Gender, Teamwork and Violence against Women in the Workplace: A Glimpse into the Nigerian Situation

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In Nigeria today, most organizations are turning to teams to manage their operations and have competitive edge over others in order to achieve their goals and objectives. However, as much as teamwork is appreciated in the workplace today, it is not without its gender-bias proneness. In this study, the authors have shown, through content analysis of gender literature reviewed that, teamwork in the workplace is not gender-neutral, and that violence against women in the workplace in the forms of pay gap, discrimination and sexual harassment influence team decisions, operations, tasks and commitment in the organization. Although, the gendered workplace may not be altered anytime soon because of the institutionalization of gender in Nigeria organizations, yet this paper has highlighted ways by which teamwork can be effective and violence against women can be averted. Therefore, promoting, achieving and sustaining gender equality is key to removing violence against women and promoting teamwork in the workplace in Nigeria and the world at large.

Key words: Gender, Teamwork, violence, women, Nigeria

Introduction
New jobs are being created in the service sector and change in information technology has created new types of work and forms of working. However, one important change has been the entry of more women into the labour market (David and Urim, 2010). According to David and Urim, many reasons have been given for the increased penetration of women in the workplace. These reasons include: the need for a two-income family occasioned by economic factors; increase in the educational and professional qualifications of women, making them more qualified for some positions than men; the globalizing influence of western culture with its political ideology of liberalism, its socio-cultural movement and support for the empowerment of women and its pursuit of a gender-neutral system of meritocracy; and the relentless campaigns for the empowerment of women led by civil society groups, government bodies, international organization, Non-Governmental Organizations and influential political and public office holders interested in the widening of the space in the political economy of their various societies, inter alia (Olotu, 2008; Musami, 2010). In fact, the campaign pursuing the equal rights of women in the public realm and in business accompanied the rise of feminism in the latter half of the 20th century (Baxter, 2000). As a result, gender equality within the workplace quickly became an issue of primary importance on the liberal feminist agenda. According to Baxter, the majority of these efforts were focused on the attainment of equal opportunity, equal pay for work of equal value, and the equal treatment of women in the conventionally male
domain of paid employment. Subsequently, the issue of gender within the workplace has become prominent on multiple agendas. Meanwhile, as the gender debate is raging on, so also have the discussions on the importance of teamwork and violence against women in the workplace become a major focus in the business world. Organizations have well realized that the evolution from individual to team management approach is a current priority. The reality is that much of organization’s work is accomplished directly or indirectly through teams, to which women are part, but violence against women in the workplace interrupts team spirit and it brings about low commitment to work by the female employees (Chovwen, 2003a).

Women suffer different forms of violence at work which include threats, coercion and use of force that result in physical, sexual or psychological harm and suffering or death. Violence against women is any act of gender based violence that is committed against women. It constitutes a clog in the wheel of growth and development in Nigeria. As many as 20% women in the world face some form of violence during their lifetime and is recognized as a global concern (Olusola, 2011). Convention of the Elimination of All Forms of Discrimination Against Women (CEDAW) (2006) reported the different types of violence women experience in the workplace. They are: gender pay gap, sexual harassment, and discrimination in the workplace. Meanwhile, women play diverse roles of biological reproduction, nurturing their young and caring for the family. Additionally, women perform economic roles in paid employment, business, or self-employment to supplement the role of men as bread- winners. In some cases, women are the main financial backbone for their family. To this end, it is expected therefore that women should have safe work environment. Rather they are faced with one form of violence or the other in the workplace, as this paper will subsequently reveal.

With this in mind, this paper seeks to look at the relationship that gender shares with and within teamwork and violence against women in the workplace. This broad objective can be interpreted as: a discussion about the concepts of gender, teamwork and violence against women in the workplace. The first section highlights the salient issues in gender and teamwork. The second section provides an explanation on teamwork and gender debate from a global viewpoint. The third section explains the issues of violence against women in the workplace, while the next section provides an outlook on gender, teamwork and violence against women in the workplace in Nigeria by drawing attention to research on trends, debates and currents. This is the thrust of the paper. The study is based on conceptual analysis. It was curled from published scholarly works from textbooks, published articles and journals. Some recommendations and conclusions are drawn afterwards.

