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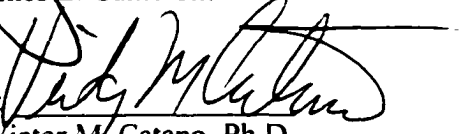
Correlates and Consequences

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Figures and Tables

Abstract

An array of workplace characteristics are typically associated with an increased prevalence of sexual harassment. As well, there are a number of individual differences indicating employees who are likely to be most affected by the experience of sexual harassment. A traditionally male occupation with a predominately male workforce should exhibit the highest levels of sexual harassment. Women in blue-collar positions should be most vulnerable to the negative impact.

Using a military sample of over 1800 active service members, this study examined these relationships in a military environment of the Canadian Forces (CF). Responses to the Military Equal Opportunity Climate Survey (MEOCS), the Mixed Gender Opinion Questionnaire (MGOQ), the CF Equity Attitudes scale and the Perceived Consequences of Equity scale suggest that perceptions of sexual harassment in the CF are very low, with no differences between gender and rank.

Further analysis explored the potential of attitudes toward equity to moderate the relationship between sexual harassment and the outcome measures of job satisfaction, organizational commitment and effectiveness. Attitudes towards women's place in the Canadian Forces and the belief in equal opportunity for women moderated the relationship between sexual harassment and both job satisfaction and organizational commitment.

Results are discussed within the framework of Modern-Sexism. Low levels of perceived sexual harassment, low levels of job satisfaction for female officers compared to female enlisted personnel or males of either rank, high attrition levels for females, and moderate shows of support for equity related programs all lend credence to the interpretation of a new form of discrimination, distinct from traditional forms. Recommendations are made for further exploration of the validity as well as the utility of this interpretation.

INTRODUCTION

Human resources forecasts for the early 21st century predict a severe labor shortage as boomers retire and not enough young people enter the job market to restore the balance (Laver, 1999; Statistics Canada, 1996). Together with the overall shortage of workers, a change in the demographics of the workplace is expected to lend to a larger representation of women and minorities in the workplace (Cascio, 1995). In light of the anticipated demographic changes and labor-market scarcity, there is a new emphasis being placed on attracting and maintaining employees, including women and minorities.

One mechanism for addressing the desirability of a workplace to the new workforce is through the establishment of an equal opportunity climate. An environment that is free from racial or gender biases or discrimination should not only be more desirable for workers but it should also yield better outcomes for organizations. Equal opportunity guidelines set forth by governments have addressed the overt aspects of discrimination. Legislation is in place to address the tangible aspects of discrimination such as selection, compensation and advancement (Weiner, 1993). Equal opportunity climate, however, includes the *perception* of equity and less tangible aspects of workplace behavior. According to Landis, Equal Opportunity Climate (EOC) is "the expectation by an employee that work-related behaviors directed by

others toward the person will reflect merit and not one's ... gender or

membership in any other minority group" (1990, p.29, as cited in Landis,

Dansby & Faley, 1991).

Perceptions of organizational climate are also related to the occurrence

of harassment. For instance, the perception of a highly sexualized workplace

and management acceptance thereof, as well as an organization's

(un)willingness to deal with complaints of harassment, predict workplace

harassment (Dekker & Barling, 1998). High equal opportunity for women is

associated with lower levels of harassment. In a survey of women in

traditional male occupations (primarily engineering, science, and

management), sexual harassment reports increased as ratings of equal

employment opportunity decreased (Lafontaine & Tredeau, 1986).

Perceptions of equal treatment of men and women at work negatively

correlate with experience of harassment (Timmerman & Bajema, 2000).

Ideally, we envision a social climate that extends to the organization

where sexual harassment becomes relegated to historic accounting. In reality,

despite the increased egalitarian views of the so-called GenXers a large

proportion of the workforce still holds traditional and conservative values

(Adams, 1997). This demographic includes what Adams (1997) refers to as

the "angry white guys", a group who perceive themselves as disenfranchised

and faced with a society that has changed too much, too quickly (p.96). In

general, this sector of society does not support women's equality nor

alternative family or work structures. Notwithstanding the efforts made to

improve the position of women in the workforce in recent decades and the

relatively liberal attitude of GenXers, Adams (1997) believes that it is

conceivable and likely that the tensions surrounding workplace diversity will

remain for the foreseeable future.

The purpose of the current study is to foster understanding of the

impact of perceptions of EOC on work outcomes such as organizational

commitment, job satisfaction and effectiveness, and to explore potential

factors that moderate these relationships. The intent is to add to the current

understanding of these relationships by examining not only the direct

linkages between equity related perceptions and the work-related outcomes

but also the moderating role of attitudes towards the status of women and

minority groups.

The present study is focused on EOC issues, particularly sexual

harassment, within a military context. The Canadian Forces is an organization

that has spent considerable energy on developing and implementing gender

equity policies. Past emphasis has been on eliminating all vestiges of

institutional level discrimination. Confident that the overt aspects of

discrimination have been removed, the CF has turned its attention to EOC.

The Canadian Forces is a progressive organization wanting to provide a

positive working environment for all its members and, in so doing, making

itself an employer of choice. In terms of the occupational dimensions

common to discussions of equity or EOC, the military in general is considered

a nontraditional workplace for women, particularly for noncommissioned

members. Even with the steady increase of female recruits during recent

decades, there is still a male to female ratio of approximately 80:20. As well

as gender, the current study examines differences based on rank, language,

and composition of the work group (mixed gender or single gender).

Definition and Measurement Issues of Harassment and Discrimination

The sexual harassment literature is plagued by differing definitions

and operationalizations of problematic behavior. A preponderance of

research on sexual harassment reflects a relative deficit of inquiry into the

broader domains of gender or sex discrimination or gender harassment (i.e.,

behavior that is not sexual). The traditional definition of sexual harassment is

referred to as quid pro quo harassment suggesting coercion of sexual

cooperation by threat of job-related consequences (Schneider, Swan &

Fitzgerald, 1997). The U.S. legal framework also delineates an arena

described as hostile work environment that incorporates unwanted and

offensive sex-related verbal or physical conduct, even in the absence of any

job-related threat. In Canada, the Supreme Court defines sexual harassment

as "unwelcome behavior of a sexual nature in the workplace that negatively

affects the work environment or leads to adverse job related consequences for

the employee" (Robbins, 1999, p.463). A closer inspection of many of the

sexual harassment publications clearly indicates an overlap with few studies actually limited to quid pro quo harassment.

Piotrkowski (1998) moved beyond the hostile work environment and conceptualized gender harassment as conduct that is offensive, hostile, and demeaning of women and that may or may not involve sexualized conduct. This conceptualization is reflected directly (e.g., Dansby & Landis, 1991; Hanisch, 1996; Ragins & Scandura, 1995) or indirectly (e.g., Glomb, Richman, Hulin, Gelfand & Magley, 1997; Hulin, Fitzgerald & Drasgow, 1996; Mansfield, Koch, Henderson, Vicary, Cohn & Young, 1991) in much of the sexual harassment literature. As Gutek (1985) points out, given that sexual harassment is directed primarily towards females and rarely towards males, it is a form of gender discrimination. Thus the current study will incorporate research on sexual harassment, gender harassment, and sexual or gender discrimination that relates to the work indices under investigation.

Further complicating the comparison of sexual harassment is the methodological issue of measurement (Lengnick-Hall, 1995). Two basic approaches include the use of vignettes or surveys. Vignettes, while allowing for increased experimental control, lack of external validity. That is, there is no way to assess if the manner in which an individual relates to a contrived scenario on paper relates to their response if they are exposed to actual sexual harassment (Lengnick-Hall, 1995). Surveys offer the advantage of reaching large numbers of respondents with relative ease and lack of expense; they are

generally classed as either direct query or behavioral experience (Culbertson

& Rosenfeld, 1993). The direct query method defines the target behavior and

directly questions respondents on whether they have experienced sexual

harassment. This approach underestimates the prevalence of sexual

harassment in the workplace by not tapping behaviors that generally are

accepted as harassment but are not so labeled by the survey respondents

(Barak, Fischer & Houston, 1992). The behavioral experience approach, on

the other hand, attempts to control for labeling behaviors by asking

respondents if they have experienced any of a series of behaviors that are

classed as sexual harassment. Both the direct query and the behavioral

experience survey methods assess either personal experience or perceptions

of the workplace (Culbertson & Rosenfeld, 1993).

Theories of Sexual Harassment

There are a number of competing theories attempting to explain sexual

harassment. Power-based explanations focus on the disparate power levels of

the perpetrator and victim of the behavior. The basic premise is that sexual

harassment is a reflection of the typical organizational structure (males in

authority) and social norms equating power with sex such that using one's

position for sexual gain is the expected outcome (Tangri, Burt & Johnson,

1982). Whether or not men in authority positions engage in more of

harassing behaviors, the same behavior emanating from an authority figure is

more likely to be perceived as harassment than the identical behavior coming

from a subordinate or peer (Gutek, 1995). Although power may not be

sufficient to explain the complexity of sexual harassment it is central to

understanding sexual harassment (Cleveland & Kerst, 1993).

Role perspectives, such as Gutek's (1985) sex role spillover theory,

refer to the carryover of inappropriate gender-roles into the workplace and to

the reinforcement of female subordination. For instance, the expectation that

women will be more nurturing than men may translate into care-taking tasks

beyond the scope of defined job duties. Moreover, sex-role spillover predicts

that people act stereotypically and that men will be the sexual aggressors

(Gutek, 1985). There is limited support for each of these theories; Martin and

Jurik (1996) contend that women in traditional female positions generally

tend to experience harassment due to a lack of power whereas women in

male-traditional positions more frequently are treated with more hostility

because they are intruding in male territory. Inasmuch as these approaches

are limited in their explanatory scope they do, however, provide a rough

framework for understanding sexual harassment.

Forms of Discrimination

Between 40% and 70% of women have been experienced some

harassing behaviors in their workplaces (Glomb et al., 1997; Piotrkowski,

1998; Schneider, Swan & Fitzgerald, 1997). The role of these behaviors as a

stressor and the subsequent links to physical and psychological effects for the

individual are well documented (Barling et al., 1996; Fitzgerald, 1993; Gutek,

1985; Thacker & Gohmann, 1996). Interestingly, the experience of harassment does not have to be personally experienced to be meaningful or detrimental. Glomb and colleagues (1997) studied "ambient harassment", that is the general level of sexual harassment in the work unit measured by the frequency of sexually harassing behaviors experienced by others in the unit. Their model supported a negative relationship between sexual harassment and job satisfaction and a positive relationship with psychological distress. Ambient harassment followed the same relationship with these variables. Even the indirect exposure to sexual harassment appears to carry with it negative personal and organizational consequences for women.

More blatant manifestations of sexual harassment still occur, although much less frequently. Harassing behaviors such as sexist humor and innuendo, derogatory comments, and overt ostracism are more frequent in nontraditional workplaces where men are in a majority (Lafontaine & Trudeau, 1986) and in blue-collar occupations (Mansfield et al., 1991) such as fire-fighting (Yoder & Aniakudo, 1996), policing (Brown, Campbell & Fife-Schaw, 1995), construction (Goldenhar et al., 1998) and military service (Newell, Rosenfeld & Culbertson, 1995).

Progress on obtaining equality for women in the workplace mirrors social and cultural change over recent decades (e.g., Aitkenhead & Liff, 1991). Consequently, the types of behavior exhibited in blue-collar, non-traditional occupations are becoming less prevalent in other fields and may lead to the

casual observation that sexual discrimination is a thing of the past. However,

underlying this façade of equality is an undercurrent of persisting, more

subtle discrimination (Benschop & Doorewaard, 1998). The nature of this

more subtle discrimination has been explored in numerous studies. For

example lawyers who possess a knowledge of legal rights and should be

expected to act on their violations, reported a consistent claim of covert

discrimination (Laband and Lentz, 1993). Women lawyers claimed that they

faced was of an intangible discrimination such as being assigned less

challenging work assignments, less independent work, and receiving fewer

social invitations (i.e., networking opportunities). These are all claims that

are difficult to substantiate in a courtroom, but are factors that affect job

mobility and job satisfaction. Benschop and Doorewaard (1998) found more

of the same subtle form of discrimination while examining the gender subtext

in the banking industry. This subtext incorporates many of the same actions

or inactions that appear in Laband and Lentz' (1993) discussion. The power-

based processes and the subtle exclusions provide for a public perception of

equality while gender inequality persists.

This shift from the overt to covert (or tangible to intangible) forms of

discrimination is consistent with the distinction between "old fashioned" and

"modern" forms of sexism (Beaton, Tougas & Joly, 1996; Swim, Borgida,

Maruyama, & Myers, 1989). Contemporary theorists propose that there is a

meaningful and measurable distinction between the two constructs. Whereas

the old fashioned sexism is characterized by the unequal treatment of women

and questioning of women's intelligence, modern sexism is more subtle.

Modern sexism manifests itself in denial of continued discrimination together

with resistance towards women's demands and lack of support for policies

designed to help women (Beaton et al., 1996; Swim et al., 1989).

Organizational Consequences of Gender Discrimination

The perception of discrimination in the workplace may be

accompanied by a series of negative consequences for the individual,

including stress, physical and mental health repercussions, and lowered self-

esteem (Barling et al., 1996; Gutek, 1985; Loy & Stewart, 1984). A positive

equal opportunity climate is associated with attracting a varied workforce.

Brush (1991) found the proportion of women entering the sciences and

engineering in the early 1990s was less than that of a decade earlier. After

eliminating a number of alternative explanations, the cold and discriminating

climate in these fields was identified as the primary factor discouraging

women. The focus of the present study is on the impact of equal opportunity

climate for individuals on the job in terms of their job satisfaction,

organizational commitment and perceived effectiveness.

Satisfaction and commitment are consistently related with each other

(Dougherty, Bluehorn & Keon, 1985) and to employee behaviors. Lowered

satisfaction is associated with withdrawal behaviors such as absenteeism,

tardiness, avoidance, and missed deadlines (Hanisch & Hulin 1991). Both job

satisfaction and organizational commitment are consistently linked to

turnover intentions (Arnold & Feldman, 1982; Randall, 1990; Williams &

Hazer, 1986). A meta-analysis of 178 independent samples suggested that

while job satisfaction is more closely linked to turnover intentions,

organizational commitment is more strongly linked to actual turnover (Tett &

Meyer, 1993).

Turnover intentions and turnover are both very costly to an

organization. Although turnover intentions are difficult to quantify they are

strongly associated with psychological distancing from work and work

withdrawal behaviors (Gerhart, 1990; Keavney & Nelson, 1993). Costs of

turnover are easier to assess in terms of recruitment and training figures. In

some industries, recruitment and training are estimated to cost in the range of

$100,000.00US per employee. These figures do not take into account

downtime when a position remains vacant or issues such as lost sales or

damaged morale associated with the turnover (Sager, 1990). Perceived

effectiveness, a self report performance rating, is a clear reflection of positive

work behavior associated with organizational commitment.

Job Satisfaction

There are a number of commonly acknowledged determinants of job

satisfaction including challenging work, equitable compensation and

promotion opportunities, and a supportive work environment (Witt & Nye,

1992). There are virtually no difference in levels of job satisfaction between

male and female employees when matched on variables such as pay and tenure (Fry & Greenfeld, 1980; Smith & Plant, 1982). There is a stable difference between unskilled, blue-collar workers and professional and management (i.e., white-collar) workers with the blue-collar less satisfied with their work (Weaver, 1980). There is a consistently low positive link between levels of satisfaction and job performance on the individual level; however, the relationship is stronger when evaluated at an organizational level. A satisfied organization appears to be a more productive organization (Ostroff, 1992). Measures of organizational climate are measures of organization level perceptions and may reflect dissatisfaction related to discrimination and harassment.

