

Human Resources Management's Impact on Harassment Reduction: A Study of The Ministry of Labor and Social Affairs in Erbil Governorate

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Abstract

Harassment, bullying, and moral harassment in the workplace remain important parts of working life despite the advancement of awareness and legislation. Workplace harassment is offensive behaviors based on race, color, national origin, sex, religion, disability, age, or genetic information. The objective of this study is to determine how the Human Resources Management Department plays a vital role in dealing with harassment in the workplace. By implementing its practices, creating new policies in the workplace, safeguarding a healthy and safe environment, preventing harassment, and fostering a culture of respect and value. This research was conducted on a sample of employees working in the ministry of Labor and social affairs in Erbil, Northern Iraq. The questionnaire method was used as a data collection tool that was filled by 400 out of 500 employees. Besides that, a standard questionnaire was used in the current study that includes five parts to show the role of HR Management in reducing harassment. As a result of the analysis of the data obtained in the research, it has been revealed that there is a significant relationship between Human resource management practices and reducing harassment in the workplace.

Key words: Human resource practices, Human resource management, Workplace harassment.

JEL Code: J58, H75, J78

1. Introduction

Over the past decade we have seen an evolution in harassment. It is becoming more frequent or intense in our life: in the school, streets, social media, and even sexual harassment and violence at workplaces are shown up as difficulties. Fortunately, nowadays harassment is less accepted and rejected visibly, there are more (strong) rules and preventive measures than before. Particularly, the role of

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the United Nation (UN) and Non-Governmental Organizations (NGOs) for facing this phenomenon to put the convention in the member of countries. According to a report by United Nation Development Program (UNDP) sexual harassment in the workplace is very worrying in Iraq, for example in the city of Sulaymaniyah-northern Iraqi, 73.7% of women who were surveyed, and they had been sexually harassed, but only 12.3% of them remembered the details of the incident and could express it (Ali, 2013). One of the main obstacles in the Iraqi society as it's a conservative one will determine how its people behave and think, so the sexual harassment one of the most important challenges in Iraq particularly in the workplace against women and girls. By the time taboos becomes acceptable and socially tolerant, in Iraqi Constitution 2015 Labor Law by Article 10, prohibits any violation of the principal of equal opportunities and equal treatment, for whatever reason, and particularly direct or indirect discrimination between employees in all matters relating to vocational training, recruitment and terms and conditions of employment process (Takieddine and Abou Ali, 2021). It is clear that the problem of workplace harassment in general requires a very confidential approach. Therefore, the first contact is important for both the victim which is in a difficult situation and the helper or the person who will provide an assistant are seeking a convenient atmosphere.

In recent decades, there has been a growing awareness that sexual assault is not only physical abuse such as rape or indecent acts, but also there are other sexual assaults like verbal assaults, any improper and unwelcome conduct that might reasonably be expected or be perceived to cause offence or humiliation to another. Harassment includes but is not limited towards, gestures or actions which tend to annoy, alarm, abuse, demean, intimidate, belittle or cause personal humiliation or embarrassment to another; or that cause an intimidating, hostile or offensive work environment (UNCHR, 2005). These attacks can be committed by men or women against each other. The Sexual Harassment Prevention act was enacted to address this problem; the law addresses sexual harassment in various settings, not just in the workplace. However, the law places more emphasis on cases in which harassment occurred in the course of work. Workplace harassment may occur in a variety of circumstances. In certain cases, the harasser may be the victim's co-worker or supervisor, or he/she may not work directly with the victim at all such as a customer, service provider or vendor. Sadly, harassment not only affects the victim or the intended target, but it will make a negative work environment that develops as a result may make other employees to be victims of harassment as well. When harassment appears, it's like a machine that starts up and can crush everything; it is a terrifying phenomenon because it is inhuman, without qualms and without pity. Professional entourage, out of cowardice, selfishness or fear, prefers to stay away. When this kind of asymmetrical and destructive interaction is in place, it will only get worse if an outsider does not intervene forcefully (Marie, 1998). In the last three decades, workplace harassment has been the important topics for researched and now it the important one for researchers and stakeholders in European countries, England (UK) and the United States (USA) besides to the Government departments, NGO, trade unions, employers and employees in all sectors. Harassment is a costly issue for employers that leads to low morale

workplaces, absenteeism, reduced productivity and that causes damage and costs of course. According to a survey in 2014 about workplace bullying by the National Zogby Analytics institute revealed that 27% of employees have been bullied, while 7% of employees are currently experiencing it (Shetty and Nithyashree, 2017).

To prevent harassment, it is crucial to enhance awareness for both employees and managers by conducting special sessions that are dedicated to protecting employees from harassment as a demanded point from employers; events like these demonstrate the employer's desire to establish a comfortable and secure psychological environment (Sergeevna, 2020). When there is a harassment case in an organization the employers should be responsive directly and take procedures and pay attention to the rules and policies. Providing health and safety for employees is important and showing the six main categories of hazards at work are: Biological, Chemical, Physical, Safety, Ergonomic and Psychosocial (Jaleta, 2019). Each of these hazards must be identity to the employees in the first day of work, especially the psychosocial hazards are those that can have a negative impact on an employee's mental health or wellbeing like: sexual harassment, victimization, stress and workplace violence (Jaleta, 2019). Harassments in the workplace are a consequence of the role played by HRM department, it has two roles: traditional administrative functions like payroll and benefits, and strategic roles determined by hierarchical position (Pohler and Brandi, 2010) by putting new strategies in the organization that should be helpful to reduce the harassments in workplace.

The human resource management department provides effective policies, procedures, employees guidelines and support. Additionally, it functions to make sure that the organization mission, vision, and values are part of the organization's culture. Besides that, improving employee wellbeing and managing risk are both important aspects of HRM for any organization (Devindi, 2022). Human resources play a crucial role in preventing bullying sexual harassment in the workplace, enhancing productivity and enjoyment by preventing or stopping such behaviors promptly (CUPA-HR, 2017). Broadly, the department of human resources must be problem-solving practices involve a two-step approach. First, we should develop a plan in advance. This plan should be comprised of programs, training, and other mechanisms that reduce harassments in the workplace off at their roots. Second, human resource personnel must remain vigilant at all times. These practices might seem daunting at first, but they're well worth the effort they require. On precise terms, this research will focus on collecting data about harassments in the workplace and provide information about the procedures must be taken, beside to the actions will be taken before it happens in any organization; finally showing the out puts. As clear that the harassment is a global phenomenon, the researcher's efforts to monitor it and document it is too hard, but it will be harder if a researcher wants to observe the topic in a conservative culture like Iraq which there are no previous studies to depend on in the culture will avoid any discussions about sensitive topics (Raghad, 2019). Hence, this is the gap that this study sought to fill, which aimed to reveal the extent of harassment in the workplaces in the government sector.

2. A Study of The Ministry of Labor and Social Affairs in Erbil Governorate

2.1.Scope and Sample of Study

Ministry of Labor and Social Affairs in Erbil Governorate was selected as a sample of this study. Since the establishment of the modern Iraqi state in 1921, the governorates of Iraq have been managed through a centralized system, with control over all parts and a hierarchy of orders. Despite attempts to change this system, it has been met with failure due to internal and external factors, except for the northern governorates that separated after the previous regime's invasion of Kuwait. Iraq is constructing a federal political system, based on the 2005 Constitution (Ali and Assad, 2023). The system is a single, independent, federal state with complete sovereignty, governed by a republican, representative, parliamentary, and democratic system. The system includes capital, regions, decentralized governorates, and local administrations, with federal authorities, regions, and governorates exercising administrative executive functions. Administrative decentralization has gained popularity in developed countries and has gained appeal in third world countries, including Iraq. The 2005 Constitution favoured administrative decentralization in governorates not organized into regions, allowing councils to manage affairs according to the Constitution and the Non-Governorates Law (Ali and Assad, 2023). The Iraqi Constitution of 2005 ensured a decentralized administrative system, including the administration of governorates not organized into regions, through the formation of governorate councils following the 2008 legislative elections.

