govt. of the State of Jammu & Kashmir, 202; Govt. of AJ&K, 2017).

The issues of women harassment were considered most critical in society and therefore, mostly kept hidden or undiscussed due to fear of violence or social hostility. But nowadays, harassment has become a serious concern for working women as the number of incidents are reportedly increasing day by day (Nauman & Abbasi, 2014).

According to Pakistan Penal Code, Section 509, a person can be imprisoned for three years or can be charged with fine up to Rs. 0.5 million if convicted of harassing a female at the workplace. Further the harassment is defined as if asking for sexual favors by using verbal or non-verbal communication, postures, gestures or such physical moves of sexual nature to tease or annoy someone or threatening women at the workplace (Baqsouie, 2018). There are different kinds of harassment like discriminatory harassment (which is on the basis of gender), unethical behaviors to seek attention (calling, touching), Verbal and nonverbal harassment, (abusive behavior) quid pro quo harassment (sexual harassment), sexual force (offering bribes or threatening) (Pio & Syed, 2013).

Unfortunately, harassment is a national-social issue in Pakistan but remains unaddressed in the larger part of the country. There are so many reasons behind this. A large number of women cannot highlight the harassment issues (i.e. kind of negative activities like discriminatory harassment, verbal harassment & sexual harassment) due to many unavoidable cultural restrictions (Abrar & Ghouri, 2010). Firstly, harassed women do not get moral encouragement from her family and management to raise this issue. The women who accept employment to earn livelihood in a mix-gender environment do not report the issue due to the fear of being accused and losing her job (Rashid & Chauhan, 2015). Secondly, it is a common observation that when professional women often raise the voice for the right of women but seldom they get the fruitful response (Ghouri & Abrar, 2010).

A survey study reported that nearly 93% of working women are alleged to have been subjected to different types of harassment. This is significantly high particularly in private sector due to the lack of regularity mechanism and job security. The Federal Ombudsman Secretariat for Protection against Harassment (FOSPAH) reported a significant increase in the complaint rate for sexual harassment during years 2019 and 2020. The Annual report 2022 of FOSPAH reported 2169 complaints between years 2018 to 2022 (Ashba,2022); (Nauman & Abbasi, 2014).

During the first decade of 21<sup>st</sup> century, more cases of harassment against women were registered in Poonch Division as compared to other divisions of AJ&K. AJ&K police has also recorded such types of cases where dominant and powerful people committed the rapes after kidnapping the women. A group of the people of the country considers such reports as controversial and an exaggeration of the facts to deteriorate the reputation of state (Farooq et al, 2010)

The Act 2011 of AJ&K regarding Protection against Harassment of Women at the Workplace was enacted to safeguard women in the workplace against harassment and the law requires every organization to constitute an inquiry committee in this regard. There are some other rules that offer punishment against the harassment at home or in cyber form but these rules have not been implemented in true letter and

spirit even not properly publicized (Baqsovie, 2018). This policy has empowered females to lodge grievances against perpetrators and discourage harassers.

For women, teaching profession is considered to be the most noble, social and suitable as compared to other professions in Pakistan. In other institution, women have to suffer their personal life and professional life due to gender-based discrimination, which often begins with threats and ends in physical and sexual harms (Hamid et al, 2010). Researchers claim that in Pakistan, men have exploited the harassment as threatening tool to control women's lives (Fielden & Davidson, 2010). The disadvantaged women have always suffered the harassment in different ways throughout their lives from a social perspective. Sons are still socially preferred over daughters and daughters are being granted lesser rights as compared to sons (Machin, 2012).

Women face different kinds of sexual remarks, negative verbal statements, physical actions, unwelcomed and welcomed sexual gestures. This has become an issue of critical implications for society and institutions. These acts of harassment leave the negative impact on job performance of women and their job promotion (Amah, 2009).

Pakistan has ratified the seven core conventions on human rights. According to Human Right Institute (2021), three conventions are particularly addressing the harassment of women at workplace and protect the rights of women to work. These include article 23 of Universal declaration of Human Rights (UDHR), article 11 of Convention on Elimination of all form of Discrimination against Women (CEDAW) and article 6 and 7 of International Covenant on Economic, Social and Cultural rights (ICESCR). These articles explain that harassment at workplace not only disrupts the right to work but also impedes the other rights of working women. It makes working environment hostile and cause to violate the right of favorable working conditions and right to dignity. The harassment based on gender discrimination is prohibited under CEDAW.

### ***Problem Statement***

Countries across the world have taken serious measures to manage the outcomes of harassment. Unfortunately, Pakistan is still struggling to effectively implement the law enacted to protect the working women against harassment (Ashba, 2022). Along these lines, this research endeavors to cover this awkward predicament.

In AJ&K, women have adopted diverse professions such as lawyer, nurse, doctor, manager, political leader, societal workers, teacher, secretaries, manager, banker, driver and many others. But majority of working women are associated with the profession of teaching (Azad Govt. of the State of Jammu & Kashmir, 2021). These women play a vital role in order to increase their family income. Different media reports revealed that women working in education sector usually face psychological anxiety due to quid pro quo harassment, discriminatory harassment, verbal harassment and protection and safety issues (Machin, 2012). The local police of AJ&K reported that since 2007, mobile phone services are functional in larger part of AJ&K, the problem of harassment has been increasingly reported (Govt. of AJ&K, 2017). Another reason would be that Government of Pakistan had promulgated a policy in year 2010 in which the organizations were bound to formulate a transparent mechanism which encourages women to raise the complaints against the perpetrators.