**Conceptual Clarification**

**What Is Gender?**

The concept ‘gender’ is concisely explained by Olutayo (1999: 192) as follow:

> gender is basic to the foundation of every existing social order. It is constructed through situational and institutional processes. In other words, gender is not a mere comparison of males and females, but of ‘maleness’ and ‘femaleness’ which are socially constructed. Immediately a child is born, the ‘maleness’ and ‘femaleness’ is not determined mainly by the biological features, but indeed, by the perceptions of and attitudes toward the child. These perceptions and attitudes have been societally determined ever before the birth. By the time she/he is put to bed, the relationships between her/him and the parents determine her/his behaviour and hence, the gender.

This is succinctly put by Mead (1981:36) cited in (Olutayo, 1999:192) in the following words:

> The relationship between men and women and parents and children
are the crucial areas of human relationships. As these relationships are patterned, so are they conveyed to the infant at his (her) mother’s breast, who, before he (she) can toddle, has absorbed a particular style of sex relations and learned to rule out other styles.

In almost all known human societies of the world, males are preferred to and more socially accepted than females. These preferences and social acceptance are derived from culture and transmitted through socialization processes. Unlike sex, which is biologically determined, gender refers to the differentiation between the roles of men and women as socially constructed by society through socialization. That is, sex is what you are biologically, (male and female); gender is what you become socially; gender identity is your own sense or conviction of maleness or femaleness; and gender role is the cultural stereotype of what is masculine and feminine (David and Urim, 2010).

Historians (Acker, 1992; Musami, 2010) who study gender see it as a cultural construct, that is, something that human beings create and that changes over time. The differences between men and women, they argue, are rooted in society, not in nature, and as such can be historicized. Moreover, gender scholars point out, if women’s lives have been shaped profoundly by gender prescriptions, then so, too, have men’s lives. Cultural ideals and practices of masculinity and femininity have been created together, often in opposition to one another. Therefore, both men and women have gender histories that must be analyzed. This view is shared by Galdas, Johnson, Percy and Ratner (2010), who argue that categorizing males and females into social roles creates binaries, in which individuals feel they have to be at one end of a linear spectrum and must identify themselves as man or woman. They also argue that globally, communities interpret biological differences between men and women to create a set of social expectations that define the behaviours that are “appropriate” for men and women and determine women’s and men’s different access to rights, resources, status, job definitions and roles, power in society and even health behaviours.

In the view of Byanyima (2005), specific nature and degree of the biological differences between men and women vary from one society to the next, they typically favour men, creating an imbalance in power and gender inequalities in all countries. According to Hessie-Biber and Carger (2000:91), “Gender is determined socially; it is the societal meaning assigned to male and female. Each society emphasizes particular roles that each sex should play, although there is wide latitude in acceptable behaviours for each gender.” Supporting this view, Borgatta and Montgomery (2000) contend that “Gender is -the division of people into two categories, ‘men’ and ‘women.’ Through interaction with caretakers, socialization in childhood, peer pressure in adolescence, and gendered work and family roles, women and men are socially constructed to be different in behaviour, attitudes, and emotions. Thus, the gendered social order is based on and maintains these differences: The World Health Organization, in defining the differences that exist between gender and sex, states that "Gender is used to describe those characteristics of women and men, which are socially constructed, while sex refers to those which are biologically determined. People are born female or male but learn to be girls and boys who grow into women and men. This learned behaviour makes up gender identity and determines gender roles" (World Health Organization, 2002, p. 4). From these definitions therefore, it can be inferred that gender is the social and cultural prescriptions given to males and females with specific attributes and behaviours expected of males and females and which define their roles and status in society, the workplace, family, access to resources, power relations and social interaction (David and Urim 2010).

Teamwork

Teamwork refers to the actions of individuals, who have been brought together with their diverse but complementary skills to achieve a common purpose or goal. In essence, each person on the team
subordinates his/her needs to work towards the larger group’s objective. Hence, teamwork is the interactions among the members and the work they complete.