The process of social development in any country in the world is reflected in the provision of social services. However, the services must also be compatible with the level of understanding and consciousness of the individuals in society. For this purpose, the Ministry of Labor and Social Affairs is selected. This ministry is a large aspect of the work of the government and society to develop all the social and economic theories that cause turn the life of the community and the welfare of the more and the time to provide and provide economic and social services. Also working with all areas related to the life of individuals and communities in terms of social, psychological, economic, awareness, health, education and teaching.

As the research conclusions are based on the responses of employees in a specific area. Thus, the purpose of this research is to gain a closer insight into what employees think about the human resource management department's role in dealing with harassment in their workplace. It aims to understand human resource management in the workplace, specifically in terms of harassment, organizational behavior, and employee performance. In result of collecting data from employees' perspectives, new insights can have gathered. Moreover, the study highlights the lack of methodological research on the role of human resource management department in addressing harassment and fostering a secure environment in the Iraq public sector.

The study holds paramount significance in the contemporary context of workplace dynamics and organizational culture. Harassment, a pervasive issue in many workplaces, not only undermines the well-being of employees but also jeopardizes the overall efficiency and productivity of an organization. By focusing specifically on the Ministry of Labor and Social Affairs in Erbil Governorate of Iraq, this research aims to shed light on the unique challenges faced by this governmental institution and the potential role of human resource management in mitigating harassment. Understanding how HR practices influence harassment reduction is crucial for promoting a healthy and inclusive work environment, fostering employee morale, and enhancing organizational performance. The findings of this study could contribute valuable insights for policymakers, HR professionals, and organizational leaders, guiding the formulate on of effective strategies to address and prevent harassment in the workplace, thereby fostering a more conducive and equitable professional atmosphere in Northern Iraq and potentially serving as a model for other organizations globally. This study examined the previous research that conducted about HRM studies and workplace harassment. As philosophical and methodological connections between these approaches, in addition to that, research on human resource management, organizational commitment, and workplace harassment reduction are significant. After studying the philosophical difficulties associated with various methodologies, the researcher can select the most suitable data collection and analysis processes. Thus, research can be categorized as ontological, epistemological, or methodological that includes the methods used by researchers to explore reality. As a consequently of not having any study from Iraq that shows the impact of human resources management on reducing harassment in the workplace, this study aims to fill this gap by explaining the theory on this topic, as well as analyze employees' opinions about the role of human resources management in reducing harassment in their workplace. And how organizations adopt a new strategy to reduce harassments in workplace, also protecting the victims from the harasser.

2.2. Research Methodology

The study's methodology and procedures are crucial for obtaining data for statistical analysis and interpreting results, ensuring the study achieves its goals. Flanagan and Jänsch, (2004) explain the methodology cater for a wide range of different types of research by allowing the researcher to determine which phases are given the most attention and indeed how many of the research phases are covered throughout the research project. In a scientific paper, the research methodology section details the various methodological choices made, such as data collection analysis method, and the reasons for choosing these choices.

The study used a quantitative research design to examine the impact of human resource management, strategic implementation, performance effectiveness, and HRM's impact on workplace harassment. The quantitative approach focused on numerical data analysis, allowing for easy testing of hypotheses and predictions using standard statistical tools. Moreover, the study utilized a qualitative approach, utilizing descriptive analysis to understand dissertation tendencies, thinking patterns, and irregularities based on constructivist philosophy, highlighting plural

dimensions and social experiences (Disman, and Barliana, 2017). A quantitative approach has been used for the reason that the data collected using questionnaires from the respondents were analyzed easily by utilizing the standard statistical tools (SPSS 25). Further, to explore the extent and variation of change (within and across units) that is caused by the implementation strategies, quantitative methods are important. But the main purpose of using quantitative methods is to generalize results to a wider population, predict, infer causality, and prove hypotheses (Rana et al., 2021). Based on the raised problem previously, this research attempts to answer it through a set of hypotheses: The relationship between the Department of Human Resources Management and Reducing Harassment in Iraq is an integrative relationship, through the role of this approach in rationalizing the administration's bureaucracy, improving performance and adapting it to the new tasks of governments by activating policies and raising awareness to confront this phenomenon.

Research design is a systematic plan for directing a study, outlining objectives, methodology, and techniques to achieve them (Khanday and Khanam, 2019). The aim of the proposed study is to investigate how Human Research Management (HRM) can reduce harassment in the Ministry of Labor and Social Affairs (MOLSA), it will focus on collecting data at a specific point in time, which necessitates the use of the cross-sectional survey analysis technique. The main objective of this study is to demonstrate the effectiveness of Human Resource Management in preventing harassment in the workplace at MOLSA in Erbil Governorate. For this purpose, following the acquisition of data through a self-report questionnaire, the researcher utilized the statistical software package for the social sciences Statistical Package for the Social Sciences (SPSS) program, specifically version above 25, for both data input and analysis. This approach facilitated the examination of key aspects that are linked to human resource management and the reduction of harassment. Also, qualitative and quantitative research methods are commonly used by researchers in various social science disciplines, including linguistics, psychology, and history, to collect effective data (Xiong, 2022)

As it is a roadmap and assigns all scopes of the subject of the research, the researchers using it to build their own research inquiry, that reflecting the hypothesis of a study (Adom, et al., 2018). In this study an independent variable is "Human Resource Management Department" with components that covered (HRM Practices). In contrast, dependent variables "Harassment in the workplace" with components that included: General Perceptions of Harassment at Work, Awareness of Harassment Reduction Efforts, Reporting and Response Mechanisms, Organizational Culture and Harassment, and Effectiveness of Harassment Reduction Efforts. This research studies the subject generally in Iraq but focused on the Ministry of Labor and Social Affairs in northern Iraq, that includes all departments and directorates of MOLSA inside and outside Erbil Governorate. Also, the proposed study targeted middle and high level of management staff with four hundred (400) employees from the entry level in MOLSA. As the selecting process has been for 400 staff members from the Ministry of Labor and Social

Affairs in Erbil city, northern Iraq, for having many opinions, male and female employees in different ages have questioned.

The current study used a random sample and quantitative design (a quasi-experimental study) from 3rd, February 2023, to 5th, July 2023, Ministry of Labor and Social Affairs (MOLSA) and General of the Directorate of MOLSA-Erbil. It is clear that quantitative research uses sampling techniques and questionnaires to collect information from current employees, which can be presented in numbers; thus, studying these figures thoroughly, it is possible to predict how HRM will impact the reduction of harassment in the workplace in the future. Moreover, Quantitative research involves the collection and interpretation of numerical data. It is useful for detecting patterns and averages, making predictions, evaluating causal linkages, and generalizing findings to larger groups.

This study will analyze challenges by the department of human resources to reduce harassment in the workplace. Awareness all members to protect the rights of workers in the public sector in accordance with high ethical standards up to national and international decent work standards. This effort is made by the Ministry of Labor in cooperation with relevant institutions to consolidate the foundations of good practices and principles of justice, equality and non-discrimination based on race, religion, sex or gender.

2.3. Research Questions

The aim of this study is to address the following questions by drawing on the general literature on “Human Resource Management”, this study seeks to answer the following questions:

Does the top management of MOLSA in Erbil governorate have knowledge and familiarity with the concepts of harassment in the workplace?

Does HRM have a significant correlation with organizational behavior?

Does HRM practice have a significant impact on reducing harassment in the workplace?