Links between harassment and ratings of job satisfaction are consistently negative (Laband & Lentz, 1998; Piotrkowski, 1998; Ragins & Scandura, 1995). Female lawyers who perceived gender harassment in the workplace reported lower levels of job satisfaction (Laband and Lentz, 1998). While income produced a large effect on job satisfaction, harassment produced a negative effect of twice the size! For private sector and university employees, the degree of harassment strongly predicted job satisfaction (Schneider et al., 1997). In a cross-cultural sample of Scandinavian, former Soviet bloc, and American women on the effects of gender discrimination, job satisfaction was the one outcome to transcend cultural, geographical and political boundaries (Kauppinen-Toropainen & Gruber, 1993).

Organizational Commitment

Organizational commitment reflects the strength of an individual's identification and involvement with an organization (Tett & Meyer, 1993). Mowday, Steers and Porter (1979) proposed that organizational commitment included not only identification with the organization but also a belief in the organization's goals and values and a desire to maintain membership in the organization. Although other models of commitment have been proposed (cf. Mathieu & Zajac, 1990; Allen & Meyer, 1990), the conceptualization of Mowday and colleagues is sufficient for the purpose of the current study.

The relationship between organizational commitment and harassment or discrimination has not been examined extensively. Landis and colleagues (1990, as cited in Landis et al., 1993) claimed that EOC variables, especially harassment, accounted for more than 61% of the variance in organizational commitment scores in a military sample. On the other hand, Rosen and Martin (1998) also examining the ability of gender harassment, unwanted sexual attention and coercion to predict organizational commitment in a military sample did not find the expected relationships. Sexual coercion, however, did predict turnover intention but for male members only.

In the nontraditional female occupations such as fire-fighting, policing, construction, and military, where research reports higher levels of harassment, a strengthened and negative relationship between the experience of harassment and job commitment and job satisfaction is likely to occur.

However, despite the increased prevalence of harassing behaviors in these occupations the relationship between harassment and job commitment or satisfaction in these cases is not strong (Yoder & Aniakudo, 1996). There may be a higher turnover rate in these settings that lends to the reduced relationship. Yoder and Aniakudo (1996) speculate that women who are vulnerable to the effects of the harassment may be affected to such an extreme that they have exited the workplace, whereas those who remain are atypical and somehow impervious to the effects of harassment.

Effectiveness

Unlike job satisfaction and organizational commitment, which are attitudinal measures of an affective response, perceived effectiveness is a self-report performance rating. There is little information on how harassment affects productivity or effective performance. However, the experience of harassment is associated with withdrawal behaviors such as tardiness, abesenteeism, and avoidance (Glomb, Munson, Hulin, Bergman & Drasgow, 1999; Hanisch & Hulin, 1991). Withdrawal behaviors, representing the inverse actions of effective behavior, are in effect an indication of ineffective performance.

Exposure to harassment is associated with work withdrawal behaviors (e.g., Glomb et al., 1999; Hanisch & Hulin, 1991; Schneider, Swan, & Fitzgerald, 1997). Schneider and her colleagues (1997) controlled for disposition and general job stress in their evaluation of the relationship to

rule out allegations of "oversensitivity" in women's reactions. The negative

relationship between experience of harassment and withdrawal behaviors

still held. Furthermore, harassment does not have to be severe to have an

effect; even harassment behaviors that are rated as relatively minor in

isolation are related to negative outcomes, particularly withdrawal, when

they occur with a high frequency (Schneider et al., 1997).

Differential Experience and Impact of Discrimination

The presence of discrimination in the workplace can be expected to

occur to and affect different people to different degrees. The following

individual and group differences are considered in the present study: (a)

gender, (b) first official language, (c) rank, and (d) mixed gender work

groups.

Gender

Men perceive gender issues as significantly less important than do

women (e.g., Cameron & Lalonde, in press). Women have a broader

conception of gender inequality than do men (Israeli & Tabory, 1986). Barak

and colleagues (1998) suggest that whereas women view men as having both

power and a numerical advantage, men see women as having the advantage

of governmental and organizational Equal Opportunity programs. A result

of these differing vantage points, which center largely on changing or

maintaining the balance of power, is that men are likely to infer that equality

has been attained. Conversely, women are more aware of the informal

discriminatory processes and less likely to believe that equality has been attained (Barak et al., 1998; Swim et al., 1995).

In a field study of workers' attitudes towards sexual harassment, Ford and Donis (1996) found a significant pattern of differences based on gender and age. Young women under the age of 40 were the least tolerant of sexually harassing behaviors and men over the age of 50 were the most tolerant. Women exhibited a pattern of increasing tolerance up to age 50 and declining thereafter. Men, on the other hand, presented the inverse pattern of declining tolerance up to age 50 and increasing thereafter. Overall, men were significantly more tolerant of sexual harassment in the workplace than women (Ford & Donis, 1996). Moreover, for men the perception of discrimination is related to few outcome measures (Gutek, Cohen, Groff & Tsui, 1996).

Perhaps paradoxically, perceptions of reverse discrimination might be equally important in this context. First, due to the gender ratio of the CF, attention must be given to the males who constitute approximately 80% of the CF population. Even if males do experience some degree of reverse discrimination, due to their membership in the higher status group they are not affected by the experience to nearly the degree as females (Gutek, Cohen, & Tsui, 1996). Whether males are for some reason impervious to the effects of perceived discrimination or in fact vulnerable to perceived injustices is a consequential query the context of an organization such as the military with

such a heavily skewed gender ratio. Finally, as reverse discrimination is often considered a reaction to efforts to improve the position of women and minorities vis a vis the established male position, the potential effect of equity related policies must be taken into consideration.

Research in race relations suggests that the perceived threat to one's group interest is more important than threat to self-interest in producing prejudicial beliefs (Barak et al., 1998). Building on this foundation in a workplace characterized by programs to improve women's collective position, men may feel threatened and consequently, exhibit less support for these policies. This constitutes an impression of reverse discrimination, believing that the individual or the group is being threatened as a result of the preferential treatment of others.

In summary, women in the military may perceive a less equitable climate and experience the effect of that climate to a greater degree than their male counterparts. That is, men will perceive EOC as more positive than will women. Specifically, women who perceive sexual harassment in their working environments should exhibit corresponding lower levels of job satisfaction, work commitment, and perceived effectiveness, whereas for males the relationship should be weaker or absent. As well, males should exhibit less support than females for EO programs and policies.

First Official Language

  There is little research related to the issuel of First Official Language (FOL) or the Anglophone-Francophone dichotomy as a factor in the experience or impact of sexual harassment. Language is not itself the factor of interest; rather, it is the culture associated with the two predominate language groups in Canadian society which is categorized in the current study on the basis of first official language. There are value differences between the two major language groups. Francophones are a more group-oriented, collectivist type people with a high level of concern for the interpersonal aspects of the workplace. Anglophones, in contrast, tend to be more individualist and task-oriented (Kanungo & Bhatnagar, 1978). If these values are powerful enough on a group basis, the individualistic orientation could mitigate the fallout from the perception of harassment in the workgroup, whereas the collectivist tendency would magnify the repercussions. This study explores the relationship between the two language groups and the differential impact of harassment.

  In an analysis of attitudes of men and women towards gender integration in the Canadian Forces Reserves, Perron (1999) found that anglophone males disagreed more than did francophone males with their female counterparts on statements related to gender initiatives. This result was seen as an indication of lower tolerance of change from the majority group due to a perceived loss of power and status.

Based on Perron's (1999) rationale, anglophone males in the CF who are the majority and thus the group with the most to lose, they will exhibit the least amount of support for equal opportunity programs. Thus, a gender-language interaction on measures of support for EO programs is anticipated with anglophone males showing less support than francophone males or females of either language group. Correspondingly, anglophone males will likely perceive more reverse discrimination than francophone males. A difference in overall EOC ratings is also expected, with anglophones perceiving a more positive climate than francophones.

Rank

Rank structure in a military sample equates roughly with the blue/white collar distinction in civilian populations, with officers analogous to white collar and enlisted analogous to blue collar (Landis et al., 1993; Newell, Rosenfeld, & Culbertson, 1995). Theoretically, the presence of large numbers of male workers combined with traditionally male-oriented tasks should lead to higher levels of gender harassment (Fitzgerald, Drasgow, Hulin, Gefland & Magley, 1997). Approximately 50 percent of North-American women experience harassment within a two-year time span (Fitzgerald, 1993; Gruber, 1990). Numerous studies indicate that women in male dominated nontraditional fields experience even higher levels. Early evidence of harassment rates in the military come from a survey of US federal employees in 1981; female government employees cited significantly less

harassment than women in the military (42 compared to 64 percent; USMSPB, 1981). A survey of Navy personnel a decade later found an even higher rate of harassment (74 percent; Culbertson, Rosenfeld & Newell, 1993). Similarly, surveys of policewomen find higher than average occurrences of harassment (62 percent) and female correctional officers encounter comparable frequency of harassing behaviors (Martin & Jurik, 1996).

Mansfield and her colleagues (1991) found a higher incidence of gender harassment among women in non-traditional, blue-collar fields compared to traditional jobs. Among a sample of tradeswomen, transit workers, and school secretaries the first two groups, deemed nontraditional, experienced a significantly higher level of harassment. Across all three groups the experience of harassment was associated with lower levels of job satisfaction. Ragins and Scandura (1995) explored differences in women's experiences in blue collar and white-collar jobs in male-typed (i.e., nontraditional), female-typed (i.e., traditional), and gender-integrated occupations. The frequency of gender harassment did not differ between male-typed, female-typed and gender integrated occupations per se; they did, however, replicate the difference between blue-collar and white-collar positions, with blue-collar workers experiencing more harassment. They also found that the negative relationship between harassment and job satisfaction held, with the strength of the relationship being stronger for blue-collar workers.

On this basis rank should moderate the relationship between perception of sexual harassment and job satisfaction, job commitment, and perceived effectiveness such that officers will be less affected by the perception of sexual harassment than noncommissioned members.

Mixed Gender Work-Groups

In an investigation of the role that gender integration has on organizational attachment, Tsui, Egan, and O'Reilly (1992) found that men in homogenous male units were more committed to their organizations than men in mixed gender units. For males, the level of commitment declined as the number of females in the work setting increased. This was thought to be due to the interpretation that the presence of females is the result of policies favoring females. For males, the presence of females might be viewed as a result of inequity (Tsui et al., 1992) and perceived as reverse discrimination. Extending this logic, the reverse finding should hold for females. Thus, if mixed gender units are a sign of gender equity, females' level of organizational commitment should be higher for those in mixed gender units as opposed to those in homogenous female units. However, Tsui et al. (1992) reported that females were generally unaffected by this variable.

A possible explanation for the lack of effects of mixed gender units may be the relative power positions being analyzed. Research on tokenism and proportional representation has generally failed to produce evidence of improved work outcomes based on a change in the demographics of a work

group (Tsui et al., 1992; Yoder, 1991; Zimmer, 1988). The critical element in

this equation for females is the authority in the positions (Ely, 1995; Knouse &

Dansby, 1999). An integration of genders in low power positions does not

necessarily support nor hinder a positive equity climate or belief in the

presence of active policies of support. The presence of females in positions of

authority, however, is likely to be viewed as support for gender equity and

result in more positive attitudes toward the organization. Extending this line

of inquiry, working in a mixed gender unit should contribute to a stronger

relationship between job satisfaction and organizational commitment for

white collar (officers) compared to blue collar (enlisted) employees.

Males in mixed gender units should be less committed to the

organization than those in all male units. Accordingly, female officers in

mixed gender work groups are expected to be most strongly committed to

their jobs. Also males in mixed gender units should perceive more reverse

discrimination than males in all male units.

Attitudes towards Equity

Gutek and Koss (1993) have suggested that an individual's attitudes

may interact with experience of harassment in the workplace to moderate

outcomes of satisfaction, commitment, and effectiveness. The possibility that

those who report more sexual harassment are more sensitized to equity issues

in the workplace and, thus, pick up on behaviors that might otherwise have

gone unnoticed has been explored and unsupported in numerous studies

(Konrad & Gutek, 1986; Mazer & Percival, 1989; Saperstein, Triolo & Heinzen, 1995). There were no attitudinal differences between those who reported experiencing harassment and those who did not. The only consistent difference was the reported experience of harassment. Studies that have examined the relationship between attitudes toward harassment and perception of harassment have primarily addressed labeling of behaviors, examining the likelihood of qualifying a particular behavior as sexual harassment (Konrad & Gutek, 1986; Powell,1983; 1986).

Feminist values were expected to affect perceptions of the incidence of harassment in previous research and perhaps the question should be framed in terms of whether those values influence the impact of harassment. Possibly, individuals who possess egalitarian attitudes toward the role of women (similar to feminist ideology) will be less tolerant of sexual harassment and consequently, when faced with harassment will score lower on measures such as satisfaction, commitment, and effectiveness. Conversely, individuals holding more traditional views may accept sexual harassment as the natural consequence of women infiltrating a male dominated workplace.

Another potentially important attitude in this context is the individual's bias towards programs pursuing employment equity. If an individual sees the consequences of equity as positive and simultaneously views the organization as committed to being an equal opportunity

employer, these attitudes may buffer the effects of perceived sexual

harassment. In this manner the attitudinal variables may be key to

understanding the different perceptions of individuals in the same workplace

and instrumental in suggesting strategies to minimize the negative outcomes

of sexual harassment.

Hypotheses of Current Study

In summary, the purpose of the current study is to foster

understanding of the impact of a sexual harassment on work outcomes. Apart

from the moral imperative to strive for a workplace free from discrimination,

it is equally incumbent upon the organization to concurrently seek means to

negate the ill effects of harassment while it persists. Moreover, it is also in the

organization's self-interest to do so because it will improve satisfaction and

commitment which will in turn reduce turnover and withdrawal behaviors.

Through producing associations between perceptions of sexual harassment

and work relevant outcomes, this study aims to add to the current

understanding of the significance of the relationship. The hypotheses being

evaluated in this study are listed below.

1. Differences are anticipated on measures of sexual harassment and equity

    attitudes between the sexes, language groups, ranks, and work experience

    (mixed gender work or not):

    1a. There will be a gender difference in perceptions of EOC (Males will

        rate EOC as more favorably than females).

1b. There will be a gender difference in expressed support for EO programs and policies with males exhibiting less support.

1c. There will be difference in ratings of EOC based on language group, anglophones will perceive EOC as more positive than francophones.

1d. There will be a gender-language interaction on ratings of support for EO programs (anglophone males will express less support for EO programs than will francophone males).

1e. There will be a difference in levels of reverse discrimination between anglophone and francophone males (anglophone males will report higher levels).

1f. There will be an interaction between gender and work group composition on perceptions of reverse discrimination with males in mixed gender unit perceiving more reverse discrimination.

1g. There will be an interaction between gender and composition of the work group on levels of commitment, with female officers most strongly committed.

2. There will be a negative relationship between sexual harassment and job satisfaction, organization commitment and perceived effectiveness for females; for males the relationship will not be significant.

3. Rank will moderate the relationship between sexual harassment and job satisfaction, with officers being less impacted by perceptions of sexual harassment than noncommissioned members.

4. Attitudes towards the role of women in the CF will moderate the relationship between sexual harassment and job satisfaction, commitment, and perceived effectiveness. Individuals with a more positive attitude towards the role of women in the CF will be more negatively affected by the perception of sexual harassment and exhibit lower ratings of job satisfaction, job commitment, and perceived effectiveness.

