

**SEXUAL HARASSMENT AND ITS
PERFORMANCE IMPLICATION: A PERCEPTION
STUDY OF THE MALAYSIA AIRLINES SYSTEM
(MAS) EMPLOYEES AT KOTA KINABALU
BRANCH**

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PERPUSTAKAAN

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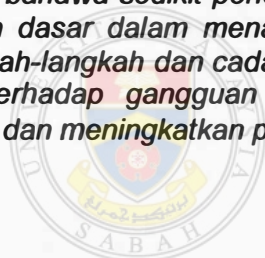
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ABSTRAK

Kajian ini dilakukan bertujuan untuk mengenal pasti hubungan di antara gangguan seksual dan implikasi terhadap prestasi pekerja di Syarikat Penerbangan Malaysia cawangan Kota Kinabalu. Pembolehubah yang di kaji adalah gangguan seksual iaitu sexual coercion dan sexual annoyance. kajian ini menggunakan kaedah analisis multiregresi untuk menganalisis data dan untuk mendapatkan keputusan. Kaedah pengumpulan data yang lain seperti kaedah likert turut digunakan dalam kajian ini. Ianya bertujuan untuk mengetahui persepsi responden terhadap gangguan seksual di tempat kerja, samada ianya memberi impak positif ataupun negatif terhadap prestasi pekerja. Kaedah pengumpulan data lain yang digunakan adalah survey dan temuramah untuk mengetahui secara mendalam tentang masalah gangguan seksual dalam organisasi tersebut. Keputusan kajian menunjukkan sememangnya wujud hubungan negatif yang signifikan diantara gangguan seksual terhadap implikasi prestasi pekerja di dalam organisasi tersebut. Kedua-dua pembolehubah tersebut memberi impak negatif terhadap prestasi pekerja di tempat kerja. Selain itu, faktor-faktor seperti jantina dan pengalaman pekerja juga mempengaruhi pembolehubah gangguan seksual terhadap prestasi pekerja. Tambahan pula, responden dalam kajian ini terdiri daripada 60% responden wanita. ini menunjukkan bahawa wanita mempunyai pandangan ataupun persepsi yang tinggi terhadap gangguan seksual berbanding lelaki. Implikasi daripada kajian ini menunjukkan bahawa sedikit penemuan dapat membantu MAS untuk memperbaiki dan meningkatkan dasar dalam menangani masalah gangguan seksual pada masa akan datang. langkah-langkah dan cadangan berguna dalam memperbaiki prestasi pekerjaan dan dasar terhadap gangguan seksual di tempat kerja perlu diambil kira demi mengekalkan dan meningkatkan potensi para pekerja dalam organisasi.



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ABSTRACT

The aim of this study is to identify the relationship between sexual harassment and its implication towards employee's performance in Malaysia Airlines System (MAS) at Kota Kinabalu branch. The independent variables of this study are *sexual coercion and sexual annoyance*. This study is used the multiple regression analysis to analyze the data and to get the result. The likert scale is used in this study. Another method was used is likert scale using for identified the respondent perception about sexual harassment in workplace, somehow that things can give the positive or negative impact towards employee's performance. Another method used in this study is survey and interview method to identify about the problem of sexual harassment in the organisation. The result of this study showed the existing of the significant negative relationship among sexual harassment and the implication towards employee's performance. It shown there's is negative significant relationship between sexual harassment and employee's performance. In addition, the respondent includes 60% of women respondent. It shown the women respondent has the high perception about sexual harassment than men. The implication of this study showed that the finding and the result can help the management to improve there policy to solve the problem of sexual harassment in the organisation. The suggestion can help the management in the organisation to improve the employee performance to make an effective and the potential worker in the organisation.



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CHAPTER 1

INTRODUCTION

1.0 Overview

This study focuses on the perceptual differences and organizational tolerance towards sexual harassment in Malaysia Airlines System (MAS) employees, Kota Kinabalu branch. This study is to identify the implication of sexual harassment to employee's performance at workplace. In this study, the researcher tries to investigate the relationship between perceptions of sexual harassment towards sexual harassment in workplace and its implication to employee's performance. Then the researcher tries to identify whether victims of sexual harassment recognize their experiences as sexual harassment.