How do human resource managers handle the ensuing consequences?

Does harassment in the workplace impact the productivity of the organization?

Does the psychological well-being of employers or employees suffer as a result of harassment in the workplace?

What is the effect of harassment in the workplace on efficiency, effectiveness of performance in MOLSA in governorate Erbil?

What processes and methods do human resource management use to identify harassments in the workplace?

What processes and methods do human resource managers use to manage and face harassments in the workplace?

Does the MOLSA in Erbil government have a policy and awareness to reduce harassment in the workplace?

2.4. Research Hypothesis

- H1.** There is an impact of HRM Department on reducing harassment at work.
- HRM department has a positive relation with harassment in the workplace.
 - HRM department has a positive relation with harassment reduction in the workplace.
- H2.** There is a relationship between HRM and harassment at work.
- HRM practices have a positive impact on reducing harassment in the workplace
 - Strategy HRM has a positive impact on reducing harassment in the workplace
 - Organization strategy has a positive impact on reducing harassment in the workplace
- H3.** There is the impact of HRM Practices on aspects of harassment reduction.
- HRM practices have a positive effect on organization performance.
 - HRM practices have a positive effect on job satisfaction.
 - HRM practices have a positive effect on employment behavior.
 - HRM practices have a positive effect on workplace safety.
- H4.** There is a statistically significant in HRM, harassment at work, and harassment reduction variables due to demographic characteristics.

3. Analysis and Results

In the current study, Cronbach's Alpha was used to test the internal consistency and reliability of the questionnaire variables.

Table 1: Cronbach's alpha coefficient to measure the stability of the questionnaire axes

Variables	Cronbach's Alpha	N of Items
Human Resources Management Practices	0.821	13
Harassment at Work	0.792	11
Harassment Reduction Aspects	0.841	15
The barriers that hinder the successful implementation of HR strategies aimed at reducing harassment	0.801	10

Table 1, displays the alpha coefficients for the questionnaire items, indicating the following values: Human Resources Management Practices (0.821), Harassment at Work (0.792), Harassment Reduction Aspects (0.841), and barriers impeding the successful implementation of HR strategies to reduce harassment (0.801). These results affirm the questionnaire's reliability, suggesting it can be confidently utilized in the study.

Table 2. Socio demographics characteristics of the study sample

	MSc and PhD	36	9.0
Variable		Frequency	Percent
Gender	Male	176	44.0
	Female	224	56.0
Age Group	18-24	28	7.0
	25-34	96	24.0
	35-44	156	39.0
	45-54	88	22.0
	55-Above	32	8.0
Marital Status	Single	124	31.0
	Married	276	69.0
Years of Experience in The Current Organization	Less than 1 year	8	2.0
	1-3 years	107	26.8
	4-6 years	82	20.5
	7-10 years	101	45.3
	11 and above	102	25.5
Education Level	Primary	91	22.8
	Secondary	75	18.8
	Diploma	97	24.3
	Bachelor	101	25.3
	MSc and PhD	36	9.0

Table 2, revealing that there were more female employees (56%) than male employees (44%). This suggests that the workforce in the present study is predominantly female. Besides, the majority of employees fall into the age group of 35-44 years (39%), followed by those aged 45-54 (22%), there is a significant representation of employees in the 25-34 age group (24%), a smaller proportion of employees were in the 18-24 age group (7%) and 55 and above (8%). Additionally, most employees were married (69%), while a significant portion was single (31%). Regarding years of experience in the current organization, the majority of them are located in the group 7-10 years which is about (45.3%) followed by 1-3 years (26.8%), 11 years and above (25.5%), 4-6 years (20.5%), and less than 1 year (2.0%). Also, the most common education level is a Bachelor's, with 25.3% of the study sample having this qualification. Followed by diploma (24.3%), primary education (22.8%), secondary (18.8%), and MSc and PhD degrees constitute (9.0%) of the sample.

Table 3: Descriptive statistics of human resources management practices

N=400					
Items	Responses	F	P	MS (SD)	Agreement %
Q1	Strongly Disagree	60	15.0	3.0100	60.2
	Disagree	72	18.0		
	Neutral	100	25.0	(1.18888)	
	Agree	140	35.0		
	Strongly Agree	28	7.0		
Q2	Strongly Disagree	56	14.0	3.0300	60.6
	Disagree	76	19.0		
	Neutral	108	27.0	(1.20529)	
	Agree	120	30.0		
	Strongly Agree	40	10.0		
Q3	Strongly Disagree	76	19.0	2.7000	54.0
	Disagree	120	30.0		
	Neutral	80	20.0	(1.22218)	
	Agree	96	24.0		
	Strongly Agree	28	7.0		

Q4	Strongly Disagree	68	17.0	3.0800	61.6
	Disagree	64	16.0		
	Neutral	68	17.0	(1.25600)	
	Agree	168	42.0		
	Strongly Agree	32	8.0		
Q5	Strongly Disagree	40	10.0	3.0100	60.2
	Disagree	104	26.0		
	Neutral	104	26.0	(1.14594)	
	Agree	116	29.0		
	Strongly Agree	36	9.0		
Q6	Strongly Disagree	64	16.0	2.9700	59.4
	Disagree	76	19.0		
	Neutral	108	27.0	(1.22999)	
	Agree	112	28.0		
	Strongly Agree	40	10.0		
Q7	Strongly Disagree	72	18.0	2.9400	58.8
	Disagree	80	20.0		
	Neutral	92	23.0	(1.28082)	
	Agree	112	28.0		
	Strongly Agree	44	11.0		
Q8	Strongly Disagree	92	23.0	2.8100	56.2
	Disagree	72	18.0		
	Neutral	92	23.0	(1.30313)	
	Agree	108	27.0		
	Strongly Agree	36	9.0		
Q9	Strongly Disagree	96	24.0	2.7600	55.2
	Disagree	68	17.0		
	Neutral	100	25.0	(1.27533)	
	Agree	108	27.0		
	Strongly Agree	28	7.0		
Q10	Strongly Disagree	84	21.0	2.7000	54.0
	Disagree	96	24.0		
	Neutral	104	26.0	(1.22218)	
	Agree	88	22.0		
	Strongly Agree	28	7.0		
Q11	Strongly Disagree	52	13.0	2.8700	57.4
	Disagree	100	25.0		
	Neutral	116	29.0	(1.11184)	
	Agree	112	28.0		
	Strongly Agree	20	5.0		
Q12	Strongly Disagree	60	15.0	3.0100	60.2
	Disagree	84	21.0		
	Neutral	92	23.0	(1.24651)	
	Agree	120	30.0		
	Strongly Agree	44	11.0		
Q13	Strongly Disagree	48	12.0	3.0300	60.6
	Disagree	80	20.0		
	Neutral	120	30.0	(1.1541)	
	Agree	116	29.0		
	Strongly Agree	36	9.0		

Table 3 illustrates that an agreement rate of approximately 60.2% for the question "The Human Resources department effectively implements its policies and procedures against harassment in the workplace" suggests that a little over half of the respondents or participants in the study agree with the statement. This could indicate moderate support for the HR department's effectiveness in dealing with workplace harassment, but there's room for improvement. A 60.6% agreement rate for the question "The HR department handles harassment complaints and concerns very well" indicates that slightly more than half of the respondents in the study agreed with this statement. While it's not an overwhelming majority, it suggests a moderate level of satisfaction or confidence in the HR department's ability to handle

harassment complaints and concerns. However, it also implies that there is room for improvement or that a significant portion of respondents may have reservations about the department's performance in this regard. An agreement rate of about 54% for the question "Human Resources provides appropriate training to employees on identifying and reporting harassment" suggests that slightly over half of the respondents in the present study agree with this statement. This indicates that a significant portion of the surveyed individuals believe that HR does provide adequate training in this regard. However, it also implies that there is room for improvement, as a substantial minority, roughly 46%, may not believe that HR is fulfilling this responsibility effectively. This result could highlight the need for HR to enhance their training programs to address concerns related to harassment identification and reporting.