5. Attitudes towards the consequences of equity and support for equity programs will moderate the relationship between sexual harassment and job satisfaction (with corresponding expectations held for job commitment and perceived effectiveness). Specifically, it is expected that high ratings on these attitudes will have moderate the impact of sexual harassment on the work outcomes so that the impact of harassment is reduced.

METHOD

Participants

The participants in this study were members of the Canadian Forces

who responded to a stratified random sample of Army, Navy, and Airforce

members in the fall of 1999. Questionnaires were distributed by mail to 3573

members with 1891 returned, for a response rate of 53%. All surveys were

returned by mail to the Directorate of Human Resource Research and

Evaluation (DHRRE) research team. To ensure confidentiality and

anonymity, participants were instructed not to write their name or service

number anywhere on the questionnaire (see Appendix A for survey

instructions to participants).

Of the returned surveys, all but three were adequately completed for

computer scanning and inclusion in subsequent analyses. Of the 1888

participants included in this study 1476 were male and 378 female. The rank

distribution reflected the actual composition of the CF with this sample

having approximately 9% senior officers, 16.5% junior officers, 25% senior

non-commissioned officers and 49% junior noncommissioned members. The

age range was between 17 and 57 years, with a mean age of 35.84 years and a

standard deviation of 7.03 years. Seventeen hundred eleven respondents

acknowledged working in a mixed gender unit, 135 worked in a same sex

unit, and 42 did not respond to this item. Education cited by respondents

ranged from 48.5% with less than high school, some high school or a high

school diploma, 19.6% with some college or a college diploma, 23.7% with some university or a university degree, to 6.7% with some graduate school or a graduate degree. Twenty-nine participants did not respond to this item.

Materials

The Canadian Forces 1999 Personnel Survey

The survey was conducted for the CF by the Directorate of Human Resource Research and Evaluation in an effort to gather information on organizational climate, specifically with regards to gender and ethnic diversity. The results are used in the development of personnel policies and programs relating to the Canadian Forces and its members. The survey contained the following scales [1]:

Demographics. Respondents were asked to indicate background information including their sex, age, rank, first language, education, marital status, tenure with CF, geographical region, tenure with unit and whether they worked in a mixed gender unit (see Appendix B).

MEOCS. EOC was assessed using the Military Equal Opportunity Climate Survey Lite version (MEOCS-Lite; Dansby, 1998; Dansby & Landis, 1991; Landis, Dansby & Faley, 1993). The parent instrument, the MEOCS, was developed for the US military by the Defense Equal Opportunity Management Institute in the 1980s to provide field commanders with a means of assessing unit equal opportunity climate. The MEOCS-Lite

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[1] Note: This survey contained other measures not used in the current study

used in this survey is a truncated edition of the original, developed in response to a demand for a less time-consuming instrument. With fewer items the MEOCS-Lite carries the expectation of a higher response rate. It has only 38 items measured on a seven point likert scale (1 = strongly disagree to 7 = strongly agree). Reliability of the total instrument was acceptable, with an alpha coefficient of .78 in this study.

The overall rating of EOC provided by the total instrument score of the MEOCS-Lite is constructed through its' additive sub-scales. These scales are described below:

MEOCS Works Scales: The Lite version consists of scales assessing effectiveness, commitment, and satisfaction. Effectiveness has five items, (e.g., "My work group's performance in comparison to similar work groups is very high"), Commitment has six items (e.g., "I find that my values and the work group's values are very similar"), and Satisfaction has five items (e.g.,(my degree of satisfaction with) "The chance to acquire valuable skills in my job that prepares me for the future"). High scores indicate a high perception of workgroup effectiveness, a personal sense of organizational commitment, and work satisfaction.

MEOCS Climate Scales: These consist of five scales also from the MEOCS Lite version. The scales are additive and high scores indicate a perception of a positive equity climate within the CF. For each item respondents indicate how likely it is that the behavior stated would occur

with respect to a minority or female person. The <u>Sexual Harassment</u> scale has

four items (all reverse keyed) such as "When a woman complains of sexual

harassment to her superior, he tells her 'you're being too sensitive'". The

<u>Negative Behavior</u> scale has five items (again all reverse keyed) such as

"While giving a talk, the person in charge of the organization takes more time

to answer questions from majority members than from minority members."

The <u>Positive Behavior</u> scale includes five items such as "A new minority

person joins the organization and quickly develops close majority friends

within the organization." The <u>Racism/Sexism</u> scale consists of four items (all

reverse keyed) (e.g., "Graffiti written on the organization's rest room or

latrine walls "puts down" minorities or women"). The <u>Reverse</u>

<u>Discrimination</u> scale has four items (reverse keyed) to assess the perception of

reverse discrimination at the local, work group level. For example, "A

majority woman is selected to receive an award for an outstanding act even

though she is not perceived by her peers as being as qualified as her nearest

competitor, a majority man."

     <u>Perceived Consequences of Equity:</u> Respondent's attitudes of the

perceived consequences of equity were assessed by an eleven-item scale

based on the "Perceived consequences of multiculturalism" from the

Multicultural Attitude Scale (MAS, 1991; Berry & Kalin, 1996). Items were

rephrased and supplemented to adapt them to the CF and its equity policies.

The scale items are measured on a 7-point likert scale representing a range

from totally agree to totally disagree. Respondents are asked to indicate their view of what would happen if steps were taken to implement employment equity. The scale comprises four positive items (e.g., such policies will "provide greater equality of opportunity for all groups in the CF") and seven negative, reverse keyed (e.g., such policies will "destroy our CF way of life"). The scale purports to measure what people feel will happen as the CF pursues equity programs; higher responses on the scale indicate a perception of the consequences of equity being positive. In this study a Cronbach's alpha of .88 was obtained.

CF Equity Attitudes: Eleven items constructed from a sub-scale of the MAS, derived for the CF Personnel survey. Items were derived from the CF Employment Equity Principles (e.g., support for a policy that will "Eliminate, to the maximum extent possible, any policy or practice that results in arbitrary barriers to the advancement, promotion and retention of all of its members") as well as written comments from earlier employment equity surveys (e.g., agreement that with employment equity "morale and cohesion in the CF will be reduced"). High scores on this scale indicate support for equity and programs pursuing employment equity. Cronbach's alpha obtained in this study was .84.

Gender Equity Climate: The Mixed Gender Opinion Questionnaire (MGOQ) was developed by the DHRRE research team to assess attitudes towards gender equity and opportunity specifically within the CF. The

MGOQ consists of 19 items on a 5 point likert scale (1 = strongly disagree to 5

= strongly agree). Items #2, 4, 6, 9 and 14 are reverse keyed to be consistent

with overall scoring pattern. Higher scores represent stronger agreement with

and support for gender equity within the CF. Within this survey sample

Cronbach's alpha was .79. For details regarding the factor structure of the

MGOQ see factor analysis portion of the results section.

Data Analysis

Due to inconsistent previous findings (Davis, 1997; Perron, 1999;

MacLennon & Pike, 2000) exploratory factor analyses was conducted on the

MGOQ to establish factor structure. Principal components analysis with a

varimax rotation was used with a minimum factor loading of .40 set as

inclusion cut-off criteria. A second factor analysis was computed on the

MEOCS.

To assess the characteristics of the sample, descriptive statistics were

examined with respect to subgroup attributes. Zero-order correlations were

computed to assess linear relationships between variables. To address the

hypotheses regarding mean differences, two MANOVAs were executed. In

the first, the work outcomes of perceived effectiveness, organizational

commitment and job satisfaction were the dependent variables, with sex,

mixed gender unit, language, and rank as the between-subject variables, and

with age and education entered as covariates. In the second MANOVA

reverse discrimination, CF equity attitudes, perceived consequences of equity,

the factors of the MGOQ, and sexual harassment were the dependent

variables, the between subject variables and the covariates were identical in

both.

The remaining hypotheses, including those predicting the presence of

moderator variables, were tested with regression analyses. In a composite

analysis to address all predictions, job satisfaction was regressed onto age

and education in the first step; gender, rank, sexual harassment, MGOQ1,

MGOQ2, MGOQ3, MGOQ4, the CF Equity attitudes scale, the perceived

consequence of equity scale, and reverse discrimination were entered on the

second step. In the third step, the interaction terms of sexual harassment by

each of the variables in step two, gender by each of the variables in step two

and gender by sexual harassment. The final step included 3-way interactions

of gender by sexual harassment by rank, the four MGOQ scales, the CF

Equity attitudes and perceived consequence of equity scale. The pattern was

repeated replacing job satisfaction with organizational commitment and

perceived effectiveness separately. The goals of this investigation were to

ascertain: (a) if there is an interaction between gender and sexual harassment

in the prediction of the work attitudes, (b) if rank moderates the relationship

between perceptions of harassment and job satisfaction, occupational

commitment, and perceived effectiveness and (c) to determine if the attitudes

towards gender equity moderated the relationship between perception of

sexual harassment and job satisfaction, organizational commitment, and

perceived effectiveness.

RESULTS

Factor Analyses

To avail of the data from the Mixed Gender Opinion Questionnaire

(MGOQ) a factor analysis was first executed to investigate the dimensionality

of the items (see Table 1). Prior reports have arrived at discrepant

multidimensional findings (Davis, 1997; Perron, 1999) and a unidimensional

scale (MacLennon & Pike, 2000). Principal components analysis yielded five

factors with eigenvalues greater than 1.00 and accounting for 55.94% of the

variance. However, the SPSS default of the Kaiser-Guttman rule tends to

overestimate the number of factors (Gorsuch, 1983). Given the low stability

of the fifth factor, the analysis was repeated specifying a four-factor solution.

The resulting four factors accounted for 49.35% of the variance (23.76, 9.95,

8.54, and 7.1, respectively).

Items were included on sub-scales if they loaded above .40 on a single

factor. Based on this criterion only one item (#11) was eliminated due to

insufficient correlation with any factor. Factors were interpreted in

accordance with previous CF research (see Perron, 1999). Internal consistency

estimates, represented by coefficient alpha, were adequate for all four sub-

scales (see Table 1). Thus, all four were included for further analysis.

Factor 1 on the MGOQ assesses support for training and policies regarding harassment and gender awareness, with higher scores indicating more positive attitudes towards training and policies. Factor 2 reflects respondents perceptions of an equity environment in the Canadian Forces, where higher scores indicate a belief that men and women are treated equally. Factor 3 assesses attitudes regarding women's role in the CF, with higher scores indicating a more egalitarian view supporting total integration in all military occupations and lower scores representing more traditional views of the role of women in the CF. Factor 4 reflects perceptions of career opportunities within the CF based on gender; higher scores on this factor indicate a perception of equal opportunity for women and men.

Table 1: MGOQ Factor Structure

	Factor	Items	Eigenvalue	Alpha
1	Training/Policies on Harassment and Gender Awareness	5,12,13,15,16,17	4.52	.68
2	Equity Environment	7,9,10,14,18,19	1.89	.74
3	The Role of Women in the CF	1,2,3,4	1.62	.75
4	Career Opportunities for Women in the CF	6,8	1.35	.62

A second factor analysis was performed on responses to the MEOCS items. Based on a principal components analysis eight factors emerged with eigenvalues greater than 1.00. These factors and the items extracted from each directly correspond with the eight established sub-scales in the MEOCS (see Table 2).

Table 2: MEOCS -Lite factor structure

	Factor	Items	Eigenvalue	Alpha
1	Negative Behavior	21,22,23,24,25	9.71	.93
2	Positive Behavior	26,27,28,29,30	5.05	.90
3	Perceived Effectiveness	1,2,3,4,5	3.09	.84
4	Commitment	6,7,8,9,10,11	1.9	.85
5	Reverse Discrimination	35,36,37,38	1.72	.86
6	Racism/Sexism	31,32,33,34	1.62	.83
7	Job Satisfaction	12,13,14,15,16	1.19	.78
8	Sexual Harassment	17,18,19,20	1.02	.80

Mean Differences by Demographic Categories

Descriptive statistics for all variables included in this study are presented in Table 3. As a means of testing the hypotheses regarding levels of organizational commitment and to establish a context for the variables examined in this study, a multivariate analysis of variance (MANOVA) was performed for each of the work outcomes (i.e., perceived effectiveness, organizational commitment and job satisfaction), with sex, mixed gender unit, language, and rank as the between-subject variables, and with age and education entered as covariates. Prior to evaluation of the equity-related variables under discussion, analysis was undertaken to determine if these between-subject variables evidenced any notable differences directly on the work attitudes.

There was a significant multivariate effect of age (Pillai's F $(3,1740)$ = 8.07, p < .001). At the univariate level the effect was significant on perceived effectiveness (F $(1,1740)$ = 21.09, p < .001), indicating that as age increases so

Table 3: Mean sub-scale ratings and standard deviations (standard deviations) by Gender, First Official Language, Rank, and Mixed Gender Unit

Sub-scale	Total	Male	Female	French	English	NCM	Officer	MGU*	SGU*
Job satisfaction	5.01 (1.16)	5.00 (1.14)	5.04 (1.24)	5.14 (1.16)	4.96 (1.16)	5.01 (1.17)	4.99 (1.15)	5.01 (1.17)	4.93 (1.15)
Commitment	5.01 (1.24)	5.05 (1.25)	4.88 (1.38)	5.05 (1.25)	4.99 (1.27)	4.99 (1.30)	5.06 (1.23)	5.00 (1.29)	5.15 (1.12)
Perceived effectiveness	5.48 (1.03)	5.48 (1.02)	5.49 (1.06)	5.37 (1.01)	5.53 (1.04)	5.46 (1.05)	5.54 (.98)	5.49 (1.03)	5.47 (1.00)
EOC (MEOCS ttl)	4.27 (.64)	3.75 (.48)	3.73 (.67)	3.84 (.58)	3.71 (.50)	4.25 (.55)	4.21 (.49)	4.23 (.53)	4.33 (.49)
++Negative behavior	6.27 (1.09)	6.32 (1.03)	6.09 (1.25)	6.09 (1.13)	6.34 (1.05)	6.2 (1.13)	6.47 (.9)	6.30 (1.05)	5.9 (1.38)
Positive behavior	5.70 (1.29)	5.73 (1.28)	5.58 (1.33)	5.53 (1.34)	5.78 (1.25)	5.64 (1.33)	5.87 (1.12)	5.72 (1.27)	5.6 (1.43)
++ Reverse discrimination	5.53 (1.41)	5.46 (1.45)	5.78 (1.24)	5.33 (1.46)	5.61 (1.37)	5.46 (1.45)	5.74 (1.26)	5.56 (1.4)	5.21 (1.51)
++Racism/ Sexism	5.49 (1.33)	5.47 (1.33)	5.57 (1.33)	5.24 (1.42)	5.59 (1.28)	5.41 (1.38)	5.72 (1.13)	5.52 (1.31)	5.07 (1.49)
++Sexual harassment	5.77 (1.26)	5.82 (1.25)	5.61 (1.45)	5.59 (1.39)	5.84 (1.25)	5.72 (1.30)	5.93 (1.12)	5.83 (1.28)	5.58 (1.46)
Training/ Policies(MGOQ1)	3.68 (.67)	3.67 (.68)	3.74 (.64)	3.85 (.64)	3.62 (.66)	3.65 (.69)	3.76 (.61)	3.68 (.67)	3.68 (.60)
Equity environment (MGOQ2)	3.34 (.77)	3.30 (.79)	3.48 (.68)	3.35 (.68)	3.33 (.80)	3.26 (.79)	3.55 (.67)	3.35 (.76)	3.18 (.82)
Women in the CF (MGOQ3)	3.44 (.99)	3.40 (.99)	3.62 (1.00)	3.43 (.98)	3.44 (1.00)	3.37 (1.01)	3.65 (.91)	3.44 (.99)	3.37 (1.01)
Career opportunities (MGOQ4)	3.76 (1.23)	3.94 (1.02)	2.87 (1.29)	3.80 (1.15)	3.70 (1.17)	3.76 (1.18)	3.65 (1.12)	3.71 (1.16)	4.0 (1.07)
CF equity attitudes	5.07 (1.17)	4.99 (1.14)	5.32 (1.08)	5.11 (1.00)	5.02 (1.17)	5.01 (1.14)	5.16 (1.11)	5.06 (1.17)	4.94 (1.16)
Perceived consequences of equity	4.96 (1.28)	4.87 (1.25)	5.17 (1.17)	4.92 (1.17)	4.93 (1.26)	4.87 (1.27)	5.12 (1.15)	4.92 (1.24)	4.95 (1.26)

- MGU = mixed gender unit / * SGU = same gender unit / ++ note these scales are reverse coded
- The MGOQ scales are measured on a 5 point scale, all others on a 7 point scale.

do levels of perceived effectiveness. Education, also a covariate, was not

significant at a multivariate level (Pillai's F (3, 1740) = .1.73, ns) but had a

univariate effect on job satisfaction (F (1, 1740) = 5.02, p < .05). The direction

of this relationship was negative, suggesting that as education increases job

satisfaction decreases.