This research study attempts to explain that how various forms of harassment cause stress to female employees which deteriorates their performance. The research was conducted in the context of schools of Azad State of Jammu & Kashmir, Pakistan.

### ***Theoretical Background***

The relationship between harassment and job performance with mediating role of work place stress is supported by Feminists Theory which is widely renowned for advocating the women rights and was developed by Dr. Maxine Baca in 1990. Feminism theory holds the view that the rights of women and men are equal. The movements of feminism struggle for providing equal rights to women. A Feminist person holds belief that a woman must have freedom to develop her human interest and talent equal to a man. This theory supports the argument that employee's job performance is affected as a result of gender inequality and men's domination. According to the Feminist theory, harassment is an offensive act that not only disempower the women but also spoil their efforts to compete with men over jobs and status. This theory appeals the researchers to explore it in a view of gender based discrimination that reflects male dominance over women which is being constantly overlooked by society (Bashir, 2007).

According to the view of radical feminism, women's domination derives in sexuality. Traditionally, sexism was considered to be prevalent form of oppression. Radical feminists believe that a woman should have given more control over her body such as sexual transformation and childbirth etc., so as to eradicate the patriarchy and discrimination based on gender, race, class and sexuality (Walsh, 2015). This theory states that the upper class of the society can play its role to safeguard the dignity and the social status of women when the legal system is ineffective to protect their freedom. A common man in a male dominant society may see a feminist women as a source of threat (Walsh, 2015), ILO (1986) also reported that when women demonstrate feminist attitude, they are more likely to be harassed by men. A research study claimed that men are more likely to pass sexist jokes to women showing feminist attitudes (Thornton, 2002). Therefore, if the women are harassed at workplace, the state will be accountable for its failure of not properly discharging its international commitments (Ashba, 2022).

### **Literature Review**

The studies on workplace harassment have also revealed that in most of the cases, the victims of harassment at workplace deem it better to ignore, however, a small portion of victims show reaction against the harasser (Hall et al, 2018). A research study of (Birinxhikaj & Guggisberg, 2017), reported that the trend of silence against the harassment is seemed to be reduced as the number of victims increased from 16% to 20% however, only 45% of victims received the remedies in response to their complaints and 29% faced re-victimization as a result of their complaints.

According to the research study of Mental Health America (2019), the workplace harassment has the detrimental impact on social and domestic lives of victims. It causes discomfort and stress and deteriorates the physical and mental health of an employee. Studies have revealed that victims of workplace harassment involve both men and women, however, the ratio of women is much greater and the problem is worsening as more female join the workforce in organizations (UN Women, 2012).

A very scarce research is available on harassment in the context of AJ&K. However, important observations can be drawn from the literature available in Pakistani context as the population share the same culture (HRCP 2012; Reyes & Azizah, 2002). Statistical data regarding harassment issues was insufficient until 2009 because there was no significant legal system available in Pakistan to tackle these issues. Harassment at workplace was not even recognized as a punishable offence (Rashid & Chauhan, 2015). The religious, social and cultural values of Pakistan differ considerably from the Western World (Syed, 2008). The constitution of Pakistan and the religion of the 96.4% population of Pakistan provide the equal rights to women. However, social system of the country is mostly male dominant which makes it difficult for females to claim their rights (Akhtar & Métraux, 2013). The commonly reported harassment cases against women include acid attacks, rapes, domestic violence, property denial, honor killings, early marriages, torture, threatening on phone calls, selling them for money etc., (Nosheen, 2011). Several amendments have been made in constitution of Pakistan, but still the state is not capable to formulate the regulation for protection of women against these harassments (Akhtar & Métraux, 2013); (Nosheen, 2011). Sometimes, even men belonging to law enforcement agencies were alleged to have harassed the women (Abbas, 2011). The Higher Education Commission (HEC) of Pakistan has issued directions to degree awarding institutions and universities to formulate and implement the anti-harassment policies (Yousaf & Schmiede, 2016). Having fear of harassment, a large number of females are not allowed by their parents and guardians to travel far away either for education or job. However, in recent times, due to the excessive usage of internet and television, a large number of women have learnt to speak for their rights (Nosheen, 2011).

### ***Discriminatory Harassment***

Discriminatory harassment refers to discriminating an individual on the basis of race, color, gender, national origin, religion, age, height, physical or mental disability, and caste etc (Luthar et al, 2002). Feminization happens to be in private education sector of Pakistan, where teaching profession is dominated by the existence of female teachers (Yusuf, 2008). Discrimination at workplace systematically ruin the ability of members of an institutions to perform their tasks effectively (Siddiqi, 2003).

Discriminatory harassment is addressed by various renowned international organizations such as European Union, International Labour Organization and the United Nations Committee on the Elimination of Discrimination against Women. To cope with this issue, the organizations have framed the mutually agreed policies and introduced the ways and training programs to enable the victims file their complaints (McCann, 2005). Discriminatory harassment takes many forms as racial harassment, passing offensive comments, mobbing, and marginalizing behaviors on grounds of race, gender, color, religion, disability and results into counterproductive work behaviors (Zippel, 2006). On the basis of the literature following hypothesis is formed.

H1: There is a significant negative association between discriminatory harassment and job performance.