An agreement rate of approximately 61.6% for the question, "The Human Resources Department makes good efforts to maintain a safe and respectful work environment," suggests that a majority of respondents in the study agree with this statement. This indicates that, in the opinion of those surveyed, the Human Resources Department is perceived positively in its efforts to create a safe and respectful work environment. However, it's worth noting that there is still a significant proportion (about 38.4%) who do not fully agree, so there may be room for improvement. An agreement rate of approximately 60.2% for the question regarding proactive collaboration between the HR department and other departments to prevent and resolve harassment incidents suggests that a majority of respondents tend to agree with this statement. It shows that a significant portion of the participants believe that the HR department actively engages with other departments to address and prevent harassment issues. However, it's worth noting that there is still a notable percentage (approximately 39.8%) who do not agree with this statement, which may warrant further investigation or consideration for improving collaboration in the organization. In the present study, approximately 59.4% of the respondents or participants agreed with the statement: "My organization severely punishes those guilty of harassment." This suggests that a significant majority of individuals surveyed hold the view that their organization takes a strict stance on punishing harassment. This high agreement rate indicates strong support within the sample for the organization's approach to addressing harassment. An agreement rate of 58.8% for the question "My organization will discuss and handle harassment complaints transparently to prevent escalation" suggests that a little over half of the respondents in the study agreed with this statement. This indicates a moderate level of agreement on the transparency of handling harassment complaints within the organization.

An agreement rate of approximately 56.2% for the question "There are clear written penalties in my organization for offenders who engage in harassment" suggests that a little over half of the respondents in the study agree or acknowledge the existence of clear written penalties for harassment offenders in their organization. However, it also implies that a significant portion, roughly 43.8%, do not believe such clear penalties are in place. This result indicates a mixed perception within the group regarding the clarity of penalties for harassment, which may have implications for organizational policy or employee awareness and training. An

agreement rate of 55.2% for the question, "The HR department's policies are clear and transparent regarding harassment," suggests that slightly over half of the respondents agree with the statement. This indicates that a significant portion of the respondents find the HR department's policies to be satisfactory in terms of clarity and transparency with regard to harassment. An agreement rate of approximately 54% for the question, "My organization periodically provides employees with necessary warnings about non-harassment," suggests that a little more than half of the respondents agree with this statement. This implies that a significant portion of the surveyed population perceives that their organization does indeed provide employees with necessary warnings about non-harassment. However, it also indicates that there is room for improvement, as a substantial minority of respondents do not agree with this statement, highlighting potential areas for enhancing communication and policies related to non-harassment in the organization.

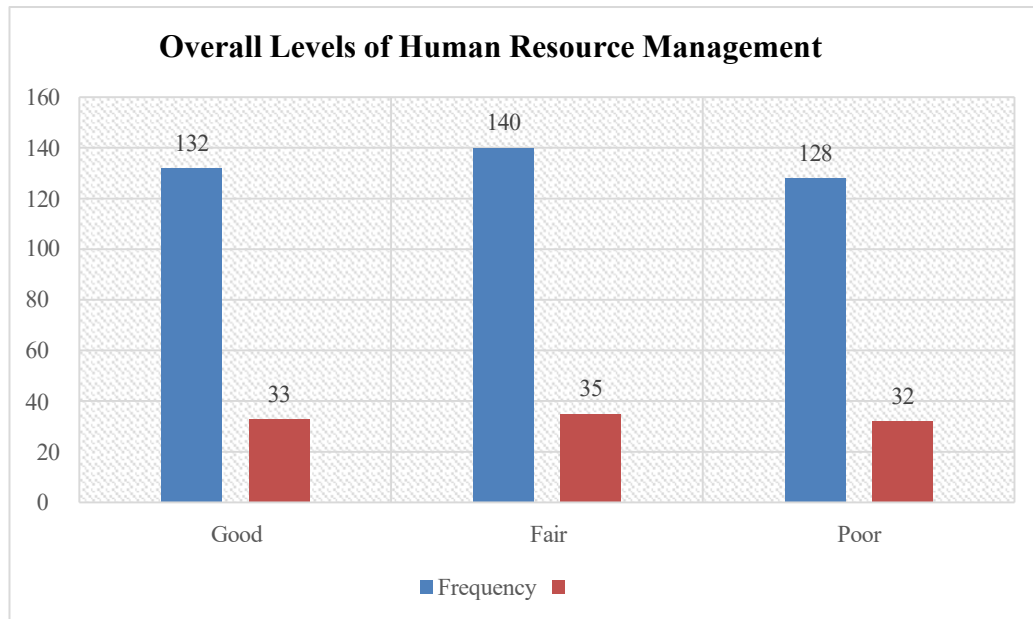
An agreement rate of 57.4% for the question "The Human Resources department takes complaints of harassment seriously" suggests that slightly over half of the respondents agree with this statement. This could imply that there is room for improvement in terms of perceived seriousness in handling harassment complaints by the Human Resources department, as less than two-thirds of respondents agree with it. Further analysis or action may be needed to enhance the department's effectiveness in addressing harassment concerns.

An agreement rate of approximately 60.2% for the question "The Human Resources Department maintains the confidentiality of complaints of harassment" suggests that a little over half of the respondents in this study agree with the statement. This indicates that a significant portion of the sample believes that the HR Department does indeed uphold confidentiality in harassment complaint cases. However, it's also worth noting that a sizable minority may not share this perception, which could be an area of concern for the organization's HR practices. An agreement rate of approximately 60.6% for the question "I have complete confidence in the HR department of my organization" suggests that a significant portion of the survey respondents hold a positive view of their organization's HR department. However, it also indicates that there is room for improvement, as nearly 40% of respondents may not have complete confidence in the HR department. This finding highlights the potential for HR department enhancements or communication efforts to strengthen employee trust and confidence.

The human resource management practices are based on employees' responses. The levels are categorized as "good," "fair," and "poor," with corresponding percentages of 33%, 35%, and 32%, respectively. The most prevalent level among the employees' responses is "fair" at 35%. This suggests that a significant portion of the workforce perceives their organization's efforts in combating harassment at work as neither particularly good nor poor. It might indicate that the HR practices in place are somewhat satisfactory but could still be improved. The "good" level, with 33%, is not far behind the "fair" level. This indicates that a notable portion of employees believe that their organization has

effective practices in place to combat harassment at work.

Figure 1: Overall levels of human resource management practices



Additionally, the "poor" level, at 32%, is also substantial. This shows that a significant portion of employees have a negative perception of their organization's HR practices in addressing workplace harassment. It suggests that there are areas that need attention and improvement to ensure a harassment-free work environment. The distribution among the three categories is relatively balanced, with none of them significantly dominating. This could mean that opinions regarding HR practices to combat harassment are evenly divided, and there's room for improvement. These results are shown in Figure 1.