Sex interacted with rank to produce effects on job satisfaction (F

(1,1740) = 4.09, p < .05). Based on the plot of means for this interaction

(Figure 1) it is evident that there is little difference in level of job satisfaction

between male officers and enlisted men; for females, however, the gap is

considerably wider and in a different direction. Post-hoc comparisons using

the Tukey Kramer procedure for unequal Ns indicated that female officers are

significantly less satisfied than their enlisted counterparts and male enlisteds

or officers (p < .05). However, this interaction did not reach multivariate

significance (Pillai's F (3, 1740) = 1.47, ns), and must be interpreted with

caution. The anticipated interaction between sex and mixed gender unit on

levels of commitment was not significant.

Figure 1: Rank x Sex Interaction on Levels of Job Satisfaction
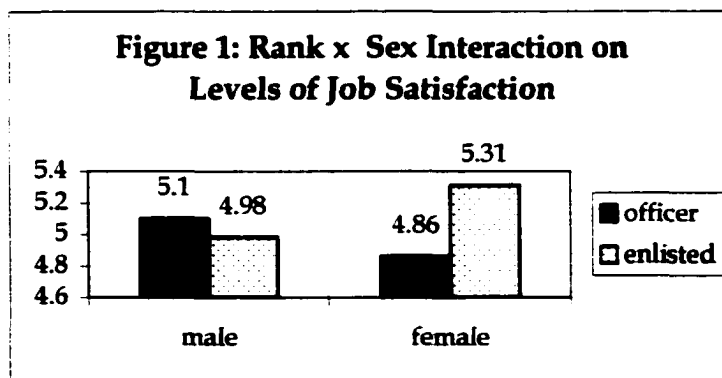
A second MANOVA was performed on the dependent variables of EOC, the four MGOQ scales, CF equity attitudes, perceived consequence of equity, reverse discrimination and sexual harassment. Sex, mixed gender unit, language, and rank were the between-subject factors, and age and education were treated as covariates.

Both covariates were significantly related to multiple variables. Age was significant at the multivariate level (Pillai's F (9, 1696) = 6.00, p < .001) and at the univariate level it was related to sexual harassment (F (9, 1696) = 7.54, p < .01), reverse discrimination (F (9, 1696) =33.01, p < .001), the equity measure of the MGOQ (factor 2, F (9, 1696) = 24.7, p < .001), as well as the CF equity attitudes scale F (9, 1696) = 8.71, p < .01), and the perceived consequence of equity scale (F (9, 1696) = 7.81, p < .01). With the exception of reverse discrimination all relationships were positive; that is, as age increased so did levels of CF equity attitudes and perceived consequences of equity. The sexual harassment scale is reverse keyed so the positive relationship between age and responses to the scale indicates that older respondents tended to perceive lower levels of sexual harassment. Similarly, the negative relationship between age and reverse discrimination indicates a lesser perception thereof as age increases.

Education was significant at the multivariate level (Pillai's F (9, 1696) = 2.71, p < .01) and had significant univariate effects on support for equity policies (i.e., the MGOQ 1; F (9, 1696) = 7.45, p < .01), on support for gender

equity (i.e., the MGOQ 3, F (9, 1696) = 8.2, p < .01), the CF equity attitudes

scale (F (9, 1696) = 7.62, p < .01), and the perceived consequence of equity

scale (F (9, 1696) = 9.19, p < .01). The relationship between education and

each of these variables was positive suggesting that higher education levels

are associated with more positive attitudes towards the programs and

policies pursuing a climate of gender equity and the consequences of equity.

Sex was associated with a significant multivariate effect (Pillai's F (9,

1696) = 2.13, p < .05) as well a significant univariate effect on ratings of career

opportunities within the CF (MGOQ4; F (9,1696) = 11.68, p <. 01). The means

indicate that females rated their career opportunities (M = 2.87) less positively

than did males (M = 3.94). Contrary to expectations, sex did not produce a

significant effect on ratings of sexual harassment, EOC, or support for EO

programs (MGOQ1).

While rank did not achieve multivariate significance (Pillai's F (9, 1696)

= 1.53, ns), it did produce univariate effects on perceptions of sexual

harassment (F (9, 1696)= 4.93, p < .05) and on the ratings of equity

environment in the CF (MGOQ2, F (9, 1696) = 6.97, p < .01). Post-hoc

comparisons using the Tukey-Kramer procedure indicated that officers (M =

5.85) perceived significantly less sexual harassment than did NCMs (M =

5.24) in the workplace (the scale was reverse keyed so that the lower number

indicates a higher perception of harassment, p < .05). Correspondingly,

officers (M = 3.55) rated the equity environment in the CF (MGOQ2) more

positively than did noncommissioned members ($\underline{M}$ = 3.26, $\underline{p}$ < .05). Due to

the lack of multivariate significance, however, these findings must be

interpreted with caution.

There were also a number of significant interactions. Rank interacted

with sex in a significant multivariate effect (Pillai's $\underline{F}(9, 1696)$ = 2.27, $\underline{p}$ < .05)

that reflected univariate effects on perceptions of equity environment

(MGOQ2; $\underline{F}(1, 1696)$ = 6.33, $\underline{p}$ < .01), and career opportunities (MGOQ4; $\underline{F}$

(1,1696) = 4.39, $\underline{p}$ < .05). In the first interaction (see Figure 2), post-hoc

analysis indicated that the difference between officers and enlisted personnel

was significant ($\underline{p}$ < .05) with officers perceiving a more positive equity

environment than noncommissioned members. The difference between male

and female officers or male and female enlisted personnel was not significant.

Figure 2: Rank x Sex Interaction on levels of MGOQ2 - Equity Environment
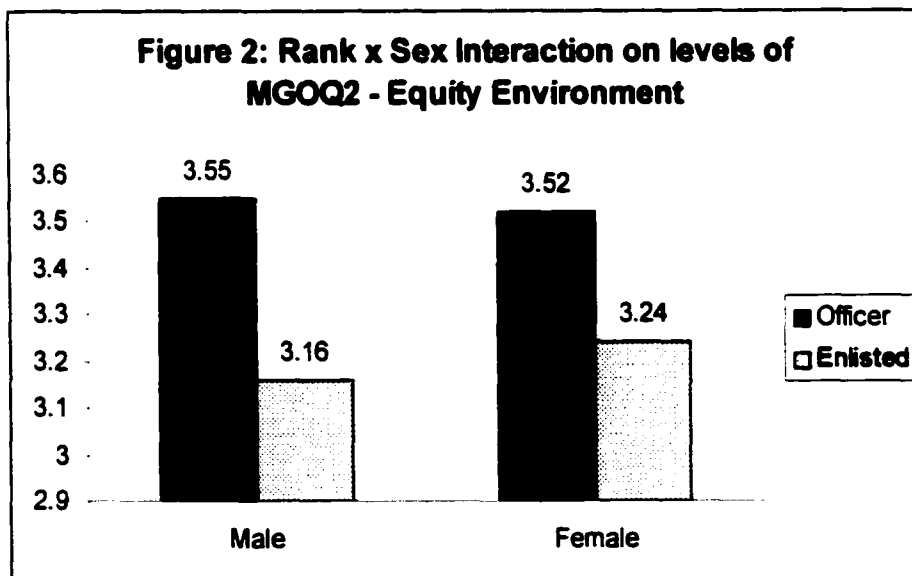
However, the difference of gender across ranks was significant (p <.05). In

the case of perceptions of equal opportunity, post-hoc tests indicated that

males perceived the presence of equal opportunities more positively than did

females (p < .05) and that officers of both sexes regard them significantly

better than their enlisted counterparts (p < .05; see Figure 3). The predicted

interactions between sex and language and between sex and mixed gender

work group on levels of reverse discrimination did not occur.

Figure 3: Rank x Sex interaction on levels of MGOQ4 - career opportunities for females
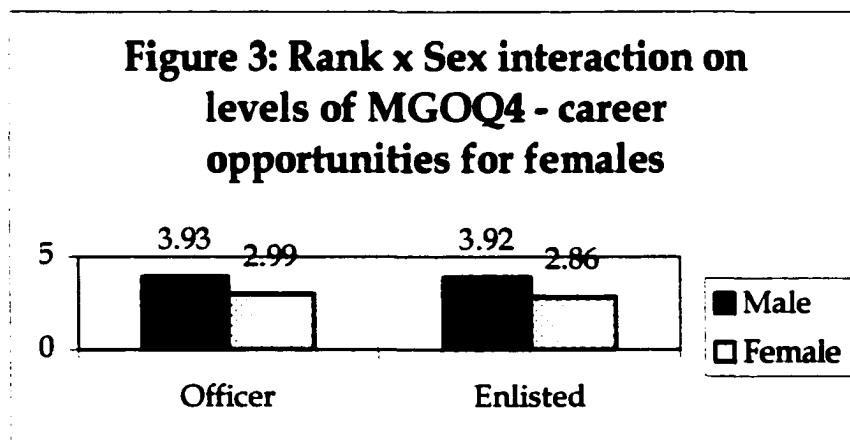
The interaction between unit composition and first official language

was not significant at the multivariate level (Pillai's F (9,1696) = .37, ns) but

did yield a univariate effect on the attitudes towards gender and

harassment directed policies (MGOQ 1; F (1,1696) = 6.88, p < .01). Inspection

of a plot of the marginal means (see Figure 4) indicates that Francophones

working in a mixed gender unit had the highest levels of support for gender

equity policies and programs but Francophones in a unisex unit exhibit the

lowest levels of support. Anglophones exhibited the reverse pattern of higher

support from those in a unisex unit than respondents in a mixed gender unit.

They did not, however, show as much variability overall. Pairwise post-hoc

comparisons with the Tukey-Kramer procedure indicated that each of these

differences was significant ($p < .05$)

Figure4: Language x MGU interaction on levels of MGOQ1 - Support for Gender Equity Policies
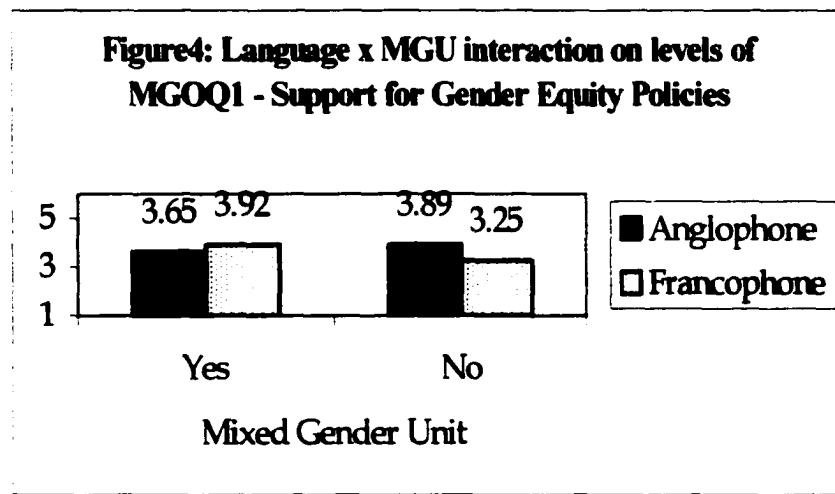
As well, although it did not have a significant multivariate effect

(Pillai's F (9, 1696) = 1.05, ns), sex by first official language had a univariate

effect on the global perception of equity climate (F (1, 1696) = 4.05, $p < .05$).

As suggested by the plot in Figure 5 the biggest discrepancy was between

perceptions of females of the two language groups, with Anglophone females

having the most positive perception of EOC and Francophone females the

least. Among males, the Francophone respondents rated EOC more

positively. Post-hoc comparisons indicate that these differences are

significant ($p < .05$).

Figure 5: Sex x Language interaction of levels of EOC

4.6		4.47
4.4	4.34	
4.2	4.21	4.14
4		
3.8		
	Male	Female

■ Anglophone
□ Francophone
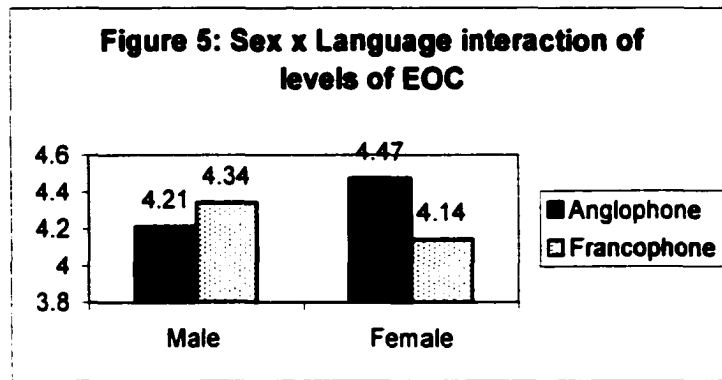
Summary of MANOVAs

Although there were a number of significant effects, the only predicted mean difference to be significant was the rank difference on levels of perceived sexual harassment, with officers perceiving less harassment than their noncommissioned counterpart. This difference was not significant at the multivariate level and thus should be interpreted cautiously. Other significant. findings include main effects of sex on ratings of career opportunity, with males rating equal opportunity more highly than females and of rank on ratings of equity environment, with officers rating the environment more positively than NCMs.

There was one significant interaction in the first MANOVA, between sex and rank on levels of job satisfaction. In the second MANOVA, sex and rank interacted on perceptions of equity environment and on career opportunities. As well, unit composition interacted with first official language on attitudes towards gender and harassment directed policies. Sex

and first official language yielded an interaction on the composite score of

EOC.

Relationships Among Variables

The relationship between gender, age, education, language, mixed

gender unit and rank and all other study variables are presented in Table 4.

Means, standard deviations, and intercorrelations for all study variables are

presented in Table 5. The correlations between the proposed predictors of job

satisfaction, organizational commitment, and perceived effectiveness (i.e.,

sexual harassment, reverse discrimination, the 4 scales of the MGOQ, the CF

Equity Attitudes scale and the Perceived Consequence of Equity scale) were

examined in order to determine the intercorrelations among these variables.

For the most part, these variables significantly correlated with one another.