Sexual harassment is a new name describing an old problem. The term sexual harassment itself did not exist in English language before 1976 (Farley, 1978; Mackinnon, 1979). The phrase was created as a way to name certain male behaviors intended to vitiate and denigrate women (Farley, 1978). Sexual harassment is also not a

rare phenomenon, although sexual harassment has a long history as a problem for women, it only recently acquired a label to make it visible. Moreover, only within the past few decades has it been transformed from a mostly unexplored private ill to a public and social problem.

Sexual harassment is a hazard encountered in workplaces across the world that reduces the quality of working life, jeopardizes the well-being of women and men, undermines gender equality and imposes costs on firms and organizations. For the International Labor Organization, workplace sexual harassment is a barrier towards its primary goal of promoting decent working conditions for all workers. Every year, organizations pay workers millions of dollars in claims involving allegations of sexual harassment. In addition, to direct monetary costs of sexual harassment, there can also be significant costs in terms of negative public relations and damaged employee morale (Mello, 2006).

Sexual harassment problem arises out of general workplace relationships involving personal behavior of people within the enterprise. Therefore, the most effective way of dealing with the problem is to tackle it at workplace itself so that it can be confronted on the spot and nipped in the bud (Zulkarnain, 2003).

1.1 Malaysia Airlines System backgrounds

Before *MAS (Malaysia Airlines System)*, it knew it by *MSA (Malaysia-Singapore Airways)*. *MSA* in that time is only having *Boeing 707* and *Boeing 737-200* with logo heart design. But, in 1971 this company divides into two company airline but still need the equipment not enough after the divided.

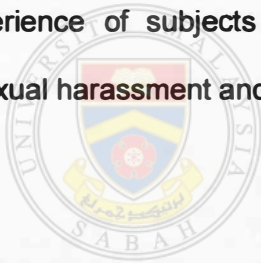
In 1947, airline was known as well as *Malaysia Airways* and for that same time, *Airspeed Consul Aircraft* will start their operation during that time. After 16 years, around in 1963, *Federation of Malaysia* was change the company name to *Malaysia Airways* and owner with *QANTAS* and *BOAC*. *MAS* exist on 1972 with their company logo design by red logo and heart. Their international airlines services will conduct by *Boeing 707*, then the *Fokker F-27* only use in local services. *Britten-Norman Islander Aircraft* was will replace the *Boeing 707* for their international airlines services to Europe on 1976.

On 1982, their international services to Europe replaced with new jet *Boeing 747-200*. This plane can make a long distance journey then make more airliners to US. In 1980, *MAS* started to use the *Airbus A300*. After seven years later, Malaysia government sells half of this company to another corporate and at the same time the logo is changes. The impact of the selling will come out with the new name for *MAS* is *Malaysia Airlines System* 1990.

1.2. Objectives of the study

1.2.1. General

In general, this study is to identify the sexual harassment and its implication for the employee's performance in Malaysia Airlines System (MAS), Kota Kinabalu branch. This research attempts to investigate the relationship between independent variable of sexual harassment (sexual coercion and sexual annoyance) and dependent variable of employee performance. The company workers include all categories of workers in all departments as long as they are working within the company environment. In addition, this research examines the effect of moderating variables, which are gender, age and working experience of subjects towards the relationship between the independent variable of sexual harassment and dependent variables of employee performance.

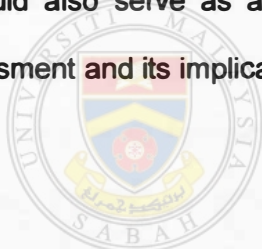


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1.3 Significance of the Study

This research not only contribute to the literature of implication of perception in sexual harassment towards employee's performance, but also helps the management of Malaysia Airlines System (MAS), to improve the human resource practices and identify the employees perception of sexual harassment somehow can affect for their performance in the workplace.

Data collected from this research could help the management of Malaysia Airlines System (MAS) to find some useful solutions to reduce the impact of sexual harassment towards employee performance. The application on this study can increase productivity and achieve competitive advantage. Therefore hopefully the results of this research could also serve as a reference for further researcher about perception of sexual harassment and its implication for performance.



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1.4 Problem Statement

In Malaysia, employers' risks for sexual harassment claims are limited. However, recent sexual harassment cases in the United States highlight the current concern of employers' liability arising from actions of their employees' use of e-mail messages. For example, a company settled a sexual harassment lawsuit for US\$2.2 million arising from a number of pornographic e-mail messages sent between employees. In another case, an e-mail was sent throughout the company containing a list "why beer is better than women." Based on that e-mail, a hostile work environment sexual harassment claim was filed, which was later settled out of court for US\$2.2 million.