Teamwork and the Gender Debate
The movement toward a team-based organizational structure has rekindled an old research interest in the social relations of teams. A study by Holmes and Stubbe (2003), revealed a stereotypical feminine and masculine classification of behavioural pattern as the basis for a gendered workplace. The findings are illustrated below:

<table>
<thead>
<tr>
<th>Feminine</th>
<th>Masculine</th>
</tr>
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<tbody>
<tr>
<td>Indirect</td>
<td>Direct</td>
</tr>
<tr>
<td>Conciliatory</td>
<td>Confrontational</td>
</tr>
<tr>
<td>Facilitative</td>
<td>Competitive</td>
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<tr>
<td>Collaborative</td>
<td>Autonomous</td>
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<tr>
<td>Minor contribution</td>
<td>Dominates (public)</td>
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<tr>
<td>(in public)</td>
<td>talking time</td>
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<td>Supportive feedback</td>
<td>Aggressive interruptions</td>
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<tr>
<td>Person/ process feedback</td>
<td>Task/ outcome- oriented</td>
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<td>Affectively oriented</td>
<td>Referentially oriented</td>
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From Holmes and Stubbe’s findings, managers tend to do their team selection based on the perception of the genders (men and women). For instance, women are seen to be conciliatory, facilitative and affectively oriented or emotional and hence are assigned roles that managers think suit such characteristics. Hence, certain jobs are profiled against these characteristics and it is assumed that such roles can only be played by women, while the others are played by men. This status quo had been appreciated by Andersen (1993:31) when he argued that gender was a social structure that women and men are in different and unequal positions in society and the workplace based on expectations, division of labour, and access to power and resources, thereby shaping the life experiences of men and women. As Acker (1992) puts it, if we understand gender as a “contextually situated process” and as an “interactional activity” of displaying socially-scripted, gender-appropriate behaviour, then we can assume that mixed-sex teams provide a context for various ways of doing (relational) gender. As Acker (1992: 253) further argues, in addition to the manifest “gender displays” in the workplace, many gendering processes are hidden or transparent in that they appear perfectly neutral to the members of an organization. In her words:

Gendered processes and practices may be open and overt, as when managers choose only men or only women for certain positions or when sexual jokes denigrating women are part of the work culture. On the other hand, gender may be deeply hidden in organizational processes and decisions that appear to have nothing to do with gender (p.253).

The “gendering of organizations” occurs through gendering processes that produce and reproduce a “gender sub-structure” of an organization. According to David and Urim (2010), these processes include but are not limited to:

1. The production of gendered divisions, such as “patterning of jobs, wages, hierarchies, power, and subordination.”
2. The creation of symbols, images, and metaphors that justify (or oppose) organizational gender divisions.
3. The interactions between men and women, among men, and among women that are “part of the concrete work of organization” and that “create alliances and exclusions.”
4. “The internal mental work of individuals as they consciously construct their understandings of the organization’s gendered structure of work and opportunity and the demands for gender-appropriate behaviours and attitudes,” and based on their understanding, create and negotiate their
"correct gendered persona" in order to survive in the organization (Acker, 1992a: 252-254).

The main idea behind naming these processes is that they identify empirically-derived, specific organizational practices and locations that produce and reproduce gendered social relations. In plain words, then, teamwork processes, team organization and team management/leadership are dictated by gender divisions and interpretations in the workplace and are expressed by gender relations between men and women on individual teams. This may be in varying degrees, but it is true as Byanyima (2005) agrees, that the gender power relations in the workplace most times, if not all the time, are designed to favour men.

Job Roles and Jobs Descriptions as Gender Defined
Teams are designed to bring together diverse skills and knowledge to improve their task performance and productivity. In service teams, the idea of combining skills goes along with the notion of improved customer service. The purpose of a team's cross-functionality is to enable the team to respond to all customer needs associated with the business transaction. Skills and knowledge required for meeting customer needs may be varied but they are always gendered, as are the jobs and occupations they represent. Teamwork therefore is not a gender-neutral activity but can be understood as a situation in which the different, gendered skills and knowledge brought to the team by the members are not only used for the team's purposes but also are given value. The construction of what is valuable is thus a gendered process and remains gendered even if the bearers of specific skills have equal organizational status. In an interesting study conducted by Acker (2000), she discovered that gender considerations defined division of labour within teams in organizations researched, defined the tasks given to men and women on teams and the value attached to such skills and tasks. The findings show that teamwork was regulated by gendering of skills and knowledge. In other words, there was gendering of customer service, phone work and teaching jobs, where women on each individual team were asked to and assigned to handle such jobs, while tasks that involved financial management, engineering and mathematical knowledge, leadership skills and so on, were given to men.