Each of the predictors correlated positively with job satisfaction, and all

except view of women's place in the CF (MGOQ3) and women's career

opportunities in the CF (MGOQ4) correlated significantly with organizational

commitment and perceived effectiveness.

The correlations between the proposed dependent variables of job

satisfaction, organizational commitment, and perceived effectiveness were

examined to determine the relationships. Each of these variables was

significantly and strongly correlated with the other.

The EOC rating of the MEOCS and the work outcomes were examined

in order to assess the intercorrelations among these variables. EOC ratings

Table 4: Correlations among Gender, Age, Education, Language, Mixed Gender Unit, Rank and all other study variables

	Gender	Age	Education	Language	Mixed Gender Unit	Rank
1. Commitment	-.05*	.04	-.01	.02	.03	.02
2. Effectiveness	.01	.11**	.01	-.07**	-.01	.03
3. Satisfaction	-.01	-.02	.03	-.07**	.02	.01
4. Negative Behavior	-.09**	.10**	.03	-.11**	-.10**	.11**
5. Positive behavior	-.05*	.04	.02	-.09**	-.03	.08**
6. Racism/sexism	.03	.16**	.05*	-.12**	-.09**	.10**
7. Reverse discrimination	-.08**	-.14**	-.08**	.10**	.06**	-.09**
8. Sexual harassment	-.07**	.08**	.02	-.09**	-.07**	.07**
9. EOC	-.03	-.07**	-.05	.07**	.05*	-.04
10. MGOQ1	.04	.02	.1**	.16**	-.01	.07**
11. MGOQ2	.10**	.12**	.14**	.01	-.06*	.17**
12. MGOQ3	.10**	-.02	.15**	-.01	-.02	.13**
13. MGOQ4	-.37**	-.03	-.11**	.04	.06**	-.04
14. CF Equity Attitudes	.12**	.04	.08**	.03	-.03	.06*
15. Consequence of Equity	.10**	.03	.12**	-.01	.01	.09**

* = p , .05, ** = p < .01
Coding key: Males 1/Females 2; Anglophone 1/Francophone 2; Mixed Gender Unit 1/Single Gender Unit 2; Officer 1/ Enlisted 2.

Table 5: Means, standard deviations, and intercorrelations of study variables

	X	SD	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
1. Commitment	5.01	1.16	-														
2. Effectiveness	5.48	1.03	.62**	-													
3. Satisfaction	5.01	1.16	.54**	.42**	-												
4. Negative behavior	6.27	1.09	-.22**	-.20**	-.16**	-											
5. Positive behavior	5.70	1.29	.20**	.20**	.18**	-.38**	-										
6. Racism/sexism	5.49	1.33	-.19**	-.19**	-.17**	.47**	-.15**	-									
7. Reverse discrim	5.53	1.41	-.15**	-.17**	-.18**	.42**	-.15**	.40**	-								
8. Sexual harassmnt	5.77	1.26	.21**	.19**	.17**	-.65**	.25**	-.46**	-.42**	-							
9. EOC	4.27	.64	.63**	.56**	.54**	.08*	.39**	.27**	.30**	.10**	-						
10. Training/policies MGOQ1	3.68	.67	.22**	.15**	.27**	-.10**	.09**	-.14**	-.17**	.13**	.12**	-					
11. Equity environmnt MGOQ2	3.34	.77	.26**	.21**	.30**	-.27**	.20**	-.31**	-.45**	.33**	.42**	.06**	-				
12. Women in CF MGOQ3	3.44	.99	.08**	.04	.18**	-.07**	.13**	-.12**	-.19**	.13**	.29**	.40**	.04	-			
13. Opportunities MGOQ4	3.76	1.23	.06**	.04	.04	-.21**	.13**	-.12**	.02	.26**	.0	.03	.04	.31**	-		
14. CF Equity Att.	5.07	1.17	.13**	.10**	.16**	-.05*	.10**	-.10**	-.23**	.12**	.29**	.32**	.31**	.12**	.23**	-	
15. Consequence of Equity	4.96	1.28	.13**	.11**	.15**	-.07**	.10**	-.12**	-.26**	.14**	.28**	.35*	.34**	.14**	.22**	.76**	-

*p<.05, **p<.01; two-tailed

items 1 - 8 are scales of the MEOCS, item 9 is the additive measure of all MEOCS scales

were significantly correlated with job satisfaction (p < .01), organizational

commitment (p < .01), and perceived effectiveness (p < .01).

Regressions

Hierarchical regression analysis was employed to determine the

predictive relationship between sexual harassment and the criterion variables

of job satisfaction, organizational commitment, and perceived effectiveness.

Interactions between rank, gender and sexual harassment were tested to

determine the presence of moderating effects. As well, a number of measures

of equity related attitudes were included to test predicted moderational

effects.

To confirm the absence of multicollinearity, intercorrelations of all

study variables were computed for the total sample (see Table 5). All

correlations were all less than .8, indicating the lack of multicollinearity

(Lewis-Beck, 1980).

Further evaluation of assumptions suggested the need to correct for

severe negative skews. The variables of sexual harassment, perceived

effectiveness, job satisfaction, and occupational commitment were

transformed through reflection (the highest number on the scale minus the

obtained score) followed by a logarithmic function (Tabachnick & Fidel,

1983). The scores for reverse discrimination, which exhibited a strong

positive skew, were simply subjected to logarithmic transformations. All

continuous predictor variables were then centered (Aiken & West, 1991) prior

to the execution of multiple regressions.

As multivariate outliers can have a substantial impact on the results of

a regression equation, particularly with respect to interaction effects, the data

were screened prior to the analysis using Mahalanobis distance (Tabachnick

& Fidel, 1983). The Mahalanobis distance is distributed as a chi-square (χ^2)

variable with the degrees of freedom equal to the number of independent

variables. Based on a critical χ^2 of 32.91, (α = .001, $\underline{df}$ = 12), 10 multivariate

outliers were present in the current data set. Because the values were already

transformed, and given the substantial sample size, these extreme cases were

deleted from the data file. A subsequent check for outliers was performed

based on the possibility that after some outliers are removed other cases will

become extreme with respect to the group. After the removal of one

additional case, the final calculation of Mahalanobis distance indicated that

all values were below the critical χ^2 value.

The hypotheses predicting the presence of moderator variables were

tested with hierarchical regression analyses. This analysis was conducted to

determine if gender, rank or equity-related attitudes moderated the

relationship between sexual harassment and work-relevant outcomes. The

analysis was conducted three times, once for each of the criterion variables:

job satisfaction, organizational commitment, and perceived effectiveness. The

work related outcome measures were regressed onto age and education in the

first step, and gender, rank, sexual harassment, MGOQ1, MGOQ2, MGOQ3,

MGOQ4, the CF Equity attitudes scale, the perceived consequence of equity

scale, and reverse discrimination in the second step. In the third step, the 2-

way interaction terms (computed by cross-multiplying standardized

predictors) between sexual harassment and each of the variables in step two,

between gender and each of the variables in step two, and between gender

and sexual harassment. The final step included the following 3-way

interactions: Gender x Sexual Harassment x Rank; Gender x Sexual

Harassment x MGOQ1; Gender x Sexual Harassment x MGOQ2; Gender x

Sexual Harassment x MGOQ3; Gender x Sexual Harassment x MGOQ4;

Gender x Sexual Harassment x CF Equity Attitudes; Gender x Sexual

Harassment x Perceived Consequence of Equity.

In accordance with Aiken and West (1991), the unstandardized

regression coefficients are reported throughout due to the clarity they add to

interpretation of interaction effects.

Prediction of Job Satisfaction. Results of the regression are presented

in Table 6. Step 1, with age and education as predictors, was nonsignificant

$\underline{F}$(2,1773) = 1.46, ns, $\underline{R}^2$ = .002. The main effects in step 2 (gender, rank, sexual

harassment, reverse discrimination and the equity attitudes scales)

contributed a significant amount of explanatory variance $\underline{F}$(10, 1763) = 25.31,

$\underline{p}$ < .001, $\underline{R}^2$ = .13. Specifically, the MGOQ1 variable was significant,

Table 6: Prediction of Job satisfaction

Step	Predictor Variable	B[+]	B[++]	ΔR^2	R^2
1	Age	.004	-.003	.002	.002
	Education	-.02	-.05*		
2	Gender	-.006	.17	.125***	.127***
	Rank	.0008	.07		
	Sexual harassment	-.28*	.09		
	MGOQ1	.26***	.25*		
	MGOQ2	.27***	.24		
	MGOQ3	.002	.15		
	MGOQ4	.03	-.06		
	CF Equity attitudes	.09*	.09		
	Consequences of Equity	-.006	-.09		
	Reverse Discrimination	-.186	-.21		
3	Sexual Harassment x MGOQ1	.08	.08	.014**	.141**
	Sexual Harassment x MGOQ2	.14	.14		
	Sexual Harassment x MGOQ3	-.26*	-.26*		
	Sexual Harassment x MGOQ4	.31**	.31**		
	Sexual Harassment x consequence of equity	.09	-.09		
	Sexual Harassment x CF Equity Attitudes	.31*	.31*		
	Sexual Harassment x Rank	-.37	-.37		
	Reverse discrimination x Gender	.004	.004		
	Reverse Discrimination x Sexual Harassment	-.15	-.15		
	Gender x Sexual Harassment	.13	.13		
	Gender x MGOQ1	-.02	-.02		
	Gender x MGOQ2	.009	.009		
	Gender x MGOQ3	-.11	-.11		
	Gender x MGOQ4	.07	.07		
	Gender x Consequence of Equity	.08	.08		
	Gender x CF Equity Attitudes	-.004	-.004		
	Gender x Rank	-.07	-.07		

N = 1776
* = $p < .05$, ** = $p < .01$, *** = $p < .001$
[+] = coefficients presented from step in which they first appear
[++] = coefficients presented from final significant step

indicating that support of gender equity programs and policies was positively associated with job satisfaction.

Step 3, which introduced the two-way interaction terms, also resulted in a significant increment in prediction, $F(17,1746) = 1.69$, $p< .05$, $R^2 = .14$. Three two-way interactions were significant. Perceptions of sexual harassment interacted with the MGOQ3, the scale assessing attitudes towards women's role in the CF. Simple regression lines were plotted (see Figure 6) to show the predictive effect of perceived levels of harassment for respondents with relatively traditional as opposed to relatively egalitarian views of the role of women in the military. (Predicted values on the criterion measure were plotted at one standard deviation below and above the means of the predictor variables.) Perceived levels of sexual harassment were negatively associated with job satisfaction, but only for people with relatively egalitarian beliefs regarding the role of women in the military. For respondents with more traditional views perceived levels of harassment were positively associated with job satisfaction.

Sexual harassment also interacted with the MGOQ4, the measure of equal opportunities in the CF. As indicated in Figure 7, perceived levels of sexual harassment were negatively associated with job satisfaction for participants who do not believe that there are equal career opportunities for women and men. On the other hand, the relationship between sexual

Figure 6: Interaction Between Sexual Harassment and View of Women in the Military

Job Satisfaction

7
5
3
1

Low   High

Perceived Sexual Harassment

···◆··· Traditional Views
···■··· Egalitarian Views
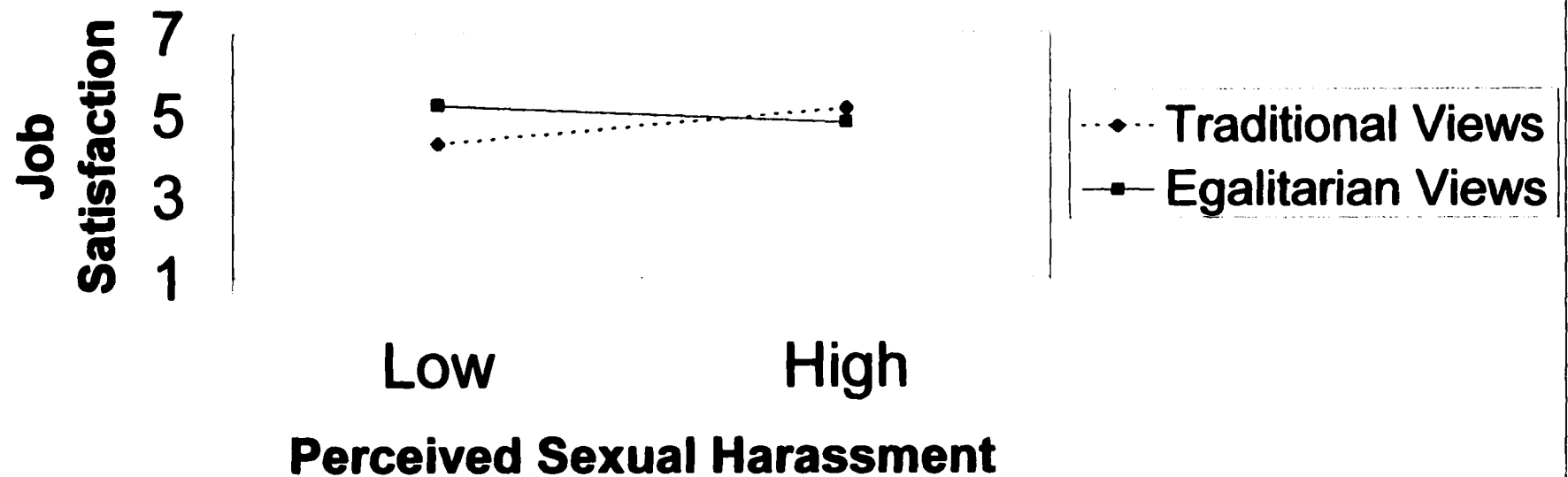
Figure 7: Interaction Between Sexual Harassment and Perception of Equal Opportunity

Job Satisfaction

7
6
5
4
3
2
1

····•··· EO Low
——•—— EO High

Low   High

Perceived Sexual Harassment
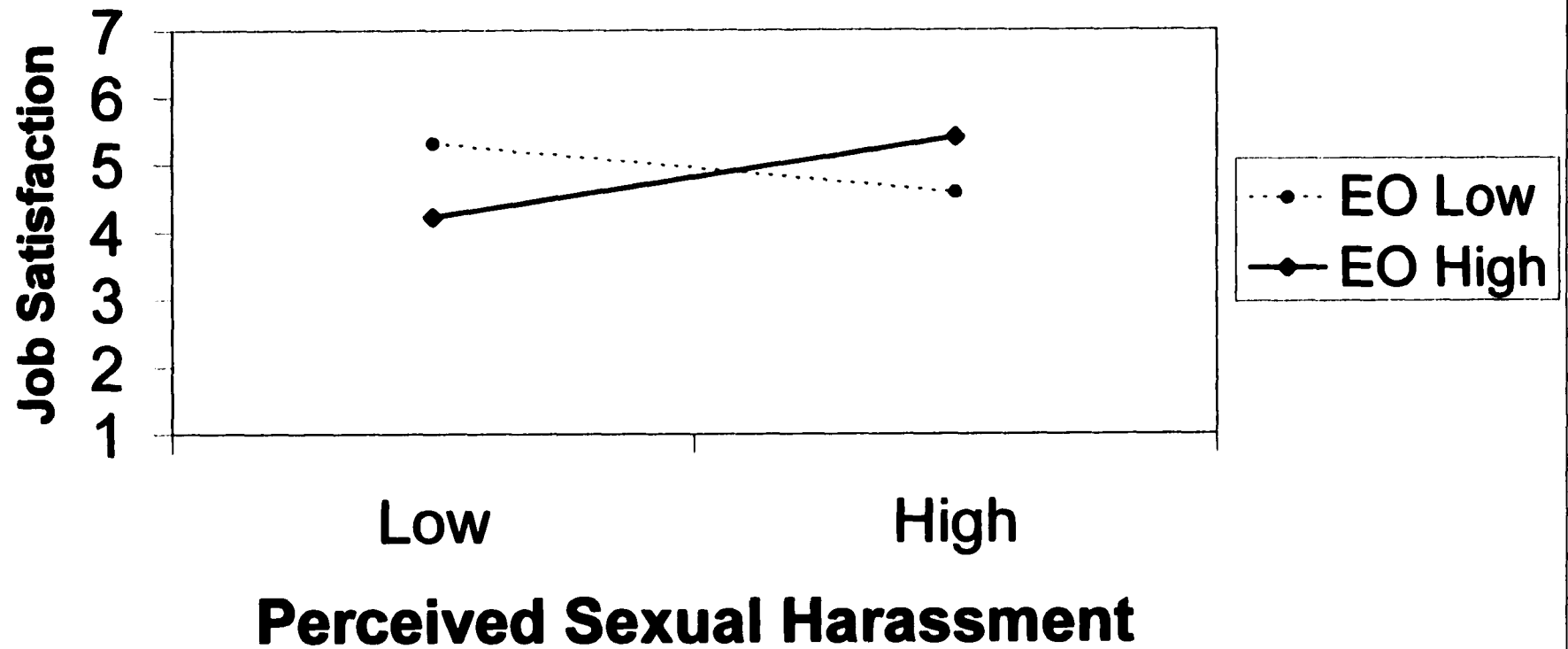
harassment and job satisfaction is positive for those who do perceive equal

opportunity.