Table 4: Descriptive statistics of harassment at work

N=400					
Items	Responses	F	P	MS (SD)	Agreement %
Q1	Strongly Disagree	76	19.0	2.8800 (1.22857)	57.6
	Disagree	68	17.0		
	Neutral	116	29.0		
	Agree	108	27.0		
	Strongly Agree	32	8.0		
Q2	Strongly Disagree	48	12.00	3.0700 (1.1434)	61.4
	Disagree	68	17.0		
	Neutral	128	32.0		
	Agree	120	30.0		
	Strongly Agree				
Q3	Strongly Disagree	36	9.0	3.4100 (1.29076)	68.2
	Disagree	40	10.0		
	Neutral	88	22.0		
	Agree	132	33.0		
	Strongly Agree	88	22.0		
Q4	Strongly Disagree	64	16.0	3.1700	63.4

	Disagree	48	12.0	(1.26693)	
	Neutral	96	24.0		
	Agree	140	35.0		
	Strongly Agree	52	13.0		
Q5	Strongly Disagree	64	16.0	3.0200	60.4
	Disagree	64	16.0	(1.23426)	
	Neutral	116	29.0		
	Agree	112	28.0		
	Strongly Agree	44	11.0		
Q6	Strongly Disagree	40	10.0	3.3400	66.8
	Disagree	64	16.0	(1.21164)	
	Neutral	80	20.0		
	Agree	152	38.0		
	Strongly Agree	64	16.0		
Q7	Strongly Disagree	52	13.0	3.0500	61.0
	Disagree	76	19.0	(1.20463)	
	Neutral	120	30.0		
	Agree	104	26.0		
	Strongly Agree	48	12.0		
Q8	Strongly Disagree	20	5.0	3.8800	77.6
	Disagree	32	8.0	(1.09022)	
	Neutral	48	12.0		
	Agree	176	44.0		
	Strongly Agree	124	31.0		
Q9	Strongly Disagree	16	4.0	3.7000	74.0
	Disagree	36	9.0	(1.05488)	
	Neutral	96	24.0		
	Agree	156	39.0		
	Strongly Agree	96	24.0		
Q10	Strongly Disagree	24	6.0	4.0200	80.4
	Disagree	20	5.0	(1.10574)	
	Neutral	36	9.0		
	Agree	164	41.0		
	Strongly Agree	156	39.0		
Q11	Strongly Disagree	24	6.0	4.2700	85.4
	Disagree	16	4.0	(1.10460)	
	Neutral	12	3.0		
	Agree	124	31.0		
	Strongly Agree	224	56.0		

Table 4 indicates that an agreement rate of 57.6% for the question "You have experienced harassment at work" suggests that approximately 57.6% of the respondents in the study acknowledged experiencing harassment at their workplace. This finding indicates that a significant portion of the participants have encountered workplace harassment, highlighting the prevalence of this issue among the surveyed population. The agreement rate for the question 'When I encounter harassment, I report it to my organization' was approximately 61.4%. This indicates that a significant majority of respondents are inclined to report instances of harassment to their organization. This suggests a proactive approach among the respondents in addressing harassment issues within the organization, which may signify a positive attitude towards organizational responsiveness to such concerns. An agreement rate of 68.2% for the statement "I feel anxious and afraid when I face harassment" suggests that a significant portion of the respondents in the present study share this feeling. It indicates that roughly two-thirds of the participants agreed with this statement. This finding highlights the prevalence of anxiety and fear among individuals when confronted with harassment, underscoring the importance of addressing this issue and potentially providing interventions or support in the

context of the research. An agreement rate of 63.4% for the question "My manager takes my complaint seriously" suggests that approximately two-thirds of the respondents in the study agreed with this statement. This indicates a moderate level of agreement, signifying that a significant proportion of the participants feel that their complaints are taken seriously by their managers. However, there is also a notable proportion who may not share this sentiment, highlighting room for improvement in addressing employee concerns and feedback within the workplace. 60.4% agreement rate for the question, "I feel my concerns about harassment are taken very seriously by my colleagues," suggests that a significant portion of the respondents in the study agree with the statement. However, it also indicates that there is room for improvement, as slightly less than two-thirds of respondents agreed. This may imply that a notable proportion of participants may not feel their concerns about harassment are being treated seriously by their colleagues. An agreement rate of 66.8% for the question "My workplace is a comfortable and reliable environment for me" suggests that approximately two-thirds of the respondents in the study agreed with this statement. This indicates that a majority of participants find their workplace to be comfortable and reliable. An agreement rate of about 61% for the question "My organization continues to support victims of harassment" suggests that a majority of respondents in the study agree with the statement. This indicates that a significant portion of the participants feel that their organization is actively providing support to victims of harassment. However, it's worth noting that there is still a substantial minority (approximately 39%) who may not share this sentiment or remain neutral on the issue. This information highlights the need for further analysis or investigation into the factors influencing this perception and potential areas for improvement in organizational support for harassment victims. An agreement rate of 77.6% for the question "I get more active when I'm sure I won't be harassed" suggests that a significant majority of respondents in the study agree with this statement. This could indicate that a large portion of the sample feels more inclined to be active when they are confident, they won't face harassment. This finding highlights the potential importance of creating a safe and harassment-free environment for promoting activity or participation among the study's participants.

An agreement rate of approximately 74% for the question "I will react if I see harassment" suggests that a significant majority of respondents in the study are inclined to respond or act when they witness harassment. This high level of agreement indicates a strong willingness among participants to address instances of harassment, which could be seen as a positive and encouraging finding. An agreement rate of 80.4% for the question "Harassment has a negative impact on the psychology of employees" suggests a strong consensus among the respondents in the present study. This high agreement percentage indicates that a significant majority of participants agree that harassment adversely affects the psychological well-being of employees, which supports the hypothesis that harassment has a negative impact on employee psychology. An agreement rate of 85.4% for the question "I support all kinds of harassment awareness trainings" indicates a strong consensus among the respondents in favor of such training programs. The majority of participants appear to endorse the idea of promoting harassment awareness through various training initiatives, highlighting the importance and effectiveness

of these programs in their eyes. This level of support suggests a positive attitude towards efforts to raise awareness and combat harassment.

Harassment at work is based on employees' responses. The levels are categorized as "good," "fair," and "poor," with corresponding percentages of 37%, 30%, and 33%, respectively. The most prevalent level among the employees' responses is "good" at 37%. This indicated that they perceive the workplace environment as good in terms of harassment. This suggests that a significant portion of your workforce feels that they are not experiencing harassment or that the workplace is doing well in addressing and preventing such issues. The "fair" level, with 30%. This could indicate that there may be some concerns or incidents related to harassment, but the majority of employees still view the workplace as acceptable in this regard. It might be a good idea to explore the specific concerns and feedback from this group to make improvements. In addition, the "poor" level, at 33%, have expressed that they perceive the workplace as poor in terms of harassment. This suggests a significant issue or concern with harassment in the organization. It's crucial to address these concerns promptly and effectively, as this group's perception indicates that there may be a problem that needs immediate attention.

Table 5: Descriptive statistics of harassment reduction aspects
(general perceptions of harassment at work)

N=400					
Items	Responses	F	P	MS (SD)	Agreement %
Q1	Strongly Disagree	52	13.0	3.0400	60.8
	Disagree	76	19.0	(1.17552)	
	Neutral	112	28.0		
	Agree	124	31.0		
	Strongly Agree	36	9.0		
Q2	Strongly Disagree	60	15.0	3.2200	64.4
	Disagree	32	8.0	(1.21461)	
	Neutral	116	29.0		
	Agree	144	36.0		
	Strongly Agree	48	12.0		
Q3	Strongly Disagree	68	17.0	2.9900	59.8
	Disagree	48	12.0	(1.19728)	
	Neutral	140	35.0		
	Agree	108	27.0		
	Strongly Agree	36	9.0		

Table 5, reveals that 60.8% agreement rate for the statement "Harassment is an important topic in my workplace" suggests that a substantial majority of respondents in the study agree that harassment is significant within their workplace. This indicates that a significant portion of the survey participants consider harassment to be a matter of concern or importance in their work environment. A 64.4% agreement rate for the question "I believe my organization is committed to addressing and reducing workplace harassment" suggests that a significant portion of the respondents in the study agree with the statement. This level of agreement may indicate that a substantial majority of participants perceive a commitment within the organization to tackle workplace harassment. However, it's also important to consider that around 35.6% of respondents did not agree with this

statement, which could be a point of concern. Further analysis and exploration of the reasons behind this lack of agreement may be necessary to make informed recommendations or draw meaningful conclusions. A 59.8% agreement rate for the question, "I am aware of the policies and procedures in place for handling harassment complaints in my workplace," suggests that a little over half of the respondents in the study acknowledge being aware of these workplace policies. This result indicates a moderate level of awareness among survey participants. It may be useful to delve into the specific factors or reasons contributing to this level of awareness, which could inform potential improvements in communication or training related to harassment policies in the workplace.