Gendering of Customer Service Tasks
According to Acker (2000), a great deal of the information work performed by the women surveyed in one of the organizations showed that such work consisted of mediating among the customer, the engineers, and the manufacturing department, such as conversing on the phone, taking orders, and conveying the client's wishes to the design engineers. Compared to the engineers' tasks, the women's work was relational and, typical of feminized customer service jobs, involved the use of their personality. On the other hand, the engineering work carried a strong masculine ethos that was not only evaluated differently by the men in these positions, but also protected fiercely when it was threatened. As a consequence, the gendering of tasks reproduced the gendering of the team.

Gendering of Clerical Work
The persistent gendering of clerical work exemplifies the process of reproducing traditional gendered task divisions. As Acker (2000) observed, the work done by women in another similar organization to the first consisted of clerical and relational tasks, including making sure customers' wishes were integrated into the design and manufacturing of the product. As Acker bluntly puts it,

In spite of the team-based philosophy of the equality of tasks, in the daily work situations, women found themselves treated by their colleagues as if they were the team's secretaries. They also were often mistaken by customers for personal secretaries of the men in engineering and field service, which heightened their awareness and brought the gendered nature of
Gendering of Work

In one of the organizations also surveyed, to prove that teamwork was not gender-neutral, women were assigned to pick calls of customers and to ensure that those calls were attended to. Even where the calls were not meant for them, their male colleagues shifted the burden of picking telephone calls to them because they claimed women had relational and possess affective skills than men.

Gendering of Relational Tasks

Acker (2000) also found out from the teams researched that relational jobs were assigned more to women and that these jobs carried low value and women who handled these jobs were not considered for leadership position to lead the team. Such tasks that entailed maintaining the team’s external and internal relations were performed by women, and they were openly devalued by the team. The men’s tasks, such as financial management, were seen by some members to warrant leadership in the team. In general, team members viewed relational tasks as less valuable than work that could be measured in generated income for the company. Thus, this study shows that teamwork and team processes are guided by a gendering process which turns out to determine division of labour, tasks, value of tasks and who leads the individual teams. This gendering process of team work and team processes have led to or promoted violence against women in the workplace.

Violence Against Women In The Workplace

Violence against women undermines or invalidates the enjoyment of human rights and basic freedoms. International law and various agreements on human rights define violence against women as a form of discrimination from basic rights and freedom, which include:

- The right to life
- The right not to be submitted to torture, abuse, or cruel, inhuman, or degrading punishments
- The right to protection in conditions of equality in accordance with humanitarian standards in times of international or internal armed conflicts
- The personal right to freedom and safety
- The right to equality before the law
- The right to equality in the family
- The right to the highest level possible of physical and mental health
- The right to just and fair conditions of employment.

Language, lewd posters, or sexual-advances that disturb job performance and make a worker uncomfortable, Women’s non-cooperation to sexual acts lead to refusal of employment, threats of sack, threats of job related consequences, lack of job security and slow promotion. Sexual harassment may extend to sexual assault or rape.

Rape is unlawful sexual intercourse with a woman or a girl without her consent that involves; force or duress, even when there is no penetration. Most rapes are committed not by strangers but by known and trusted persons. It is argued that sexual harassment is not a product of uncontrollable hormonal influences rather it is a learnt behaviour. The primary motives for rapists are anger against women and a need to assert their superiority.

Tangri, Burt and Johnson (1982) suggested three models to explain sexual harassment. The natural or biological model proposed that sexual harassment is simply natural sexual attraction between two people. The organizational model stated that sexual harassment is the result of certain opportunities created by the organization climate, hierarchy, and specific authority relationships. The socio-cultural model assumed that sexual harassment depicts the society’s
differential distribution of power and status between the genders. Evidently, there are many explanations for sexual harassment. However, the models are reflections of the male-dominated society.

A look at interactional justice, which is a part of organizational justice, emphasizes the issue of interpersonal justice as manifested in the show of concern and respect for individuals as people who have dignity and rights. A low level of interactional justice is associated to a higher prevalence of sexual harassment in the workplace. Instances of interactional justice are furnishing employees with wrong information, dishing out unfair treatment and disrespect of employees. A high degree of interactional justice is essential in a supervisor-subordinate relationship.