### ***Verbal Harassment***

Verbal harassment is the act of forcefully criticizing, threatening, insulting another person in public or private. It is destructive form of communication intended to harm the self-respect of the other person

(Ratnawat & Jha, 2014). Verbal abuse is often not taken as illegal unlike discriminatory types of harassment (Omonijo et al, 2013). This category also includes threatening a person with sexual advances, stating rumors about personal aspects or sexuality, sexual hints, constantly asking someone out, comments about outfit, traits, or bodily appearance; sexual jokes; request sexual favors . People at workplace may experience verbal harassment when they are humiliated, scorn and treated with hate discourses (Willness et al, 2007) ;(Pedersen et al, 2009). stated in their research that because of their femininity female teachers are harassed verbally at work place. They are repeatedly asked about their relationships especially on marriage (Eskenazi & Gallen,1992). Verbal harassment may not be sexual in nature but threatening, intimidating, hostile, degrading, humiliating, offensive and hinders the performance of work. The following hypothesis is drawn from the literature:

H2: There is a significant negative association between verbal harassment and job performance.

### ***Quid pro quo Harassment***

This is commonly known as sexual harassment. The Latin phrase “Quid Pro Quo” means “tit for that”. The immoral demands of harasser, that affect the harassed person and are meant to be made for the employment purpose are the ways of quid pro quo harassment (Brase & Miller, 2001). It can be termed as give and take harassment or an employee or a boss offering something (i.e promotion) of value for a sexual demand. i.e. if extra job remuneration is offered to an employee on the state that they involve you in some shape of sexual behavior. This specific form of harassment is accepted by regulation and occurs when noticeable sexual requests or favors are placed on an individual by someone holding influence over them. Otherwise, expected negative outcomes may include a loss of a promotion or job, physical or financial harm, transfers or change of assignments etc., (Umer & Zia-ur-Rehman, 2013). The submission to this request or rejection against such conduct can be a risky decision because it may leave women vulnerable to abusers who may use this tactic in future (Feldblum & Lipnic, 2016).

The victims’ response against this harassment would make an environment hostile and can reduce her job performance by causing mental and emotional stress activated by such hostile environment (Equal Rights Advocates Inc., 2013). Following hypothesis has been developed:

H3: There is a significant negative association between Quid Pro Quo harassment and job performance.

### ***Work place stress and Employees’ Performance***

For any organizational success, employees’ performance at workplace is very important because workplace environment plays a vital role in determining employees’ job behavior. Stress is one of the main causes that hampers employee performance at work. At workplace, harassment leads to an ill mental health of employees which lay off the spirit of an employee to perform well because the human behavior is an important contributor of a person’s work efficiency (Warraich et al 2014).

According to (Akhtar & Métraux, 2013), stress reduces employees’ motivation for performing better for their organization. Workplace harassment often results in employees’ stress which attacks mental health, creates serious problem and results in employee on job conflicts (Long et al, 2016). The employees’ conflicts again increase the stress level, anxiety, depression, mood disorders and frustration (Akhtar &

Métraux, 2013). Poor mental health and stress also disturb the work-life balance which hinders the job performance of employees (Nosheen, 2011). Increase in absenteeism and lower productivity are the outcomes of workplace stress which increase the organization's cost.

According to ILO (1986) an individual's mental and physical health is directly linked with an organizational health. A stress-free environment in organizations is mandatory for the mental and physical health of an employee in order to get best out of him, this will lead to an effective organizational performance. Stress is associated with some good and bad aspects but it is not inevitably bad. Stress may have some positive outcomes as at time, an employee may work hard to achieve targets and reduce his/her stress but it is usually discussed in a negative perspective. However, it is an opportunity when offers a potential gain, (Ford & Donis, 1996).

Each and every employee even manager also face the stress. It is a common experience in the life of everyone. Approximately, 50% to 75% diseases are linked to stress. A large number of employments are lost and high portion of absenteeism are just because of stress (Solomon & Williams, (1997), found that stress can leave the negative impact on job performance of a teacher. There are several reasons of stress in the workplace out of which most important reason is work place harassment. Following hypotheses are drawn from the literature:

H4: There is a significant negative association between workplace stress and job performance.

H5: The work place stress mediates the relationship between discriminatory harassment and job performance.

H6: The work place stress mediates the relationship between verbal harassment and job performance.

H7: The work place stress mediates the relationship between quid pro quo harassment and job performance.