The final significant interaction in this step was between sexual

harassment and the CF Equity Attitudes scale. This interaction suggests that

when relatively high levels of perceived harassment exist, individuals with

less support for equity-related programs and policies will be more adversely

impacted in terms of job satisfaction than individuals with higher degree of

support (see Figure 8). That is, the relationship between perceived sexual

harassment and job satisfaction will be positive for individuals with relatively

positive attitudes towards equity programs and negative for those with low

levels of support for equity programs and policies.

The fourth step included in the analysis addressed the possibility of

three-way interactions, specifically gender differences in the two-way

interactions. The addition of the three-way terms, however, did not reliably

improve R^2 and are not presented in Table 5.

Prediction of Organizational Commitment. The forgoing analysis was

duplicated with organizational commitment substituted as the criterion

variable (see Table 7). At Step 1, with age and education in the equation,

organizational commitment was reliably predicted, $F(2,1773) = 2.19$, ns, R^2 =

.002. Step 2 accounted for a significant increment, with gender, rank, sexual

harassment, reverse discrimination and the equity attitudes scales entered

into the equation, $F(10, 1763) = 22.03$, $p < .001$, $R^2 = .11$. Specifically, the

Figure 8: Interaction Between Sexual Harassment and CF Equity Attitudes
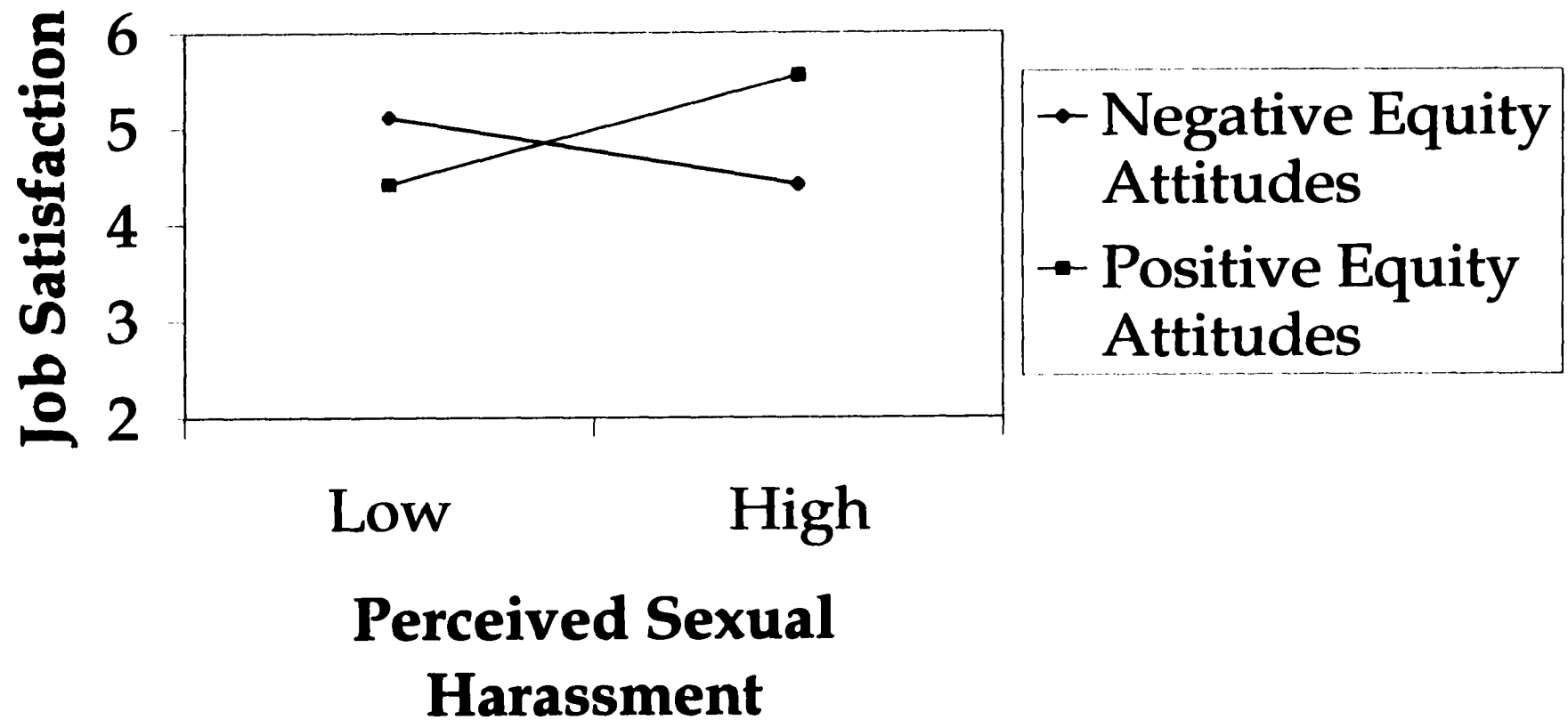
Table 7: Prediction of Organizational Commitment

Step	Predictor Variable	B+	B++	ΔR^2	R^2
1	Age	.01*	-.0008	.002	.002
	Education	-.01	-.03		
2	Gender	-.14	-.06	.111***	.113***
	Rank	.04	.03		
	Sexual harassment	-.80***	-.122		
	MGOQ1	.26***	.52***		
	MGOQ2	.25***	.38**		
	MGOQ3	-.07*	.12		
	MGOQ4	.04	.03		
	CF Equity attitudes	.06	-.06		
	Consequences of Equity	.007	.03		
	Reverse Discrimination	-.06	.29		
3	Sexual Harassment x MGOQ1	.03	.03	.017**	.131**
	Sexual Harassment x MGOQ2	.19	.19		
	Sexual Harassment x MGOQ3	.09	.09		
	Sexual Harassment x MGOQ4	.42***	.42***		
	Sexual Harassment x consequence of equity	.05	.05		
	Sexual Harassment x CF Equity Attitudes	.14	.14		
	Sexual Harassment x Rank	-.24	-.24		
	Sexual Harassment x Reverse Discrimination	.25	.25		
	Gender x Reverse Discrimination	-.28	-.28		
	Gender x Sexual Harassment	-.24	-.24		
	Gender x MGOQ1	-.22	-.22		
	Gender x MGOQ2	-.11	-.11		
	Gender x MGOQ3	-.15	-.15		
	Gender x MGOQ4	.01	.01		
	Gender x Consequence of Equity	-.01	-.01		
	Gender x CF Equity Attitudes	.10	.10		
	Gender x Rank	-.01	-.01		

N = 1776
* = $p < .05$, ** = $p < .01$, *** = $p < .001$
+ = coefficients presented from step in which they first appear
++ = coefficients presented from final significant step

MGOQ1 factor indicating support of gender equity programs and policies contributed significantly to the prediction of organizational commitment at this stage, as did the MGOQ2 factor measuring perceptions of gender equity. Both relationships were positive, suggesting that an increase in these variables is associated with an increase in organizational commitment..

The two-way interaction terms accounted for a significant increment in prediction of organizational commitment, $F(17,1746) = 2.04$, $p < .01$, $R^2 = .13$. There was one significant interaction: the MGOQ4 rating of career opportunities in the CF moderated the impact of sexual harassment on organizational commitment. The representation of the interaction presented in Figure 9 clarifies the interpretation of the interaction. Perceived levels of sexual harassment were negatively associated with organizational commitment for individuals who perceive that career opportunities are not equal across gender. Conversely, for individuals who perceive the existence of equal career opportunities across genders, sexual harassment was positively associated with organizational commitment.

As with job satisfaction, the fourth step addressing the possibility of three-way interactions (specifically gender differences in the two-way interactions) was nonsignificant, $F(7, 1739) = 1.47$, ns, $R^2 = .14$. The addition of the three-way terms did not reliably improve R^2 and are not presented in Table 6.

Figure 9: Interaction Between Sexual Harassment and Perception of Equal Opportunity
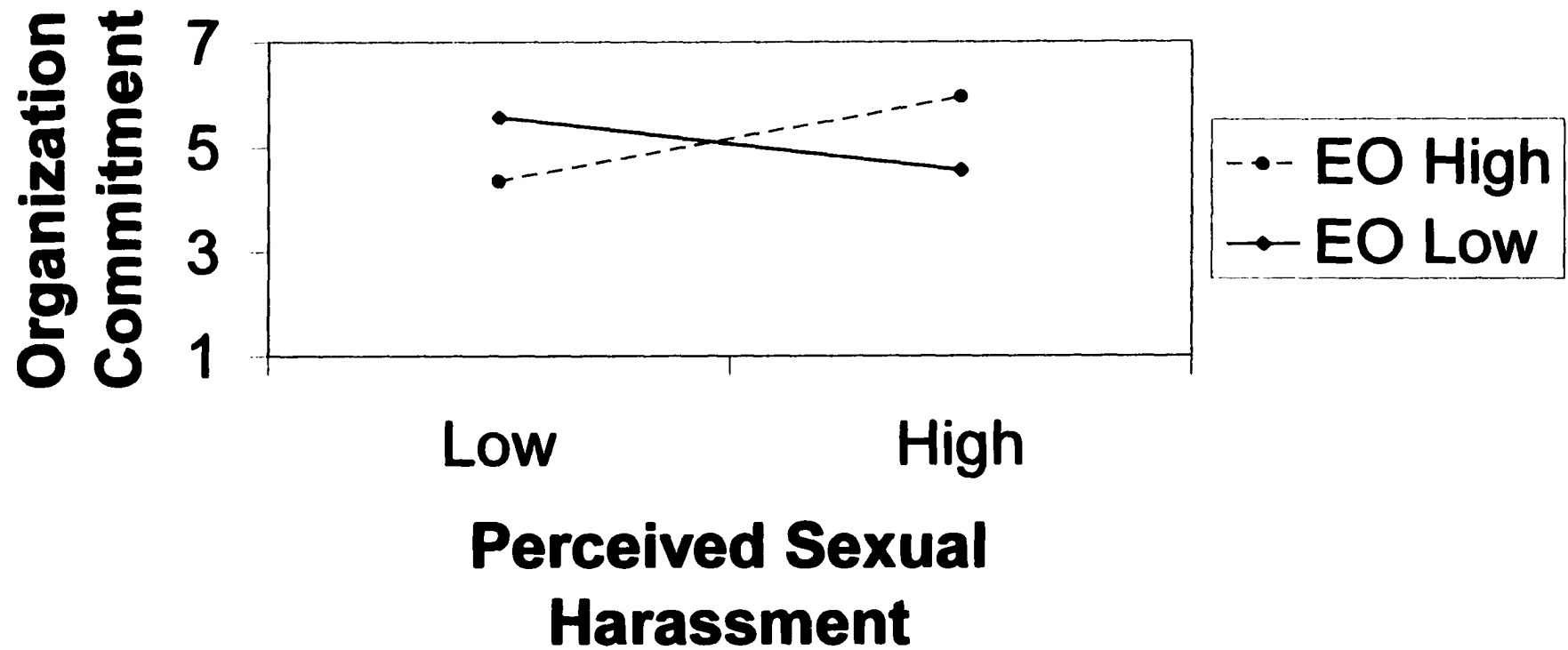
Prediction of Perceived Effectiveness. The regression model was

reproduced with perceived effectiveness as the criterion variable (see Table

8). Age and education, entered as control variables in step 1, contributed a

small but significant amount of variance in perceived effectiveness, F (2, 1773)

= 10.61, p < .001, R^2 = .012. Age was significant indicating that older

respondents tended to report higher levels of perceived effectiveness.

On the second step, gender, rank, sexual harassment, the four MGOQ

scales, CF Equity Attitudes scale, the Consequence of Equity scale, and

reverse discrimination were entered. These predictor variables contributed a

significant increment to the prediction of perceptions of effectiveness, F (10,

1773) =14.51, p < .001, R^2 =.09. Sexual harassment, the first three scales of the

MGOQ and reverse discrimination were all significant at this step. Sexual

harassment, reverse discrimination and the MGOQ3 (which measures views

of women's role in the CF), were all negatively associated with perceived

effectiveness, suggesting that as these variables increase levels of perceived

effectiveness decrease. In the case of women's role in the CF, this suggests

that a more egalitarian view (high scores) is associated with decreased levels

of perceived effectiveness. The remaining variables, the MGOQ measures of

support for equity related training and policies (scale 1), and rating of equity

environment (scale 2) each had a positive relationship with perceived

effectiveness.

Table 8: Prediction of Perceived Effectiveness

Step	Independent Variable	B+	B++	ΔR^2	R^2
1	Age	.02***	.02***	.012***	.012***
	Education	.01	.01		
2	Gender	.06	.06	.075***	.087***
	Rank	.06	.06		
	Sexual harassment	-.53***	-.53***		
	MGOQ1	.13***	.13***		
	MGOQ2	.16***	.16***		
	MGOQ3	-.09***	-.09***		
	MGOQ4	.02	.02		
	CF Equity Attitudes	.04	.04		
	Consequences of Equity	.02	.02		
	Reverse Discrimination	-.24*	-.24*		
3	Sexual Harassment x MGOQ1	.01		.013	.10
	Sexual Harassment x MGOQ2	.09			
	Sexual Harassment x MGOQ3	-.18			
	Sexual Harassment x MGOQ4	.11			
	Sexual Harassment x Consequence of Equity	.06			
	Sexual Harassment x CF Equity Attitudes	.14			
	Sexual Harassment x Rank	-.13			
	Sexual Harassment x Reverse discrimination	.80			
	Gender x Reverse Discrimination	-.19			
	Gender x Sexual Harassment	.31			
	Gender x MGOQ1	-.14			
	Gender x MGOQ2	-.09			
	Gender x MGOQ3	-.15			
	Gender x MGOQ4	-.07			
	Gender x Consequence of Equity	.02			
	Gender x CF Equity Attitudes	.08			
	Gender x Rank	.14			

N = 1776

* = p < .05. ** = p < .01, *** = p < .001

+ = coefficients presented from step in which they first appear

++ = coefficients presented from final significant step

None of the hypothesized interactions were significant in this analysis and step 3 and 4 did not add significantly to predictive ability.