The source of sexual harassment in the workplace is the boss (Fakunyinnu, 2010; Noah, 2008). The boss is mostly a man. Sexual harassment in workplace is a form of male violence against women (Walby, 1986) to enhance male power (Sheffield, 1987) in order to relegate women to the rear and discourage them from challenging male dominance. Sexual harassment is not so much about sex but is a show of masculinity, power and power differential between supervisors and subordinate. Subsequently, sexual harassment occurs generally between persons with different amounts of power in the workplace (Chovwen, 2003a). Stanko (1992) stated that men back up sexual harassment with their power within the organization because men are at the upper echelon in the organization where they can recruit, sack and punish at will. The male supervisors can also take punitive action against the women if they complain. Given that sexual pressures are typically initiated by those in superior positions against the less powerful, certain things are expedient: women are more likely than men to be the targets of sexual harassment in the workplace; women supervisors too are likely to sexually harass their male subordinates. Definitely, more men hold positions of authority, and it is more common for men to harass women than women.

Gender, Teamwork And Violence Against Women In The Workplace: Nigeria’s Outlook

Teamwork processes in Nigeria are not immune from the gendered process of division of labour, gendered division of tasks, gendered value of tasks performed by team members and violence against women. UNF-WM (2007) records show that the national gender gap average in Nigeria is 16.59% but it is higher with 48% in Sokoto and Zamfara. Gender Gap Index (2008) ranked Nigeria 102 out of 130 countries. In Nigeria, labour force participation, male/female ratio is 0.54 while wage equality for similar work is 0.88. For Political empowerment male/female ratio in parliament is 0.08; ministerial position is 0.29, and years with female head of state is 0.00 (African Union (AU); 2006; CEDAW, 2008). In her studies in Nigeria Chovwen, (2003a), discovered that gender stereotypes and men’s attitudes were listed as a major restriction on women’s careers by female managers. Only very few women cross the glass ceiling in Nigeria (Chovwen, 2003b), others end up leaving the organization thereby increasing dearth of female mentors and support for those women still left behind in the workplace. Chovwen (2003a) reported from an in-depth interview with women in male dominated occupations in Nigeria that there exists an unfriendly climate which affects the entry, retention, subsequent performance and development of women in teamwork/leadership positions. The women perceived differential treatment in male occupations, low acceptance and low growth which may hinder the full expression of hidden potentials and negatively influence advancement of women. As a result, women are overlooked for promotion. Some women who eventually break even to the top or get to prestigious positions do face some kinds of violence at work. According to Lawyers’ chronicle in Nigeria (2010), it may not be an overstatement to state that, in Nigeria, almost every female had suffered or witnessed violence! The following was put forward by them:

In Nigeria, a survey was conducted by Project Alert on Violence Against Women in 2001. Interviews
were conducted with women working in markets, women working in other work places, and with girls and young women in secondary schools and in a university in Lagos state. They were asked about physical abuse in the workplace, family and in relationships and about rape and reporting incidents of violence. The answers women gave were alarming. 64.4 percent of 45 women interviewed said that they had been subjected to violence by a male colleague in their workplace etc(p.l)

Women who experience violence become less comfortable, have anxiety, depression, and stress and reduced efficiency in the workplace. The severe trauma, shame and humiliation experienced by victims often prevent them from seeking-treatment and support they need. Many women desist from reporting sexual harassment for fear of victimization by the boss and being ostracized by other employees. The male dominated workplace does not view such complaints seriously, empathically and ethically. Instead women are assumed to be responsible for invoking the behaviour and are blamed as the cause of the violence by men.

According to David and Urim (2010), the reasons for the gendering of teamwork/violence against women in the workplace in Nigeria are as follow:

Long-standing beliefs about gender inequality. There are long-standing beliefs working against achieving effective gender equality in teamwork and violence against women in the workplace in Nigeria. These beliefs reinforce the view that men and women are unequal and as a result cannot have equal access to rewards, resources, statuses, roles, leadership positions and value in the workplace. This is even when women seemed more qualified than men. This is why in some cases, we hear them say “boardroom politics.” The belief is that women cannot withstand the pressure of office politics and therefore are to be given tasks that fit their “gender.”

Cultural practices. There are still strong cultural practices that state that women should be seen but not heard. This further reinforces the inferior position given to women in the workplace.

The gendered workplace which says it’s a man’s world. In this paper, the authors have tried to argue that the workplace is not gender neutral as we have been made to think. Rather, what we see, even in Nigeria, is a cleverly woven gendered process that determines who gets what, when and how, because of gender considerations.