### Theoretical Framework:

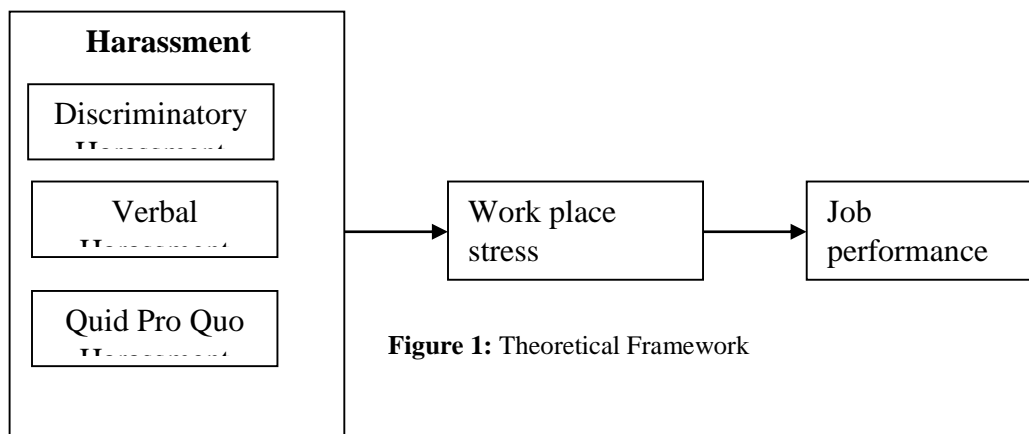


Figure 1: Theoretical Framework

## Methodology

### *Design, Population and Sampling*

This is cross sectional research study in which primary data was obtained with the help of questionnaires. The respondents were female school's teachers from the public and private schools of the Azad State of Jammu & Kashmir. According to Govt. of AJ&K (2017), more than 50% of the serving women of AJ&K are associated with teaching profession. Stratified random sampling was used in this study because it gives researcher a control over the subgroups to ensure that each subgroup of the population receives suitable representation within a sample (Tata, 1993). Population was divided into ten districts of the state and respondents were divided into various age groups because issue of harassment mostly pertains to young females. There are total 13195 female teachers working in approximately 5000 schools of AJ&K (Govt. of AJ&K, 2017). Total 450 questionnaires were distributed out of which complete responses from 376 respondents were received. The questionnaire contained limited information about respondents' profile making it impossible to disclose the identity of respondents. Further, the respondents were briefed and ensured that the information will be used for research purpose and it will not disclose their identity.

### *Instrumentation*

For measuring discriminatory harassment a six items scale developed by (Thomann & Wiener,1987), was adopted. Verbal harassment was measured with four items scale developed by (Strouse et al, 1994), and a four items scale developed by (Tata, 1993). was adopted to measure the construct Quid pro quo harassment. Employee performance was measured with four items scale developed by (Mimura & Griffiths, 2003). The five items scale of (Figley, 1983) was adopted to measure the construct work place stress.

### *Reliability Analysis*

Cronbach's coefficient alpha reliability analysis was conducted to test the internal consistency and reliability of the scales. The results of Cronbach Alpha given in Table 1 show the high reliability of scales.

**Table 1: Cronbach's Alpha**

Scale	No. of Items	Chronbach's alpha
DH (Discriminatory Harassment )	06	.77
VH (Verbal Harassment)	04	.70
QPQ (Quid Pro quo Harassment)	04	.73
EP (Employee Performance)	04	.84
WPS (Work Place Stress)	05	.71

\* $\alpha > 0.6$ .Frequencies:



**Table 2: Frequencies**

Variables		Frequencies	Percentage
Age	Below 25	67	18%
	25-30	173	46%
	30-35	90	24%
	Above 35	46	12%
Qualification	14 years Education or below	97	26%
	16 Years Education	189	50%
	18 Years Education or Below	90	24%
Total		376	100%

### ***Data Analysis Tool***

For analyzing the data reliability test, correlation, and regression analysis were used. The analysis was run through SPSS 17. The amount of variation caused by the predictor in dependent variables was determined by the regression analysis. Mediator analysis was run to determine the mediation effect of mediating construct. The extent to which the variables are associated with each other was evaluated by correlation analysis.

## **Results**

### ***Correlation Analysis***

Mean, standard deviation and correlation of independent, mediating and dependent variables are shown in Table 3.

According to the results, the correlation between discriminatory harassment and employee performance is seen as strong significant and negative at  $r = -.172^{**}$ ;  $P < 0.05$ . The correlation between verbal harassment and employee performance is significant and negative at  $r = -0.099^*$ ;  $P < 0.05$ . There is also negative and significant correlation between quid pro quo harassment and employee performance at  $r = -.135^*$ ;  $P < 0.05$ .

The correlation between work place stress and employee performance is also significant and negative at  $r=-0.389^*$ ;  $P<0.05$ .

*Table 3: Mean, Standard deviation and Correlation*

<b>Variables</b>	<b>Mean</b>	<b>Standard Deviation</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1. Discriminatory Harassment	4.104	0.452					
2. Verbal Harassment	3.954	0.723	.586**				
3. Quid pro quo Harassment	4.340	0.404	.036	.235**			
4. Work Place Stress	3.014	0.699	.220**	.173**	.181**		
5. Employee Performance	3.782	0.504	-.172**	-.099*	-.135*	-.389**	

\*\* . Correlation is significant at the 0.05 level (1-tailed).

\*. Correlation is significant at the 0.05 level (1-tailed).

\*\*  $P<0.01$

$n=376$

### **Regression Analysis**

Regression analysis and structural model represent the testing of the hypothesis. The results of direct and indirect hypothesis tests are given below in subsequent tables.

*Table 4: Results of Regression Analysis for Outcome*

<b>Predictors</b>	<b>Work place Stress</b>		
	<b><math>\beta</math></b>	<b>R</b>	<b>R<sup>2</sup></b>
Step 1			
Discriminatory Harassment	0.344**	0.43	
Verbal Harassment	0.232**	0.40	0.10
Quid Pro Quo Harassment	0.435**	0.28	

\* $p<.05$ , \*\* $p<.01$ , \*\*\* $p<.001$

As the mediation was established on the principles of (Baron and Kenny, 1986) the regression analysis was run to investigate the impact of predictors on mediating construct (work place stress). According to the results of Table 4 the hypothesis (H1) that “there is significant negative association between discriminatory harassment and workplace stress is accepted ( $\beta=0.344$ ,  $*p<.05$ ),. The hypothesis (H2) that “there is significant negative association between verbal harassment and workplace stress is also accepted ( $\beta=0.232$ ,  $*p<.05$ ),. The above results also proved our hypothesis (H3) that “there is significant negative association between quid pro quo harassment and workplace stress ( $\beta=0.435$ ,  $*p<.05$ ).