Table 6: Descriptive statistics of harassment reduction aspects (awareness of harassment reduction efforts)

N=400					
Items	Responses	F	P	MS (SD)	Agreement %
Q1	Strongly Disagree	56	14.0	2.9200	58.4
	Disagree	84	21.0	(1.17347)	
	Neutral	136	34.0		
	Agree	84	21.0		
	Strongly Agree	40	10.0		
Q2	Strongly Disagree	48	12.0	3.0300	60.6
	Disagree	88	22.0	(1.18008)	
	Neutral	108	27.0		
	Agree	116	29.0		
	Strongly Agree	40	10.0		
Q3	Strongly Disagree	72	18.0	2.8400	56.8
	Disagree	92	23.0	(1.24832)	
	Neutral	104	26.0		
	Agree	92	23.0		
	Strongly Agree	40	10.0		

Table 6 indicates that an agreement rate of approximately 58.4% for the question "I am familiar with the anti-harassment training programs offered by my organization" suggests that a little over half of the respondents in the study are aware of these training programs. This indicates a moderate level of awareness among study participants. An agreement rate of approximately 60.6% for the question "Efforts to prevent harassment are clear and effective" suggests that a majority of the respondents in the study agree with the statement. However, it also indicates that a significant portion, around 39.4%, either disagree or have neutral feelings about the effectiveness of harassment prevention efforts. This suggests that there may be room for improvement in the clarity and effectiveness of these measures. An agreement rate of 56.8% for the question "My organization provides regular updates on the progress of each anti-harassment initiative" suggests that slightly more than half of the respondents agree with this statement. This indicates that there is some level of support or satisfaction among the respondents regarding the organization's communication on anti-harassment initiatives. However, it's also important to note that almost half of the respondents do not fully agree, indicating that there may be room for improvement in the organization's communication efforts in this area.

Table 7: Descriptive statistics of harassment reduction aspects
(reporting and response mechanisms)

N=400					
Items	Responses	F	P	MS (SD)	Agreement %
Q1	Strongly Disagree	44	11.0	3.0600	61.2
	Disagree	72	18.0	(1.09517)	
	Neutral	124	31.0		
	Agree	136	34.0		
	Strongly Agree	24	6.0		
Q2	Strongly Disagree	56	14.0	3.0400	60.8
	Disagree	52	13.0	(1.14090)	
	Neutral	144	36.0		
	Agree	116	29.0		
	Strongly Agree	32	8.0		
Q3	Strongly Disagree	36	9.0	3.1300	62.6
	Disagree	64	16.0	(1.08445)	
	Neutral	152	38.0		
	Agree	108	27.0		
	Strongly Agree	40	10.0		

Table 7 illustrates that an agreement rate of approximately 61.2% for the question "I am confident that if I do report an incident of harassment, it will be dealt with appropriately" suggests that a significant portion of the respondents in the study feel reasonably confident that incidents of harassment will be handled appropriately if reported. However, it also indicates that there is room for improvement, as almost 40% of respondents may not share the same level of confidence in the reporting and handling process. This result highlights the need for organizations or institutions to enhance their mechanisms for addressing harassment concerns and to foster greater trust in their response procedures. A 60.8% agreement rate for the question "Reporting harassment is a straightforward process in my organization and is handled efficiently" suggests that a significant portion of respondents in the study agree with this statement. However, it also indicates that a notable percentage may not find the reporting process straightforward or efficient. This result might suggest room for improvement in the organization's harassment reporting procedures to make them more effective and user-friendly. An agreement rate of 62.6% for the question "Confidentiality reports of harassment in my workplace are handled appropriately" suggests that approximately two-thirds of respondents in the study agree that their workplace effectively handles reports of harassment with regard to confidentiality. This indicates a moderate level of satisfaction with the confidentiality procedures in place. However, there is still a significant number of respondents (approximately 37.4%) who may have concerns or disagree with how the reports of harassment are handled in terms of confidentiality.

Table 8: Descriptive statistics of harassment reduction aspects (organizational culture and harassment)

N=400					
Items	Responses	F	P	MS (SD)	Agreement %
Q1	Strongly Disagree	36	9.0	3.1200	62.4
	Disagree	64	16.0		
	Neutral	148	37.0	(1.06227)	
	Agree	120	30.0		
	Strongly Agree	32	8.0		
Q2	Strongly Disagree	40	10.0	3.1200	62.4
	Disagree	92	23.0		
	Neutral	88	22.0	(1.1700)	
	Agree	140	35.0		
	Strongly Agree	40	10.0		
Q3	Strongly Disagree	56	14.0	3.0100	60.2
	Disagree	84	21.0	(1.2302)	
	Neutral	108	27.0		
	Agree	104	26.0		
	Strongly Agree	48	12.0		

Table 8 indicates that an agreement rate of 62.4% for the question "My organization practices an inclusive education that respects workplace culture" suggests that a significant majority of the respondents in the study tend to agree with this statement. This indicates that, in their perception, the organization generally promotes inclusive education while respecting workplace culture. However, it's worth noting that there is still a portion (37.6%) of respondents who may not fully agree, which could be an area for potential improvement or further investigation. An agreement rate of 62.4% for the question "There is a strong sense of accountability among employees to prevent harassment" indicates that a significant portion of respondents agree with this statement. It suggests that a majority of the surveyed individuals acknowledge the existence of a strong sense of accountability among employees in preventing harassment within the context of the study. However, it's important to note that there may still be room for improvement or further analysis to better understand the factors influencing this level of agreement. An agreement rate of approximately 62.4% for the question "Management sets a positive example by addressing and preventing harassment" suggests that a significant majority of respondents in the study agree with this statement. This could indicate that the perception of management's behavior in addressing and preventing harassment is generally positive among the participants. However, it's important to note that about 37.6% of respondents may not fully agree with this statement, which could point to some room for improvement in how management addresses and prevents harassment in the context of the research.

Table 9, reveals that a 62.0% agreement rate for the question "The anti-harassment initiatives implemented by my organization have had a positive impact on the work environment" suggests that a majority of respondents in the study agreed with this statement. This indicates that a significant portion of participants believe that the anti-harassment measures in the organization have been effective in improving the work environment. However, it's worth noting that there is still a portion (38.0%) who may not share this sentiment, highlighting the room for potential improvement or further investigation. A 65.4% agreement rate for the question "I believe that due to these initiatives, the overall rate of harassment

incidents has decreased" suggests that a substantial majority of respondents in the study agree with this statement. This high level of agreement indicates strong support for the idea that the initiatives in question have had a positive impact on reducing harassment incidents. An agreement rate of approximately 65.6% for the question "Efforts to reduce harassment improved employee morale and job satisfaction" suggests that a significant majority of respondents or participants in the study agreed with this statement. This indicates that a substantial portion of the surveyed population believes that efforts to reduce harassment in the workplace have a positive impact on employee morale and job satisfaction. The result supports the hypothesis that addressing harassment issues can contribute to better employee well-being.