Summary of Regressions.

The hypothesized gender differences regarding relationships between sexual harassment and work attitudes were not evident in the data. If such effects were present they would have been manifested in terms of interactions between gender and sexual harassment on prediction of the job satisfaction, organizational commitment, and perceived effectiveness. The relevant interactions were nonsignificant in all three regression equations. As well, the expectation that rank would moderate the relationship between sexual harassment and job satisfaction was not met.

There was support for the prediction that attitudes towards the role of women in the CF (MGOQ3) moderates the relationship between sexual harassment and job satisfaction. However, this finding did not emerge for either organizational commitment or perceived effectiveness.

Attitudes towards the consequences of equity and support for equity programs were expected to moderate the impact of sexual harassment on the work attitude measures. Although attitudes towards the consequences of equity were not significant, the support for equity programs, , as measured by the CF Equity Attitudes scale did moderate the relationship between sexual harassment and job satisfaction. Again this finding did not extend to

the analyses with either organizational commitment or perceived

effectiveness entered as the criterion variables.

DISCUSSION

The primary purpose of this research was to contribute to

understanding the impact of perceptions of EOC issues, particularly sexual

harassment, on work variables such as job satisfaction, commitment, and

perceived effectiveness. Of particular interest was the potential moderating

effect of attitudes towards equity issues in the relationship between sexual

harassment and work relevant outcomes.

<u>Perceptions of Equity Climate</u>

Perceived levels of sexual harassment were expected to be higher for

females than for males. This hypothesis was not supported. Previous

research largely focused on sexual harassment as a female issue and collected

data from female samples (e.g., Fitzgerald et al., 1997; Munson et al., 2000). In

addition, whereas most studies measured the experience of sexual

harassment, the current study measured perceptions of the presence of

harassment within the work unit. Males may be equally aware or unaware of

the occurrence of the target behaviors without necessarily having equal

experience. The current results support this assertion.

Another expected gender difference that failed to be significant in this

sample was that females would exhibit lower ratings on the global EOC

scores. This prediction was based on the premise that women are more aware of informal processes that impede equality and are consequently less inclined to view climate as positively. The scores between males and females, however, were virtually indistinguishable.

In line with previous research, blue-collar workers were expected to perceive more harassment than white-collar workers. Although the results were in the predicted direction, the difference in levels of perceived sexual harassment was not significant. The absence of effects of gender and rank may be related to the very low overall perceived incidence of sexual harassment (a mean of 1.23 on a 7-point scale). Compared to previous research that suggests a higher prevalence of sexual harassment in the workplace in general and particularly in traditional male settings such as the military, the figures reported here appear especially low (cf. Glomb et al., 1997; Newell et al., 1995).

This discrepancy elicits two potential interpretations. First, it is possible that the efforts of the CF over the past decade have succeeded in making its workplace free of the symptoms of sexual harassment that plague many if not most other organizations. However, there have been reports in the popular media to suggest that this might not be the case. A report by the defense minister's advisory board on gender integration and employment equity has recently suggested that harassment and intolerance still prevail in the CF (Ward, 2001). Not only do recruiting efforts typically fall short of

projected targets for females, but women in some military occupations leave

their jobs at twice to three times the rate of their male counterparts (Ward,

2001).

A second interpretation of the discordance between expected and

observed levels of sexual harassment is that the MEOCS instrument is not

sensitive to the symptoms of sexual harassment in this setting. The

instrument measures perceptions of sexual harassment as opposed to the

experience of sexual harassment and does not discriminate between levels of

frequency or degree of harassment.

Nonetheless, the low levels of harassment reported are in line with

modern sexism theory which suggests that gender prejudice has become

more subtle and manifests in denial of discrimination and lack of support for

policies designed to help women (Swim et al., 1995). This may appear to

suggest, paradoxically, that the absence of harassment is evidence of the

presence thereof. However, the continued discrimination of women is

supported by hard measures such as pay differentials (matched on experience

and tenure women are still earning less than men for work of equal value;

Employment & Immigration Canada, 1992) and the lack of proportional

representation (matched on education and experience women are

underrepresented at the higher levels of organizational hierarchies; Morrison

& Von Glinow, 1990). The value of modern sexist theories is in

understanding the new dynamic and suggesting manners in which it may

manifest. Whereas the MEOCS assesses overt behaviors, more subtle sexist

behavior should be supported by attitudinal measures that assess the degree

of support for equity programs. Although differences between genders or

between ranks were not significant on either the CF Equity Attitude scale or

on the MGOQ1, this does not negate the applicability of modern-sexist

theory. On each of these measures assessing support for equity programs

and policies, ratings were positive but modest (e.g., an average of 5.07 on a 7

point scale for the CF Equity Attitudes scale). There is no theoretical reason

to expect that only males or officers would be subject to this line of thinking.

Individuals in the disadvantaged position (i.e., females in general and female

blue-collar workers in particular) can be equally subject to traditional

stereotypes and uncomfortable with the changes in society. Consequently,

the low levels of perceived sexual harassment and the moderate show of

support for equity-related programs and policies may in fact reflect a

tendency towards a different form of prejudice that is more difficult to assess.

The finding that female officers were significantly less satisfied with

their work than female enlisted members and males of either rank provides

further support for this theory. Whereas previous findings suggest that that

there should be no gender difference in levels of satisfaction and that white-

collar employees (i.e., officers) should be more satisfied than their blue-collar

counterparts (Dougherty, Bluedorn, & Keon, 1985; Weaver, 1980) the current

results present the opposite finding. Although there may be other factors

unaccounted for that are relevant, a large disparity between female officers and enlisted personnel would fit with a theory of modern-sexism which would suggest an inhospitable climate characterized by subtle lack of support. According to theoretical rationale, blue-collar women are more likely to be accepting of their positions and unaffected by, perhaps even contributing to, the neo-sexist environment. White-collar women, on the other hand, are more likely to be sensitive to the nuances of the environment and affected by it.

Further support of this theory was provided by the effect of gender and the interaction of gender and rank on ratings of equal opportunity for women. Males' view of women's opportunities were significantly higher than women's and virtually indistinguishable across rank. Women differed across rank, with female officers perceiving better opportunities than female enlisted. From the perspective of the dominant group (i.e., men) that loses dominance as the others (i.e., women) increase their representation throughout more strata of the organization this may reflect an unrealistic impression of career potential for women. A fundamental component of modern sexist theory is the denial of barriers to women.

Other differences in this sample that were significant but had not been specifically predicted include the age and education variables. Both evinced a positive relationship with support for EO programs and policies as well as perceived consequences of equity. Age and reverse discrimination were

negatively related, so that perceptions of reverse discrimination decreased as age increased. Age and perception of sexual harassment had a negative relationship, indicating that older respondents perceived lower levels of sexual harassment. A possible explanation here is that of a desensitization effect at work. That is, perhaps older workers are less likely to be the direct targets of harassing behavior and may be less conscious of and sensitive to the occurrence of these behaviors targeting others. It may also reflect a cohort difference, with older people more likely to espouse traditional attitudes. Consequently, behaviors that are categorized as harassment by others may fall within the accepted norm for this group and not be acknowledged, or indeed, even noticed.

Predictors of Work Attitudes

Beyond the evaluation of differences in levels of equity-related perceptions, assessment of the impact of EOC and related issues was conducted. Whether or not men and women differ in terms of their perceptions, they might be differentially affected by climate in terms of their work attitudes, specifically satisfaction, commitment and perceived effectiveness.

The three criterion variables of job satisfaction, organizational commitment, and perceived effectiveness are theoretically related and job satisfaction and commitment are consistently highly correlated (Dougherty, Bluehorn & Keon, 1985). By replicating the regression analyses, with each of

the three variables consecutively entered as criterion, a pattern of similar results was expected to emerge. The MEOCS subscales were generally positively correlated with job satisfaction, organizational commitment, and perceived effectiveness supporting the theoretical relationship between these variables as well as pervious empirical findings (e.g., Dougherty, Bluedorn, & Keon, 1989; Tett & Meyer, 1993). Furthermore, there was also a positive relationship between these three work outcomes and the global measure of EOC from the MEOCS. This underscores the importance of climate with regard to work attitudes and reinforces the significance of climate issues for organizational research. However, the patterns of predictors and moderators were quite different for the three outcome measures suggesting that, despite their evident relationship there are different factors interacting to determine an individual's satisfaction, commitment, and perceived effectiveness.

The hypothesis that there would be a negative relationship between sexual harassment and work attitudes (i.e., satisfaction, commitment and effectiveness) for females but not for males did not receive support. As perceptions of sexual harassment increase for women, work attitudes were expected to become correspondingly negative. This prediction was based on the previous research indicating that for males the perception of discrimination is not related to outcome measures but for females it has (Gutek et al., 1996). In fact, the relationships were similar and negative for both genders and significant for all three work attitude measures. This

contradiction may reflect the fact that in this study the measure is of

perceived harassment in the work unit and not necessarily personal

experience. It would appear that the latter type of scale would enhance the

likelihood of reproducing the finding of Gutek and her colleagues (1996).

Whereas bystander harassment, (that is, witnessing the behavior without

being the target of the behavior) may be associated with negative outcomes,

the effects will presumably be less pronounced.

The hypotheses specifying rank as a moderator of the relationship

between sexual harassment and satisfaction, commitment and perceived

effectiveness were not supported. This expectation was based on previous

findings that reported blue collar workers to be more strongly affected by

sexual harassment than white collar workers (Mansfield et al., 1991; Ragins &

Scandura, 1995). Blue-collar workers were expected to be less likely than

white-collar workers to be aware of and open to avenues to address

encounters with sexual harassment. However, rank was not a significant

predictor of the targeted work attitudes either on its own or as part of an

interaction term with sexual harassment.

The view of women's role in the CF did act as a moderator in the

relationship between perceived sexual harassment and job satisfaction.

Perceived levels of sexual harassment were negatively associated with job

satisfaction but only for individuals with relatively egalitarian views of

women's role in the CF. Perceived levels of sexual harassment were

positively associated with job satisfaction for respondents with more traditional views. It appears that in both cases job satisfaction is high when the perceptions of EOC are consistent with their beliefs. This moderation effect was not present in either of the regressions with organizational commitment or perceived effectiveness as the criterion.

Perceptions of equal opportunity also moderated the relationship between perceived sexual harassment and job satisfaction and organizational commitment. Perceived levels of sexual harassment were negatively associated with job satisfaction and organizational commitment for respondents who believe that the CF does not offer equal career opportunities for women; that is, as perceived sexual harassment increased satisfaction and commitment decreased. For those who believe that the CF offers equal career opportunities the relationship between perceived sexual harassment and the outcomes of satisfaction and commitment was positive. In the presence of high levels of perceived sexual harassment satisfaction and commitment levels increased for this group. It may be that the belief in equal opportunities invoked a degree of invulnerability to the effects of sexual harassment that was actually strengthened in the presence of higher levels thereof.

The final significant moderation effect involved the attitude toward equity programs and policies. For individuals with high levels of support for these policies, perceived sexual harassment was negatively associated with

job satisfaction, whereas for individuals with low support for equity

programs and policies the relationship was positive. As in the case of

women's role in the military, the congruence between EOC and worldview

appears to be the explanatory factor. For those who believe equity is a

desirable state of affairs, the presence of sexual harassment is contrary to their

view of a progressive workplace. On the other hand, there are those who do

not support equity programs and policies, most likely traditional persons

who are resistant to change. For those people the presence of sexual

harassment in the workplace may represent the workplace the way they think

it should be.

Limitations

The focus of this study was a single organization with a unique, site

specific organizational climate. In terms of EOC and sexual harassment

research, the end of the continuum represented by traditional, and male

dominated characteristics are especially salient and deeply ingrained for

many members of the CF. Few organizations have a history so deeply

associated with organizational identification and so gender exclusive. Thus,

the generalization of the findings to other work settings, particularly with

regard to gender issues, must be done with caution.

It was hypothesized in the current study that female officers in mixed

gender work units would be most strongly committed to the organization.

This was based on the notion that the presence of females in positions of

authority would signal an organization where equal opportunity was being realized. However, given this, the presence of women in positions of authority would impact other (all) women's commitment not specifically those with the power positions. The measure used in this study only assessed whether or not the individual worked in a mixed gender unit but did not offer any means to assess gender of commanding officers. As well, the effect, as suggested, would likely extend to all women not only the officers.

Inferences based on scales of the MGOQ must also be treated cautiously. Although the MGOQ has been subjected to previous psychometric evaluations, validation is insufficiently substantiated to merit a high degree of confidence in any inferential analyses. As well, there does not appear to be a consensus regarding the factor structure that constitutes the measure. The present study utilized a four-factor interpretation and the data provide initial construct validity for the factor assessing support for programs and training (factor 1) related to gender equity issues given a significant correlation with the theoretically similar CF Equity Attitudes scale ($r = .32$, $p < .01$). However, more research needs to be conducted on the MGOQ to ascertain the meaning of the scales.

Some of the analyses are based on interpretation of the CF Equity Attitudes scale and the Perceived Consequences of Equity scale, both of which are part of the larger Multicultural Attitudes Scale. Although the specific items may refer to gender and ethnic/racial minorities items appear

within a multicultural scale and cross-cultural schemas may have been

inadvertently activated. Future use of these scales can specify gender in the

instructions, or place these items at the beginning of the survey prior to the

multicultural items and the potential schema activation.

Conclusions and Future Directions

Although the amounts of variance in job satisfaction, organizational

commitment, and perceived effectiveness accounted for by perceptions of

harassment are small, they are of practical significance for organizations

aiming for a stable and productive workforce. Increased understanding of

sexual harassment and its effects will benefit the organization and its

employees.

One unexpected but noteworthy finding relates to the joint effects of

gender and rank on levels of job satisfaction. Contrary to previous research

across multiple occupations and industries suggesting that there is no gender

difference in job satisfaction but that white-collar workers are in general

more satisfied than their blue-collar counterparts (Weaver, 1980), the present

data indicate that female officers were the least satisfied employees. Future

research considering women in nontraditional occupations in general and

military in particular should undertake to investigate causal factors in this

disturbing result. Additionally, it is recommended that qualitative interviews

be undertaken with female officers to probe the source of their dissatisfaction

with their jobs and factors leading to turnover. Although surveys have the

advantage of being able to reach larger numbers of members and be more representative, without insights as to the underlying issues they may not be addressing the appropriate areas.

As alluded to previously, future research on women's level of organizational commitment should address the influence that visibility of women in high authority positions might have on female enlisted personnel. It is recommended that the underlying causal factors influencing such a high attrition rate of women in the CF should be explored. Specifically, the CF Attrition Information Questionnaire (CFAIQ) should be modified to incorporate items regarding perceptions of harassment or hostile climate. Voluntary responses from women exiting the CF who no longer have a vested interest in socially desirable responding may reveal obscured patterns and suggest directions for further action.

There were very few other gender differences evident on any of the analyses conducted, either those specifically looking for mean differences based on group or as an interaction in the regression analyses. Yoder and Aniakudo (1996) have speculated that in traditional male work settings, women vulnerable to the impact of harassment may leave the workplace relatively early in their tenure and that the remaining sample are thus atypical of women in general. Although these results offer no concrete support for this speculation, it is reasonable and intuitively logical. Correspondingly, there may also be an element of self-selection for women

entering the workplace. With the expectation of an unfriendly environment

many women may choose not to pursue career opportunities within these

occupations. Future research focused on sexual harassment particularly in

traditional, blue-collar settings should assess length of tenure with the

organization and the work unit as well as turnover intentions in order to

assess this claim empirically.