**Table 5: Results of Regression Analysis for Outcome**

Predictors	Job Performance		
	$\beta$	R	R <sup>2</sup>
<b>Step 1</b>			
Discriminatory Harassment	-0.064	0.03	
Verbal Harassment	-0.152	0.10	0.10
Quid Pro Quo Harassment	-0.135	0.18	
* $p<.05$ , ** $p<.01$ , *** $p<.001$			

**Table 6: Results of Mediator Regression Analysis Employee Performance**

Predictor	Job Performance		
	B	R <sup>2</sup>	$\Delta R^2$
<b>Step 1</b>			
Discriminatory harassment	-0.347**	.489	0.291
Verbal harassment	-0.211**	.356	0.158
Quid pro quo harassment	-0.234**	.221	0.023
<b>Step 2</b>			
Work place stress	-0.256**	.198	.198
* $p<0.05$ ** $p<0.01$ n=300			

While investigating the direct impact of predictor on outcome construct, it was found that the discriminatory harassment has little impact on job performance ( $\beta = -0.064^*$ ,  $P < 0.05$ ); verbal harassment has weak negative impact on job performance ( $\beta = -0.152^*$ ,  $P < 0.05$ ) and quid pro quo harassment also has little negative impact on job performance as reflected in Table 5.

Mediation was established on the premise of (Baron and Kenny, 1986). Mediation analysis was used to discover the mediating impact of workplace stress on the existing relationship of different kinds of harassment with performance. In first step, discriminatory harassment, verbal harassment, and quid pro quo harassment, (independent variables) were entered along with workplace stress (mediators) to predict female teachers job performance (dependent variable). In second step work place stress (mediator) was entered to predict teachers' job performance (dependent variable).

The above table reflects that once the work place stress entered into the relationship between discriminatory harassment and job performance, the indirect effect on job performance increased from  $\beta = -0.064$ ,  $R^2 = 0.03$  (in Table 5) to  $\beta = -0.347$ ,  $R^2 = 0.489$  (Table 6). Thus the hypothesis (H5) that "The work place stress mediates the relationship between discriminatory harassment and job performance" is accepted.

When work place stress mediated between verbal harassment and job performance, the indirect effect on job performance increased from  $\beta = -0.152$ ,  $R^2 = 0.10$  (in Table 5) to  $\beta = -0.211$ ,  $R^2 = 0.356$  (Table 6). Therefore, hypothesis (H6) that "the work place stress mediates the relationship between verbal harassment and job performance" is partially accepted as there is a small change in job outcome due to mediator.

Similarly, mediating effect of work place stress between quid pro quo harassment and job performance is observed as the indirect effect on job performance is increased from  $\beta = -0.135$ ,  $R^2 = 0.08$  (Table 5) to  $\beta = -0.234$ ,  $R^2 = 0.221$  (Table 6). This increase reflects that there is mediating effect of workplace stress between predictors and outcome variable. Therefore, our hypothesis (H7) that "workplace stress mediates the relationship between quid pro quo harassment and job performance" is also accepted.

### ***Summary of Results***

There is significant negative association between discriminatory harassment and job performance, verbal harassment and job performance, quid pro quo harassment and job performance. The workplace stress mediates the relationship between discriminatory harassment and job performance, verbal harassment and job performance, quid pro quo harassment and job performance.

## **Discussion**

Harassment among teachers is a major concern of the female school's teachers especially for the age group of 20-30 years. These teachers mostly suffered from various types of harassment and as a result could not provide the student quality education. Appropriate, preventive, controlled and curative measures supported by legislative procedure should be implemented against harassment. Elimination of harassment in the schools is the responsibility of teacher, employers/institutions, communities and nation

**Table 7: Result of Path Analysis**

<b>Path</b>	<b>Standardized Estimates</b>	<b>R</b>	<b>R<sup>2</sup></b>
<i>Direct Effect</i>			
DH → JP	-0.064	0.03	0.10
VH → JP	-0.152	0.10	0.10
QPH → JP	-0.135	0.18	0.10
<i>Indirect Effect</i>			
DH → WPS → JP	-0.347		0.489
VH → WPS → JP	-0.211		0.356
QPH → WPS → JP	-0.234		0.221

DH= discriminatory harassment, VH= verbal harassment, QPH= quid pro quo harassment, WPS= work place stress, JP= job performance.

**Table 08: Results**

<b>Hypothesis</b>	<b>Statements</b>	<b>Results</b>
<b>H1</b>	There is significant negative association between Discriminatory Harassment and Job Performance.	Accepted
<b>H2</b>	There is significant negative association between verbal harassment and Job Performance.	Accepted
<b>H3</b>	There is significant negative association between Quid Pro Quo harassment and Job Performance..	Accepted
<b>H4</b>	There is significant negative association between workplace stress and job performance.	Accepted
<b>H5</b>	The work place stress mediates the relationship between discriminatory harassment and job performance.	Accepted
<b>H6</b>	The work place stress mediates the relationship between verbal harassment and job performance.	Accepted
<b>H7</b>	The work place stress mediates the relationship between quid pro quo harassment and job performance.	Accepted

In present study, three dimensions of harassment predicted the job performance with mediating role of workplace stress. All the hypothesis generated on the basis of previous studies were accepted. The association between discriminatory harassment and job performance was found negative. The findings of various research studies also supported the argument that discrimination with female at workplace will

mold their behaviours negatively towards work commitment. A discrimination free working environment can enhance the female teacher's emotional attachment toward the organization and its goals (Yasin et al.,2010). A substantial negative relationship was examined between employee job performance and harassment by many researchers. A teacher will be more likely to perform her job with loyalty if her behavior is positive with her job.

The association between verbal harassment and job performance was also found negative in this study. (McDonald, 2012), also concluded the same. According to Equal Rights Advocates, Inc. (2013), the unwanted verbal comments that are considered immoral by females affect their work performance badly.