Table 9: Descriptive statistics of harassment reduction aspects
(effectiveness of harassment reduction efforts)

N=400					
Items	Responses	F	P	MS (SD)	Agreement %
Q1	Strongly Disagree	40	10.0	3.1000	62.0
	Disagree	52	13.0		
	Neutral	152	38.0	(1.01616)	
	Agree	140	35.0		
	Strongly Agree	16	4.0		
Q2	Strongly Disagree	44	11.0	3.2700	65.4
	Disagree	40	10.0		
	Neutral	120	30.0	(1.12261)	
	Agree	156	39.0		
	Strongly Agree	40	10.0		
Q3	Strongly Disagree	36	9.0	3.2800	65.6
	Disagree	44	11.0		
	Neutral	136	34.0	(1.08838)	
	Agree	140	35.0		
	Strongly Agree	44	11.0		

Table 10: Descriptive statistics of barriers that hinder the successful implementation of HR strategies aimed at reducing harassment

N=400					
Items	Responses	F	P	MS (SD)	Agreement %
Q1	Strongly Disagree	28	7.0	3.5400	70.8
	Disagree	40	10.0		
	Neutral	104	26.0	(1.13650)	
	Agree	144	36.0		
	Strongly Agree	84	21.0		
Q2	Strongly Disagree	28	7.0	3.5300	70.6
	Disagree	28	7.0		
	Neutral	116	29.0	(1.07330)	
	Agree	160	40.0		
	Strongly Agree	68	17.0		
Q3	Strongly Disagree	32	8.0	3.5400	70.8
	Disagree	16	4.0		
	Neutral	120	30.0	(1.06359)	
	Agree	168	42.0		
	Strongly Agree	64	16.0		
Q4	Strongly Disagree	24	6.0	3.5800	94.4
	Disagree	44	11.0		
	Neutral	92	23.0	(1.11656)	

	Agree	156	39.0		
	Strongly Agree	84	21.0		
Q5	Strongly Disagree	28	7.0	3.6400	72.8
	Disagree	36	9.0		
	Neutral	76	19.0	(1.12853)	
	Agree	172	43.0		
	Strongly Agree	88	22.0		
Q6	Strongly Disagree	20	5.0	3.5600	71.2
	Disagree	32	8.0		
	Neutral	108	27.0	(0.99442)	
	Agree	184	46.0		
	Strongly Agree	56	14.0		
Q7	Strongly Disagree	28	7.0	3.6800	73.6
	Disagree	32	8.0		
	Neutral	84	21.0	(1.14931)	
	Agree	152	38.0		
	Strongly Agree	104	26.0		
Q8	Strongly Disagree	32	8.0	3.7400	74.8
	Disagree	24	6.0		
	Neutral	64	16.0	(1.14703)	
	Agree	176	44.0		
	Strongly Agree	104	26.0		
Q9	Strongly Disagree	28	7.0	3.7600	75.2
	Disagree	24	6.0		
	Neutral	72	18.0	(1.12497)	
	Agree	168	42.0		
	Strongly Agree	108	27.0		
Q10	Strongly Disagree	16	4.0	3.7700	75.4
	Disagree	28	7.0		
	Neutral	76	19.0	(0.99980)	
	Agree	192	48.0		
	Strongly Agree	88	22.0		

Table 10 indicates that the agreement rate of approximately 65.6% for the question regarding the lack of awareness of the importance of reducing harassment within the organization hindering the successful implementation of human resource strategies suggests that a significant portion of the surveyed respondents or participants generally agree that a lack of awareness about the importance of addressing harassment can be a hindrance to the effective execution of HR strategies. This finding indicates that there may be room for improvement in raising awareness and emphasizing the significance of reducing harassment within the organization to better support successful HR strategy implementation. An agreement rate of approximately 70.6% for the question, "The lack of a clear will and commitment on the part of the organization's leader prevents the effective implementation of HR strategies aimed at reducing harassment," suggests that a significant majority of respondents or participants in the study agree with this statement. This high level of agreement indicates that most individuals perceive the organization's leader as a crucial factor in the success of HR strategies for reducing harassment. This finding underscores the importance of strong leadership commitment in achieving effective Human Resource Strategies to combat harassment within the organization.

An agreement rate of approximately 70.8% suggests that a significant majority of respondents in the study believe that poor communication regarding anti-harassment policies and procedures has a negative impact on the success of human resource strategies. This high level of agreement underscores the importance of addressing communication issues in this context to enhance the effectiveness of HR strategies.

An agreement rate of approximately 94.4% for the question "Fear of employee retaliation for filing complaints against harassment will affect the implementation of human resource strategies" suggests a high consensus among the respondents. This strong agreement indicates that a significant majority of participants in the study share the belief that the fear of retaliation can indeed impact the successful execution of human resource strategies within the organization. This consensus underscores the importance of addressing and mitigating such fears to ensure the effectiveness of HR initiatives. A 72.8% agreement rate for the question regarding the impact of inadequate resource allocation on the successful implementation of human resource strategies aimed at reducing harassment indicates a substantial level of consensus among respondents. The majority of participants agree that insufficient allocation of resources, including time, budget, and personnel, is a significant hindrance to the organization's ability to effectively address and combat harassment within the workplace. This strong agreement underscores the importance of addressing resource allocation issues to enhance the success of anti-harassment strategies. An agreement rate of 71.2% suggests that a significant majority of respondents in the study agree that cultural differences and diversity issues within the organization pose barriers to implementing HR strategies aimed at reducing harassment. This indicates a strong level of consensus among participants that these factors are indeed impediments to the successful implementation of such strategies.

A 73.6% agreement rate for the question regarding the lack of appropriate training and awareness programs for employees and managers preventing the successful implementation of anti-harassment strategies suggests a substantial consensus among respondents. This indicates that a significant majority of participants in the study agree that the absence of effective training and awareness initiatives is a barrier to successfully implementing anti-harassment strategies in the context of the research. A 74.8% agreement rate for the question concerning the lack of relevant departments impacting HR strategies to reduce harassment suggests a significant consensus among respondents. The majority of participants appear to agree that the absence of appropriate departments for addressing complaints and maintaining confidentiality has notable implications for HR strategies in combating harassment. This high agreement rate indicates that addressing this issue should be a priority for organizations aiming to improve their anti-harassment measures. A 75.2% agreement rate for the question "Lack of accountability and punishment of harassers prevents the success of human resource strategies aimed at reducing harassment" suggests a strong consensus among respondents. The majority of participants agree that the lack of accountability and punishment for harassers is a significant obstacle to the effectiveness of HR strategies in reducing harassment. This high level of agreement underscores the importance of addressing accountability issues to improve the success of anti-harassment initiatives. A 75.4% agreement rate for the question regarding the lack of effective employee feedback mechanisms hindering the success of human resource strategies to reduce harassment indicates a strong consensus among respondents. The majority of participants appear to agree that the absence of such feedback mechanisms is indeed

a significant obstacle to the effectiveness of HR strategies in addressing harassment. This level of agreement underscores the importance of addressing this issue to enhance the success of these strategies in the workplace.

Table 11: The results of the multiple regression test for the impact of human resource management practices on reducing harassment at work

Model	Sum of Squares	df	Mean Square	F	Sig.	R Square	R
Regression	12180.981	1	12180.981	352.723	.000(b)	0.470	.685
Residual	13744.579	398	34.534				
Total	25925.560	399					

Table 11, illustrates that the calculated f-value amounted to (352.723) at the significance level of (0.05), and this requires rejecting the null hypothesis and accepting the alternative hypothesis which states that there is an effect of human resource management practices on reducing harassment at work. This result confirms the significance level (f) of (0.000) as it is less than (0.05) the approved significance level. As for the explanatory power of the model, it reached (R Square = 0.470), which is an acceptable explanatory power, which means that the independent variable human resource management practices explained by (47.0%) of the dependent variable harassment at work. As for the degree of correlation between human resource management practices and harassment at work, it reached (R = 0.685), that is, there is a direct and strong relationship between the two variables. These findings accepted hypothesis (H1 and H2).