Of course, the United States has highly developed laws regarding sexual harassment while, in Malaysia, there is no specific legislation providing a basis for a civil claim for damages arising from sexual harassment. In 1999, the Ministry of Human Resources attempted to address the problem by issuing its Code of Practice on the Prevention and Eradication of Sexual Harassment in the Workplace. The aim of this Code is to provide guidelines to employers on how to prevent and eradicate sexual harassment in the workplace. However, this Code is not binding, nor does it have any legal effect on the offender. There are also criminal provisions in Malaysia to punish sexual offenders. Specifically, Section 354 of the Penal Code provides that "[w]hen a man assaults or uses criminal force to any person, intending to outrage or knowing it to be likely that he will thereby outrage the modesty of that person, shall be punished with imprisonment for a term which extends to ten years, or with fine, or with both." However,

despite the fact that sexual harassment is not necessarily contemplated by Malaysian law, cases from the United States clearly show the potential exposure to employers for employee usage of e-mail system. For that situation, the researcher try to identify even the perception on sexual harassment can affect the performance in the workplace or not.



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CHAPTER 2

LITERATURE REVIEW

2.0 Introduction

This chapter is about the survey of literature in the area of the sexual harassment and the implication to employee performance at Malaysia Airlines System (MAS) employees, at Kota Kinabalu branch. A review of previous studies on of sexual harassment and its implication for employee's performance is given below:

2.1 Definition of sexual harassment

Sexual harassment is the most ubiquitous and insidious; all the more so because it is deemed 'normal' behavior and not an assault on the female entity. It affects women in all settings whether public or private and has psychological, medical, social, political, legal and economic implications. Instances of sexual harassment should not be viewed as

isolated incidents; rather they should be construed as a gendered aggression against the rights and dignity of women.

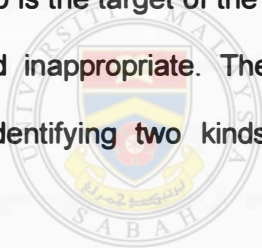
According to the Code of Practice on The Prevention and Eradication of Sexual Harassment in The Workplace (Zulkarnain, 2003), as identifying the meaning of sexual harassment is any unwanted conduct of a sexual nature having the effect of verbal, non-verbal, visual, psychological or physical harassment: that might, on reasonable grounds, be perceived by the recipient as placing a condition of a sexual nature on her/his employment; or that might, on reasonable grounds, be perceived by the recipient as an offence or humiliation, or a threat to his/her well-being, but has no direct link to her/his employment, (Zulkarnain, 2003).

According to the Code of Practice, sexual harassment may be divided into two categories, namely sexual coercion and sexual annoyance (Zulkarnain, 2003). Sexual coercion is sexual harassment that results in some direct consequence to the victim's employment. An example of sexual harassment of this coercive kind is where a superior, who has the power over salary and promotion, attempts to coerce a subordinate to grant sexual favors. If the subordinate accedes to the superior's sexual solicitation, job benefits will follow. Conversely, if the subordinate refuses, job benefits are denied. Sexual annoyance, the second type of sexual harassment, is sexually-related conduct that is offensive, hostile or intimidating to the recipient, but nonetheless has no direct link to any job benefit. However, the annoying conduct creates a bothersome working environment which the recipient has to tolerate in order to continue

working. A sexual harassment by an employee against a co-employee falls into this category. Similarly, harassment by a company's client against an employee also falls into this category.

Sexual harassment is a hazard encountered in workplaces across the world that reduces the quality of working life, jeopardizes the well-being of women and men, undermines gender equality and imposes costs on firms and organizations. For the International Labor Organization, workplace sexual harassment is a barrier towards its primary goal of promoting decent working conditions for all workers.

According to the Mello (2006), Courts have identified several key concepts that influence whether behavior constitutes sexual harassment. The first is that the advances are of an unwelcome nature. It is imperative in sexual harassment cases that the individual who is the target of the harassment make clear that the behavior is considered offensive and inappropriate. The second is the nature of the harassment. This key concept is identifying two kinds of harassment such as quid pro quo and hostile environment.