The research study also found negative association between quid pro quo harassment and job performance of female teachers. Many researches supported the same hypothesis. This issue became so popular and gained the attention of female activists' movements and equal employment opportunity notion. Later on, these movements were transformed into laws against prevention of harassment.

The study supported the hypothesis that stress is caused by the discriminatory, verbal and quid pro quo harassments and also that it mediates the relationship between all three types of harassments and the teacher's job performance.

## **Conclusion**

Current research study has explored the working behavior of female teachers in response to the harassment. It is worth mentioning that female teachers have the serious concern about the issue of harassment. The female teachers are harassed in various ways which cause them to take work stress that consequently deteriorate their job performance. It was proven that there is significant negative association between harassment and job performance, harassment is the cause of creating stress in working women and stress reduces their job performance.

The research suggests to Government of AJ&K to make it mandatory for educational institutions to formulate, implement and communicate the harassment regulations within the organization and arrange training programs for teachers so that they are able to deal such situation and ensuring safe working environment for teachers. The policies would encourage the victim to take the action against the harasser.

A bitter reality is highlighted in the literature that even if the policies are developed the management is failed to implement the policies that potentially can guide the community and teachers on the impacts of harassment. In an effort to enhance the employee performance in the age of global competition, it is very important for employers to understand the causes and effects of harassment.

## **Recommendations**

The educational institutions need to provide counseling and trainings to their teachers so that they are able to deal with the issues of harassment and become able to cope with the stress. The institutions need to develop internal policies regarding the harassment issues. The already devised policies are lacking to protect the victim being blackmailed later on. The institutions must be compelled to invest in providing safe and cooperative working environment that boost mutual harmony and goodwill. This will encourage

the activists working towards solutions and discourage the activities making the workplace unsafe for women.

## **Limitations**

There are some limitations that are worth mentioning. The main limitation was the smaller sample size. Having a greater sample size would have helped analyzing the data in more meaningful ways. In addition, a notable number of female teachers have refused to participate in this survey for many reasons: fear of simply considering it a personal matter and not willing to discuss it.

## **Future Research**

Qualitative research can be conducted to investigate the characteristics of the perpetrators or harassers who tend to engage in these activities at work places. Furthermore, future research should consider previously untapped people who are vulnerable to harassment such as students, nurses, working women in NGOs and government organizations and house maids. In order to investigate similar cases, the research groups may have the scope to conduct research across the Pakistan with large sample size. Case studies would be more appropriate to clarify the extent of workplace harassment. A study on abuse face harassment can also be examined for male gender.

The researcher may investigate the impact the harassment on turnover intention, employees' career enhancement and employees' commitment taking into consideration the moderating role of organizational culture. A comparative study of female teacher working in public and private sectors of education can be conducted to know if the job security, better working condition, flexible working hours and attractive pay packages of public schools can normalize the level of stress faced by female teachers due to harassments.

## **References:**

Abbas, H. (2011). *Reforming Pakistan's Police and Law Enforcement Infrastructure*: Washington, DC: US Institute of Peace.

Akhtar, N., & Métraux, D. A. (2013). Pakistan is a dangerous and insecure place for women. *International Journal on World Peace*, 30(2), 35.

Amah, O. E. (2009). Job Satisfaction and Turnover Intention Relationship: The Moderating Effect of Job Role Centrality and Life Satisfaction. *Research & Practice in Human Resource Management*, 17(1).

Arvind, S. (2002). *Women in Indian religions*. New Delhi: Oxford University.

Ashba, N. (2022), Harassment of Women's Rights in Pakistan. Human Rights Pulse, <https://www.humanrightspulse.com/mastercontentblog/harassment-of-womens-rights-in-pakistan>

Azad Govt. of the State of Jammu & Kashmir (2021). "Azad Jammu & Kashmir at a Glance, Bureau of Statistics, Planning and Development Department.

Baqsouie, S., (2018). "AJK Government needs to tighten the laws of sexual harassment, Daily Times, October 28<sup>th</sup> 2018 .<https://dailytimes.com.pk/315313/ajk-government-needs-to-tighten-the-laws-of->

sexual-harassment/amp/#amp\_tf=From%20%251%2  
4s&aoh=16612734439631&referrer=https%3A%2F%2Fwww.google.com

Baron, R. M., & Kenny, D. A. (1986). The moderator–mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of personality and social psychology*, 51(6), 1173.

Bashir, U., & Ismail Ramay, M. (2010). Impact of stress on employees job performance: A study on banking sector of Pakistan. *Bashir, U., & Ramay, MI (2010). Impact Of Stress On Employees Job Performance A Study On Banking Sector Of Pakistan. International Journal of Marketing Studies*, 2(1), 122-126.

Birinxhikaj, M., & Guggisberg, M. (2017). The wide ranging impact of sexual harassment in the workplace: An Australian pilot study. *International Journal of Employment Studies*, 25(1), 6-26.

Brase, G. L., & Miller, R. L. (2001). Differences in the perception of and reasoning about quid pro quo sexual harassment. *Psychology, Evolution & Gender*, 3(3), 241-264.

Equal Rights Advocates, Inc. (2013). Know your rights: Sexual harassment at work. Retrieved from [www.equalrights.org/wp-content/uploads/2013/11/KYR\\_SexHarassWk-v3.pdf](http://www.equalrights.org/wp-content/uploads/2013/11/KYR_SexHarassWk-v3.pdf)

Eskenazi, M., & Gallen, D. (1992). *Sexual harassment: Know your rights*. Carroll & Graf.