Wrong management style. When the managerial style in place in most organizations is Theory X or does not support a transformative or participatory leadership style, what ensues is a traditional process that promotes and sustains gender-specific behaviours and attributes which all members of teams must subscribe to.

Lack of commitment to effective team building processes. Many Nigerian organizations do not understand gender implications in putting together teams in the workplace (Musami, 2010). And without a genuine commitment to effective team building processes, this defeats any effort to promote equality of team members.

Gender Identity. As long as gender identity governs and dictates the appropriate behaviour expected of men and women in the workplace, teamwork in Nigeria will continue to be influenced by gender considerations.

Gender relations. Teamwork has been seen in this paper to be moderated by gender relations, which refer to the way men and women behave as socially and culturally defined. In Nigeria, women are thought to be relational and affective than men, hence are put in marketing jobs, secretarial jobs, personal assistant jobs, customer relationship management jobs and so on, so that they can use their lowly valued skills and knowledge in relating with internal and external customers.

Gender hierarchy of skills and knowledge. As a direct fallout of the above, skills and knowledge of workers are influenced by gender processes and considerations. Value is also attached to the kind of
jobs/tasks performed by the gender. While low value is attached to relational jobs, high value and premium is placed on jobs that are thought to require logic, mathematical and engineering knowledge and so on, which are in most cases left for men.

**Gender division of labour.** In Nigeria, just as elsewhere, gender division of labour guides the apportionment of tasks to the genders. There are more women marketers, cashiers, secretaries, designers, customer service officers, personal assistants than men, while there are more men who are politicians, engineers, pilots, and white collar workers than women (Musami, 2010).

In addition to what David and Urim have said, fear of the unknown is also a reason for the gendering of teamwork/violence against women in the workplace in Nigeria. Most women who are subjected to violence like sexual harassment in the workplace find it difficult to report to appropriate authorities because of fear of losing their jobs or ostracism from fellow female employees who might brand them ‘holy holy’ or ‘holy Mary’. Most women do not know that there is a possibility of getting justice from the police or the courts; that all involved are guilty until proven innocent and that the guilt and responsibility are on the part of the attacker (Olusola, 2011). There is still lack of awareness by women and insufficient enlightenment by authorities on violence against women in the workplace in Nigeria. Recognizing that Nigerian women confront occupational segregation that often translate into inferior conditions of employment, United Nations (UN) Millennium Declaration promulgated that the equal rights and opportunities of women and men must assure promotion and achievement of gender equality in achieving all the eight Millennium Development Goals (MDG); and combating all forms of violence against women is central to the Goal 3 in achieving gender equality and women empowerment. (UN) Millennium Declaration realizes that violence will never disappear unless men also change their attitudes and reject violence against women as acceptable behaviour in any context (Abama & Kwaja, 2009).

**Conclusion**
This paper has examined how teamwork is influenced by gender inequality and violence against women hinders the role gender plays in shaping teamwork. The authors contend that unless division of labour, tasks, resources, statuses, roles, and positions are freed from gender influences and manipulations, effective teamwork would not be attained, thus denying organizations the benefits derivable from having an engaged workforce and the many benefits that teamwork provides in the modern workplace.

The paper also opined that violence undermines rights of women, and violence against women is a major threat to the development of women and effective teamwork in the workplace. Women are vulnerable to male stereotype, hostile organizational culture and male dominated power in the workplace. Violence against women takes many forms from overt to covert and is on the increase resulting in physical, sexual, and psychological suffering or even death. International attention is focused on violence against women and UN Millennium Declaration suggests that men should change their attitudes and reject violence against women as acceptable behaviour. Therefore, promoting, achieving and sustaining gender equality is key to removing violence against women and promoting teamwork in the workplace.

**Recommendations**
Based on the explanation above, this paper therefore recommends that:

1. Management should organize seminars on gender equality for their employees on a regular basis, and give equal job opportunity for both male and female employees in the workplace.

2. Teamwork should be encouraged in the workplace, and the contributions and rights of each member in the team, whether male or female, should be appreciated and recognized.
3. Management should discourage any form of violence against women in the workplace

4. Management should have in place a clearly articulated sexual harassment policy in line with interactional justice

5. Victims of any form of violence in the workplace should report the act to the appropriate authority.

References


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