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2.2. Theories of sexual harassment

According to Backhouse & Cohen, (1981), early feminist scholar who identified the problem saw sexual harassment as a means for men to subordinate women in the workplace and education.

According to MacKinnon (1979), women have long been exposed to workplace harassment which involves conduct of a sexual nature or is premised on the sex of the victim. These kinds of behavior were not given a name, however, until the 1970s, when women in the United States demanded that sexual harassment be recognized as sex discrimination under the federal anti-discrimination legislation.

According to Tangri and Hayes (1997), historically, three basic perspectives have been used to explain sexual harassment. The first is biological model, posits that sexual harassment is the logical outcome of the natural attraction between men and women. Men harass more frequently because their reproductive strategy is to maximize the number of potential offspring. Women however, have a much higher investment in reproduction and, therefore, would be less likely to be sexually aggressive.

According to Tepestra & Baker (1986), the organizational model is focus on power. Formal power is vested in individuals through the hierarchical structure of an organization. Those with formal power tend to exert that power by making harassing demands of those with lower status.

The socio-cultural model asserts that sexual harassment results from differential sex role socialization between men and women. The male sex role encourages dominance and aggressiveness, while that of the female encourages the productiveness and the fearless (Firestone and Harris, 1994).

2.3. Employee performance

Recent research shows that performance management, when done correctly, can affect corporate performance and the bottom line. If employee has a good performance, he or she must have work motivation. Heneman (2001) offered this definition: work motivation is a set of energetic forces that originate both within as well as beyond an individual's being, to initiate work-related behavior, and to determine its form, direction, intensity and duration: First, direction addresses the choice of activities we make in expending effort. That is, we might choose to work diligently at some tasks and not at others; secondly, intensity implies we have the potential to exert various levels of effort depending on how much we need to expend; third, duration reflects persistence of motivation over time, as opposed to a one time, choice between courses of action (direction) or high level of effort aimed at a single task.

Effective people resorting includes not only the acquisition of the appropriate quantity and quality of people, but also the management of employees to ensure that performance is constantly reviewed and at a level which is consistent with the achievement of organizational objectives. Employees should know what is expected, not

just in terms of duties and responsibilities but also in terms of standards of performance. Performance management is not just the appraisal of performance.

The organizations execute the motivation to achieve the organizational goal. However, Smither (1994) found that motivation is the force that moves people to perform their jobs. High levels of motivation result in a worker's desire to achieve and perform to the best of his or her abilities, whereas low levels of motivation lead to poor performance, apathy and turnover.

Compared with other employers on the market, in the trade or in the area, pay the need with competitiveness salary. Among them the specific value that works is the most key factor of determining salary levels of staff, and the appraisal on work values is usually finished through counting the work, such as some laws, etc. and appraising the method. Under traditional salary strategy, the basic salary of enterprises is often divided into a fairly large number of very detailed grades, promote and obtain the need with firewood in order to meet the positions inside enterprises of staff. So, under the circumstances that this kind of salary is led, what the staff pay close attention to is mainly the promotion of the position, but not the growth of technical ability, even a question of involving technical ability, what the staff pay attention to is often only the growth of the necessary technical ability of the own job location too, instead of the range than the growth of wide technical ability. To those we think today that does not pay the remuneration either in those very important inherent personal ability characteristics (flexibility, practice judgment and ability to cooperate with others).

Much is written and spoken about performance management and to understand this more fully it is important to be clear about what is meant by the term. Armstrong and Baron (1995) define performance management as a strategic and integrated approach to delivering sustained success to organizations by improving the performance of the people who work in them and by developing the capabilities of teams and individual contributors. And also Hendry (1997) defines performance management as: a systematic approach to improving individual and team performance in order to achieve organizational goal the approach you take should depend on your organization: its culture, its relationship with employees and the types of job that they do.

2.4. Job satisfaction and work satisfaction

Social scientists and lawyers alike know that sexual harassment disrupts one's work life. Survey data indicate, for example, that harassment negatively affects both perceptions of job performance and work satisfaction. The legal system also acknowledges that sexual harassment is disruptive, producing "work performance stress" as well as "distraction from tasks, dread of work, and the inability to work". In its most severe form, harassment so interferes with a target's ability to do her job that the harassing conducts meets the legal standard for employment discrimination.