Farooq, U., Majeed, M., Bhatti, J. A., Khan, J. S., Razzak, J. A., & Khan, M. M. (2010). Differences in reporting of violence and deliberate self harm related injuries to health and police authorities, Rawalpindi, Pakistan. *PLoS One*, 5(2), e9373.

Feldblum, C. R., & Lipnic, V. A. (2016). Select task force on the study of harassment in the workplace. *Washington: US Equal Employment Opportunity Commission*.

Fielden, S. L., Davidson, M. J., Woolnough, H., & Hunt, C. (2010). A model of racialized sexual harassment of women in the UK workplace. *Sex roles*, 62(1), 20-34.

Figley, C. R. (1983). *Traumatic stress and the role of the family and social support system*. Middlesex: Serco Marketing.

Ford, C. A., & Donis, F. J. (1996). The relationship between age and gender in workers' attitudes toward sexual harassment. *The Journal of psychology*, 130(6), 627-633.

Ghouri, A. M., & Abrar, N. (2010). The women violence in Pakistan: evidence from rural and urban areas. *European Journal of Social Sciences*, 16(2), 267-274.

Goonesekere, S. (Ed.). (2004). *Violence, law and women's rights in South Asia*.

Govt. of AJ&K. (2017). "Azad Jammu & Kashmir Statistical Year Book"., Statistical Section, Planning and Development Department, AJ&K.

Gyawali, K. (2020). Perpetrators and common places of sexual harassment against adolescent school girls in Nepal. *Journal of Health Promotion*, 8, 15-28.



- Hall, N., Klein, V., Betts, K., & DeRanieri, J. (2018). Speaking up: Fostering “silence breaking” through leadership. *Nursing Management*, 49(6), 51-53.
- Hamid, S., Johansson, E., & Rubenson, B. (2010). Security lies in obedience-Voices of young women of a slum in Pakistan. *BMC public health*, 10(1), 1-7.
- Hamlin, L., & Hoffman, A. (2002). Perioperative nurses and sexual harassment. *AORN journal*, 76(5), 855-860.
- Hertzog, J. L., Wright, D., & Beat, D. (2008). There’s a policy for that: A comparison of the organizational culture of workplaces reporting incidents of sexual harassment. *Behavior and Social Issues*, 17(2), 169-181.
- HRCP (2012). "State of Human Rights in 2012". Lahore, Human Rights Commission of Pakistan, available on <http://hrcp-web.org/hrcpweb/wp-content/pdf/AR2012.pdf> Assessed on 14.11. 2013
- Hughes, K. D., & Tadic, V. (1998). ‘Something to deal with’: customer sexual harassment and women's retail service work in Canada. *Gender, Work & Organization*, 5(4), 207-219.
- Human Rights Institute (2021), Addressing Discrimination against women, International Bar Associations’ Human Rights Institute , URL; [www.ibanet.org](http://www.ibanet.org)
- Hunt, C. M., Davidson, M. J., Fielden, S. L., & Hoel, H. (2010). Reviewing sexual harassment in the workplace—an intervention model. *Personnel Review*.
- Imtiaz, S., & Ahmad, S. (2009). Impact of stress on employee productivity, performance and turnover; an important managerial issue. *International Review of Business Research Papers*, 5(4), 468-477.
- International Labour Organization-ILO. (2010, December). Guide on Prevention of Sexual Harassment in the Workplace. Beijing Zhongze Women’s Legal Consultation and ServiceCenter – Women Watch, China. Retrieved October 16, 2014,
- Johnson, K. (2010). Sexual harassment in the workplace: a case study of Nigeria. *Gender and Behaviour*, 8(1), 2903-2918.
- Joint ILO/WHO Committee on Occupational Health. (1986). *Psychosocial Factors at Work: Recognition and Control* (No. 56). International Labour Organisation.
- Jones, T. S., Remland, M. S., & Brunner, C. C. (1987). Effects of employment relationship, response of recipient and sex of rater on perceptions of sexual harassment. *Perceptual and Motor Skills*, 65(1), 55-63.
- Kahn, R. L., & Quinn, R. P. (1970). Role stress: A framework for analysis. *Occupational mental health*, 50-115.
- Long, C. S., Lingyun, Z., Kowang, T. O., Fei, G. C., & Ismail, W. K. W. (2016). The relationship between sexual harassment and job satisfaction in the context of retailing industry in China. *International Journal of Human Resource Studies*, 6(4), 1-19.
- Lopez, S. H., Hodson, R., & Roscigno, V. J. (2009). Power, status, and abuse at work: General and sexual harassment compared. *The Sociological Quarterly*, 50(1), 3-27.