As well, the congruence of these findings and modern sexism theories

presents an alternative means to study organizational behavior with regards

to EOC issues and sexual harassment in particular. It may be that the most

commonly used approaches, based on overt behaviors, are not tapping into

the modern manifestations of discrimination. It is recommended that the CF

incorporate research based on modern sexism, using a tool such as the Neo-

sexism scale (Tougas, Brown, Beaton, & Joly, 1995) and evaluate the

applicability of this approach within their organization.

As noted the results of the current study provide several directions for

future research. As well, the presence of moderating variables is encouraging

and may provide a means by which organizations can act to offset the impact

of sexual harassment in the workplace. Through education and training an

organization can undertake to disseminate information regarding policies

and opportunities that may reduce the impact of sexual harassment. This is

not to suggest that organizations reduce efforts to eliminate harassment in the

workplace. Rather it is an acknowledgement of the reality of a segment of

society that is resistant to the changes it feels have been forced upon it. Given

that sexual harassment is likely to remain an issue in the foreseeable future it

is incumbent upon organizations to work to find means to mitigate its impact.

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Appendix A

Purpose

The purpose of the survey is to gather points of view from men and women in the Canadian Forces. The information will assist NDHQ directorates design personnel policies and programmes that can best serve Canadian Forces members. The data collected will be analyzed by research officers at DHRRE and the results of the survey will be communicated to units through their respective commands.

Your participation in completing this survey is entirely voluntary. If you should choose to participate your anonymity and confidentiality are totally guaranteed. Please do not write your name or service number anywhere on the questionnaire. If you have any questions, comments or concerns please contact Capt N Perron at CSN 842-2181 or (613) 992-2181.

General Instructions

This is not a test.

There are no right or wrong answers. It is important, however, that your answers reflect your experiences and opinions as accurately as possible.

- Read each question carefully. When there are several responses provided, read all of the choices before selecting your answer.

- Record your response carefully on the answer sheet provided by blackening in the appropriate circle. Don't make any unnecessary marks on the paper.

- Should you wish to change your answer, erase it completely before making your new response.

- Once you have completed your survey, seal it in the pre-addressed envelope provided and send it through the military mailing system.

Please return the survey no later than 1 November 1999.

APPENDIX B

1999 CF PERSONNEL SURVEY

Background Information

1. What is your present Rank?

1. O Pte/AB/OS	8. O Ocdt
2. OCpl/LS	9. O 2Lt/A/Slt
3. O MCpl/MS	10. O Lt/SLt
4. O Sgt/PO2	11. O Capt/Lt (N)
5. O WO/PO1	12. O Maj/LCdr
6. O MWO/CP02	13. O Lcol/Cdr
7. O CWO/CP01	14. O Col/Capt (N)
	15. O Gen/Adm

2. What is your age?

☐☐ years

3. What is your sex?
1. O Male
2. O Female

4. What is your highest level of education?
1. O Less than high school,
   (less than Sec III)
2. O Some high school
3. O High school diploma (Sec V)
4. O Some college (CEGEP)
5. O College diploma
6. O Some university (CEGEP II)
7. O University degree
8. O Some graduate school
9. O A graduate degree

5. What is your first official language?
1. O English
2. O French

6. What is your family status?
1. O Married (incl common-law)
2. O Single (incl divorced, widowed, separated)

7. How many years of Regular Force service have you completed?

☐☐ years

8. What is your MOC?

NCM ☐☐☐ ☐☐☐☐☐☐☐☐☐
eg (0 3 1) (I N F M N)

OFFR ☐☐ ☐☐☐☐☐☐☐
eg (4 1) (A E R E)

9. In which of the following geographic areas are you currently serving?

1. O National Capital Region (NCR-ON or QC)
2. O Atlantic Provinces
3. O Quebec (excluding NCR)
4. O Ontario (excluding NCR)
5. O Manitoba, Saskatchewan, Alberta
6. O British Columbia

10. Where are you currently serving?

1. O MARCOM 4. O NDHQ
2. O LFC 5. O CFRETS
3. O AIRCOM 6. O Other

(Other, please specify)

□□□□□□□□□□

11a. What is your current UIC?

eg □□□□
(0 1 0 0)

O I don't know

11b. What is the name of your current unit?

□□□□□□□□□

eg (HMCS OTTAWA)
eg (442 SQN)
eg (4 SVC BN)

O I don't know

12. How long have you been at your current unit?

1. O Less than 1 year
2. O 1-2 years
3. O 3-4 years
4. O More than 4 years

13. What type of unit are you currently serving?

1. O Deployable Operational
2. O Non-deployable Operational
3. O Non-operational

14. Is your current unit a mixed-gender unit?

1. O Yes
2. O No

An Aboriginal person is a person who is a First Nation/North American Indian registered under the Indian act (status or treaty registered Indian) or non-status/non registered Indian; or who is Inuit or Métis.

15. Based on this description are you an Aboriginal person?

1. OYes
2. O No

A person in a visible minority is a Person (other than an Aboriginal Person as defined above) who is a non-white in a race/colour, regardless of place of birth.

16. Are you, because of your race or colour, in a visible minority in Canada?

1. O Yes
2. O No

17. If you had access to a computer at work, would you preferred to complete the survey electronically?

1. O Yes
2. O No
3. O I do not have access to a computer

18. Do you have an internal email account (eg Beyond Mail or MS Outlook)?
1. O Yes
2. O No

You have now completed the Background Information of the
1999 CF Personnel Survey. Please proceed to the next page.

Appendix C

CF Diversity Climate Survey

The purpose of this survey is to gain an understanding of how members view various aspects of diversity and issues of employment equity in the Canadian Forces.

Employment Environment
Please respond to the following items regarding your work group (all persons who have the same supervisor that you do). Use the following scale to make your judgement by filling in the appropriate bubble.

1	2	3	4	5	6	7
Strongly Disagree						Strongly Agree

Section A

My View

	Strongly Disagree						Strongly Agree

1. The amount of output of my work group is very high. ● ● ● ● ● ● ●

2. The quality of output of my work is very high. ● ● ● ● ● ● ●

3. When high priority work arises, such as short deadlines, crash programs, and schedule changes, the people in work group do an outstanding job in handling these situations. ● ● ● ● ● ● ●

4. My work group's performance always gets output from available resources (e.g. personnel and materials). ● ● ● ● ● ● ●

5. My work group's performance in comparison to similar work group is very high. ● ● ● ● ● ● ●

6. I would accept almost any type of assessment in order to stay in this work group. ● ● ● ● ● ● ●

7. I find that my values and the work group's values are very similar. ● ● ● ● ● ● ●

8. I am proud to tell others that I am part of this work group. ● ● ● ● ● ● ●

9. I feel very little loyalty to this work group.

10. This work group really inspires me to perform my job in the very best manner possible. ● ● ● ● ● ● ●

11. I am extremely glad to be part of this work group compared to other, similar work groups that I could be in. ● ● ● ● ● ● ●

Satisfaction
The next few questions ask about your satisfaction with some specific job-related issues. Please indicate your degree of satisfaction or dissatisfaction using the following scale, by filling in the appropriate bubble.

1	2	3	4	5	6	7
Very Dissatisfied						Very Satisfied

My degree of satisfaction with

My View

	Very Dissatisfied						Very Satisfied

12. The chance to help people and improve their welfare through the performance of my job. ● ● ● ● ● ● ●

13. My amount of effort compared to the effort of my co-workers. ● ● ● ● ● ● ●

14. The recognition and pride my family has in the work I do. ● ● ● ● ● ● ●

15. The chance to acquire valuable skills in my job that prepares me for the future. ● ● ● ● ● ● ●

16. My job as a whole. ● ● ● ● ● ● ●

In this section, the terms "minority" and "majority" are used to refer to people according to their ethnic origin. A minority person is one whose ancestry is not European. A majority person is someone whose ancestry is European.

Climate
In your opinion, if a minority or female member of the CF is employed in your unit, how likely is it that the following might happen. Please use the following scale by filling in the appropriate bubble.

1	2	3	4	5	6	7
Very Unlikely						Very Likely

17. A male supervisor touches a female peer in a friendly manner, but never touches male peers. ● ● ● ● ● ● ●

1 Very Unlikely	2	3	4	5	6	7 Very Likely

My View

	Very Unlikely						Very Likely

18. When a woman complains of sexual harassment to her superior, he tells her, "You're being too sensitive."   ● ● ● ● ● ● ●

19. A supervisor refers to women subordinates by their first names in public while using titles for the males subordinates.   ● ● ● ● ● ● ●

20. The person in charge assigns an attractive female to escort visiting male officials because. "We need someone nice looking to show them around."   ● ● ● ● ● ● ●

21. A majority supervisor frequently reprimands a minority employee but rarely reprimands a majority employee who had the same level of performance.   ● ● ● ● ● ● ●

22. A majority supervisor does not recommend a qualified minority subordinate for promotion but recommends qualified majority members.   ● ● ● ● ● ● ●

23. A minority person is assigned less desirable work/office space than a majority person.   ● ● ● ● ● ● ●

24. The person in charge changes the duty assignment when it is discovered that two persons of the same minority are assigned to the same sensitive area on the same shaft.   ● ● ● ● ● ● ●

25. While giving a talk, the person in charge of the organization takes more time to answer questions from majority members than from minority members.   ● ● ● ● ● ● ●

26. Majority and minority supervisors are seen having lunch together.   ● ● ● ● ● ● ●

27. Majority and minority personnel are seen having lunch together.   ● ● ● ● ● ● ●

28. A new minority person joins the organizations and quickly develops close majority friends within the organization.   ● ● ● ● ● ● ●

1	2	3	4	5	6	7
Very Unlikely						Very Likely

<u>My View</u>

Very Unlikely   Very Likely

29. Majority and minority are seen socializing together.   ● ● ● ● ● ● ●

30. Majority personnel join minority friends at the same table in the cafeteria or designated eating area.   ● ● ● ● ● ● ●

31. A majority person tells several jokes about minorities.   ● ● ● ● ● ● ●

32. Graffiti written on the organization's rest room or latrine walls "puts down" minorities or women.   ● ● ● ● ● ● ●

33. <u>Offensive</u> racial/ethnic names are frequently heard.   ● ● ● ● ● ● ●

34. <u>Racial/ethnic</u> jokes frequently heard.

35. The person in charge does not appoint a qualified majority person to a key position, but instead appoints a less qualified minority person.   ● ● ● ● ● ● ●

36. A minority man is selected for a prestigious assignment over a majority man who is equally, if not slightly better, qualified.   ● ● ● ● ● ● ●

37. A minority woman is selected to receive an award for an outstanding act, even though she is not perceived by her peers as being as qualified as her nearest competitor, a majority man.   ● ● ● ● ● ● ●

38. A majority and a minority person each turns in similar pieces of equipment with similar problems. The minority person is given a new issue; the majority person's equipment is sent to maintenance for repairs.   ● ● ● ● ● ● ●

Appendix D

Section C

Instructions

In this survey we are interested in your views about a number of issues related to diversity and employment equity. For the purpose of this survey, diversity means a variety in terms of gender, ethnicity, abilities, age, physical characteristics, religion, values, culture and lifestyle. This is not a test; there are no right or wrong answers. Your first reaction is usually the best.

The following items refer to possible ways that the CF could pursue employment equity. Please use the following scale to indicate your view about what should happen if steps were taken to implement these programs.

1	2	3	4	5	6	7
Totally Disagree						Totally Agree

My View

| | Totally Disagree | | | | | | Totally Agree |

Such policies would:

24. Destroy our CF way of life.

25. Enrich the CF's culture.

26. Give some groups more than their fair share.

27. Cause greater conflict between groups of different origins.

28. Ensure that people from various cultural backgrounds will have a sense of belonging to the CF.

29. Force Canada to change to quickly.

30. Improve the morale of the CF.

31. If more people from different backgrounds are enrolled, the CF will lose important parts of its identity.

32. Enlgish Canadians would lose their identity.

33. Provide greater equality of opportunity for all groups in the CF.

34. Englich Canadians' voice would become weaker and weaker.

The CF can also deal with issues of diversity in a number of ways. For these next items, please use the following scale to indicate your view about the following policies dealing with diversity by filling in the appropriate bubble:

1	2	3	4	5	6	7
Totally Oppose						Totally Support

My degree of support for policies that:

My View

	Totally Disagree						Totally Agree

35.Endorse a pro-active, purposeful recruiting program which includes attracting candidates of both genders from diverse ethno-cultural backgrounds who meet all prescribed recruiting standards.

36.Provide equitable opportunities to all serving members for training and development to enhance their abilities.

37.Eliminate, to the maximum extent possible, any policy or practice that results in arbitrary barriers to the advancement, promotion and retention of all its members.

38.Promote awareness, understanding and acceptance of all ethno-cultural groups with a view to enhancing their contribution to the operational effectiveness of the CF.

Items 39 to 45 refer to possible ways that the CF could pursue employment equity. Please use the following scale to indicate your view about what would happen if steps were taken to implement these programs.

1	2	3	4	5	6	7
Totally Disagree						Totally Agree

My View

	Totally Disagree						Totally Agree

Such policies would:

39.Morale and cohesion in the CF would be reduced.

40.Create problems with retention and promotion in the CF.

41.Create reverse discrimination.

42.Improve the CF's capability to perform peacekeeping duties.

43.Give an unfair advantage to minorities.

44.Promote thinking in racial terms and even promote racism itself.

45.Improve quotas for recruiting, education, training and promotion.

Appendix E

Section B

Indicate the extent to which you agree or disagree with the following:

1	2	3	4	5
Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree

My View

| | Strongly Disagree | | | | Strongly Agree |

1. Women should be employed in all CF MOCs.   ● ● ● ● ●

2. The proper place for a woman is not in the "trenches" with men.   ● ● ● ● ●

3. Mixed gender environments can have a positive effect on the overall effectiveness of an operation.   ● ● ● ● ●

4. Trying to bring about the integration of women in non-traditional environments is more trouble than it's worth.   ● ● ● ● ●

5. Gender awareness training improves working relationships in mixed gender units.   ● ● ● ● ●

6. Men have better chances than women to get the best training opportunities.   ● ● ● ● ●

7. Women are chosen for tasks based solely on ability.   ● ● ● ● ●

8. Women have to work harder than men to receive career recognition such as promotion.   ● ● ● ● ●

9. Women get away with breaking rules that result in punishment for male members.   ● ● ● ● ●

10. Men are treated equal to women in my unit.   ● ● ● ● ●

11. All suggestions of harassment should be investigated regardless of whether a formal complaint was submitted.   ● ● ● ● ●

12. Flexible work policies should be supported as long as the job gets done.   ● ● ● ● ●

13. Policies should be implemented to better accommodate family and career concerns.   ● ● ● ● ●

1	2	3	4	5
Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree

My View

	Strongly Disagree				Strongly Agree

14. Women frequently cry "harassment" rather than accept responsibility for inability to do the job.
●　●　●　●　●

15. Harassment and discrimination policies have improved the quality of life in the workplace in the CF.
●　●　●　●　●

16. Training on the standard for harassment and racism prevention (SHARP) will reduce the incidence of harassment from the workplace.
●　●　●　●　●

17. Policies regarding harassment and discrimination give a clear message that leadership is committed to eliminating these issues from the workplace.
●　●　●　●　●

18. The CF provides a fair and equitable environments for women and men to serve.
●　●　●　●　●

19. The CF provides equal opportunity for career development for men and women.
●　●　●　●　●