- Luthar, V. K., & Luthar, H. K. (2002). Using Hofstede's cultural dimensions to explain sexually harassing behaviours in an international context. *International Journal of Human Resource Management*, 13(2), 268-284.
- Machin, L. (2012). The State of Sexual Harassment in America: What is the Status of Sexual Harassment in the US Workplace Today?. *Journal of Global Business Management*, 8(1), 133.
- MacKinnon, C. A., & Siegel, R. B. (Eds.). (2008). *Directions in sexual harassment law*. Yale University Press.
- McCann, D. (2005). *Sexual harassment at work: national and international responses* (No. 2). International Labour Organization.
- McCubbin, H. I., & Figley, C. R. (Eds.). (1983). *Stress and the family: Coping with catastrophe* (No. 2). Psychology Press.
- McDonald, P. (2012). Workplace sexual harassment 30 years on: A review of the literature. *International Journal of Management Reviews*, 14(1), 1-17.
- Meek, P. M., & Lynch, A. Q. (1983). Establishing an informal grievance procedure for cases of sexual harassment of students. *Journal of the National Association for Women Deans, Administrators, & Counselors*, 46(2), 30-33.
- Mental Health America (2019). *Sexual Assault and Mental Health*. Mental Health America. Available at: <http://www.mentalhealthamerica.net/conditions/sexual-assault-and-mental-health>
- Mimura, C., & Griffiths, P. (2003). The effectiveness of current approaches to workplace stress management in the nursing profession: an evidence based literature review. *Occupational and environmental medicine*, 60(1), 10-15.
- Nauman, B., & Abbasi, A. S. (2014). Sexual harassment at workplace... A case of banking sector in Lahore. *Middle-East Journal of Scientific Research*, 20(5), 558-566.
- Nosheen, H. (2011). Violence Against Women. *Dialogue (Pakistan)*, 6(3).
- Omonijo, D. O., Uche, O. C. O., Nwadiafor, K. L., & Rotimi, O. A. (2013). A study of sexual harassment in three selected private faith-based universities, Ogun-State, South-West Nigeria. *Open Journal of Social Science Research*, 1(9), 250-263.
- Pedersen, P. M., Lim, C. H., Osborne, B., & Whisenant, W. (2009). An examination of the perceptions of sexual harassment by sport print media professionals. *Journal of Sport Management*, 23(3), 335-360.
- Pio, E., & Syed, J. (2013). Our bodies, our minds, our men: working South Asian women. *Gender in Management: An International Journal*.
- Qureshi, M. B., Qureshi, S. B., Taherani, A., & Ansari, S. (2012). Coping with sexual harassment: the experiences of junior female student nurses and senior female nursing managers in Sindh Pakistan. *The Women-Annual Research Journal of Gender Studies*, 4.
- Qureshi, S. (2020). The emergence/extension of due diligence standard to assess the state response towards violence against women/domestic violence. *South Asian Studies*, 28(1).

- Rashid, T., & Chauhan, K. (2015). Violence Against Women (VAW) in Azad Jammu & Kashmir (AJK): Explorations in the Role of Police Department. *OIDA International Journal of Sustainable Development*, 8(11), 43-56.
- Ratnawat, R. G., & Jha, P. C. (2014). Impact of job related stress on employee performance: a review and research agenda. *Journal of Business and Management*, 16(11), 1-16.
- Reyes, S. L., & Azizah, W. (2002). Quotas for women for legislative seats at the local level in Pakistan. *Perempuan di Parlemen: Bukan Sekedar Jumlah*.
- Salman, M., Abdullah, F., & Saleem, A. (2016). Sexual harassment at workplace and its impact on employee turnover intentions. *Business & Economic Review*, 8(1), 87-102.
- Siddiqi, D. M. (2003). The sexual harassment of industrial workers: strategies for intervention in the workplace and beyond. *CPD-UNFPA publication series no*, 26, 40.
- Solomon, D. H., & Williams, M. L. M. (1997). Perceptions of social-sexual communication at work as sexually harassing. *Management Communication Quarterly*, 11(2), 147-184.
- Strouse, J. S., Goodwin, M. P., & Roscoe, B. (1994). Correlates of attitudes toward sexual harassment among early adolescents. *Sex Roles*, 31(9), 559-577.
- Syed, J. (2008). A context-specific perspective of equal employment opportunity in Islamic societies. *Asia Pacific Journal of Management*, 25(1), 135-151.
- Syed, J., & Ali, F. (2013). Contextual emotional labor: an exploratory of Muslim female employees in Pakistan. *Gender in Management: An International Journal*.
- Tata, J. (1993). The structure and phenomenon of sexual harassment: Impact of category of sexually harassing behavior, gender, and hierarchical level. *Journal of Applied Social Psychology*, 23(3), 199-211.
- Thomann, D. A., & Wiener, R. L. (1987). Physical and psychological causality as determinants of culpability in sexual harassment cases. *Sex roles*, 17(9), 573-591.
- Thornton, M. (2002). Sexual harassment losing sight of sex discrimination. *Melbourne University Law Review*, 26(2), 422-444.
- Umer, R., & Zia-ur-Rehman, M. (2013). Impact of work life balance and work life conflict on the life satisfaction of working women: A case study of higher education sector of twin cities of Pakistan. *Academic Research International*, 4(5), 445.
- United States. Equal Employment Opportunity Commission. (1990). *Policy Guidance on Current Issues of Sexual Harassment* (Vol. 915). EEOC.
- Walsh, D. J. (2015). *Employment law for human resource practice*. Cengage Learning.
- Warraich, U. A., Ahmed, R., Ahmad, N., & Khoso, I. (2014). Impact of stress on job performance: An empirical study of the employees of private sector universities of Karachi, Pakistan. *Research Journal of Management Sciences*, ISSN, 2319-1171.

Willness, C. R., Steel, P., & Lee, K. (2007). A meta-analysis of the antecedents and consequences of workplace sexual harassment. *Personnel psychology*, 60(1), 127-162.

Yasin, G., Chaudhry, I. S., & Afzal, S. (2010). The determinants of gender wage discrimination in Pakistan: econometric evidence from Punjab Province. *Asian Social Science*, 6(11), 239.

Yousaf, R., & Schmiede, R. (2016). Harassment act implementation in higher education institutions. *Open Journal of Leadership*, 5, 8-19.

Yusuf, N. (2008). Experience of sexual harassment at work by female employees in a Nigerian work environment. *International NGO journal*, 3(7), 122-127.

Zippel, K. S. (2006). *The politics of sexual harassment: A comparative study of the United States, the European Union, and Germany*. Cambridge University Press.