Table 12: Results of the influence of power factors of human resource management practices on Aspects of Harassment Reduction

Model	B	Std. Error	Beta	T	Sig.
General Perceptions of Harassment at Work	0.059	0.016	0.200	3.769	0.000
Awareness of Harassment Reduction Efforts	0.066	0.014	0.236	4.629	0.000
Reporting and Response Mechanisms	0.079	0.017	0.281	4.673	0.000
Organizational Culture and Harassment	0.132	0.015	0.482	8.516	0.000
Effectiveness of Harassment Reduction Efforts	0.008	0.015	0.028	0.545	0.586

Table 12, shows that there is a statistically significant effect of the human resource management practices on aspects of harassment reduction at the level of significance (0.00), depending on the high value of (T) with the level of significance (0.000), which is a statistical function at the level of significance ($\alpha \leq 0.05$), and this is reinforced by the high values of (Beta) for these operations, The results also showed that (Organizational Culture and Harassment) ranked first that most affected by human resource management practices, followed by the process of (Reporting and Response Mechanisms), (Awareness of Harassment Reduction Efforts), (General Perceptions of Harassment at Work), and (Effectiveness of Harassment Reduction Efforts).The findings of all aspects accepted hypothesis (H3) except aspect five (effectiveness of harassment reduction efforts) rejected the hypothesis (H3).

Table 13: Association between variable of socio demographic characteristics and variable of human resource management practices

Variables	Value	Df	P. Value
Gender	176.786a	39	0.000
Marital Status	170.921a	39	0.000
Age	626.304a	156	0.000
Years of Experience in The Current Organization	168.182a	156	0.239
Education Level	169.094a	156	0.224

Table 13 indicates that there was a significant association between the variables of (gender, marital status, and age) and the variable of human resource practices, where the significance values were (0.000). These values were less than the alpha value ($\alpha \leq 0.05$). The result accepted the alternative hypothesis, which means that the variables are not independent, and reject the null hypothesis. While, there was not a significant association between variables (years of experience in the current organization and education level) and variables of human resource practices, where the not significant values were (0.239 and 0.224). Where the significance values were more than the alpha value (0.05). The result accepted the null hypothesis, which is that the variables are independent, and rejected the alternative hypothesis.

Table 14: Association between variable of socio demographic characteristics and variable of harassment at work

Variables	Value	Df	P. Value
Gender	73.141a	28	0.000
Marital Status	110.256a	28	0.000
Age	468.239a	112	0.000
Years of Experience in The Current Organization	117.808a	112	0.335
Education Level	114.627a	112	0.413

Table 14 shows that there was a significant association between the variables of (gender, marital status, and age) and the variable of harassment at work, where the significance values were (0.000). These values were less than the alpha value ($\alpha \leq 0.05$). The result accepted the alternative hypothesis, which means that the variables are not independent, and reject the null hypothesis. While there was not a significant association between variables (years of experience in the current organization and education level) and variables of harassment at work, where the not significant values were (0.335 and 0.413). Where the significance values were more than the alpha value (0.05). The result accepted the null hypothesis, which is that the variables are independent, and rejected the alternative hypothesis.

Table 15: Association between variable of socio demographic variable of characteristics and harassment reduction aspects

Variables	Value	Df	P. Value
Gender	141.960a	41	0.000

Marital Status	199.328a	41	0.000
Age	650.586a	164	0.000
Years of Experience in The Current Organization	185.053a	164	0.012
Education Level	163.329a	164	0.500

Table 15 indicates that there was a significant association between the variables of (gender, marital status, age, and years of experience in the current organization) and the variable of harassment reduction aspects, where the significance values were (0.000) years of experience in the current organization (0.012). These values were less than the alpha value ($\alpha \leq 0.05$). The result accepted the alternative hypothesis, which means that the variables are not independent, and reject the null hypothesis. While there was not a significant association between variables (education level) and variables of harassment reduction aspects, where the not significant values were (0.500). Where the significance values were more than the alpha value (0.05). The result accepted the null hypothesis, which is that the variables are independent, and rejected the alternative hypothesis.

Table 16. Association between variable of socio demographic characteristics and variable of the barriers that hinder the successful implementation of HR strategies aimed at reducing harassment

Variables	Value	Df	P. Value
Gender	71.930a	27	0.000
Marital Status	153.690a	27	0.000
Age	444.847a	108	0.000
Years of Experience in The Current Organization	107.921a	108	0.484
Education Level	114.578a	108	0.314

Table 16 illustrates that there was a significant association between the variables of (gender, marital status, and age) and the variable of the barriers that hinder the successful implementation of HR strategies aimed at reducing harassment, where the significance values were (0.000). These values were less than the alpha value ($\alpha \leq 0.05$). The result accepted the alternative hypothesis, which means that the variables are not independent, and reject the null hypothesis. While there was not a significant association between variables (years of experience in the current organization and education level) and variables of the barriers that hinder the successful implementation of HR strategies aimed at reducing harassment, where the not significant values were (0.484 and 0.314). Where the significance values were more than the alpha value (0.05). The result accepted the null hypothesis, which is that the variables are independent, and rejected the alternative hypothesis.

4. Discussion

In order to fill the gap that Human Resource Management has a crucial role in reducing harassment in the workplace, this research has prepared as the first one that addressed this issue in Ministry of Labor and Social Affairs (MOLSA). For that reason, it has applied in MOLSA as a public sector in Erbil Governorate/ Northern Iraq.

This study presents a conceptual model of workplace harassment presenting all types of harassment, it explains the determinants and effects of harassment, making it crucial for developing practices to combat workplace bullying. Also, it provides a basis for HR management intervention, that makes the work environment of this study different from previous studies; it is the first research that applies HRM practices to MOLSA. This study focused exclusively on the effects of characteristics related to the organization and its employees and focused on the impact of perpetrator characteristics and forms of harassment on organizational responses.

Moreover, the data gathered from the questionnaires show the following findings: that there is a positive relationship between the HRM Department on reducing harassment in workplace, besides to non-positive relationship between HRM Department and implementing laws and penalties against harassers in workplace. Additionally, there is a connection between strategy implementation and job satisfaction; but as a main point that HR practices can reduce harassment as they are responsible for managing and providing a safe environment for employees in MOLSA.

When the questionnaires were distributed, the female employees were more ready than male employees, female employees (56%) than male employees (44%); this indicates that females constitute the majority of the workforce in this study. In fact, this made a challenge that male employees did not want to participate as they believe that only female will face harassment not them; and they only see sexual harassment, so those that participated got clarification directly that harassment not only includes sexual harassment but includes any act that make a person cause's mental or emotional suffering. Moreover, during combating harassment the harasser will treat regarding to their gender as males not punished enough. According to report of (Alhra, 2021), Iraqi statistics that there is no on workplace harassment, but regarding to social networking questionnaires show that 80% of women hear or see harassment cases, while 42% are directly exposed to it. Luckily, this study clearly showed the differentiation of punishments regarding the gender of harasser.

Another result that this study got it that there is a relationship between HRM Department and employee's behaviors to reduce harassment in workplace, this is indicated in research by (Manhal & Zaid, 2015), that investigated in negative behaviors such as sexual harassment, among female students in universities. The study used a checklist design and questionnaires to assess exposure and colleagues to such behavior. It also examined the role of organizational culture as a moderating factor in the relationship between electronic system requirements and the mechanisms to reduce sexual harassment. Additionally, the study included 40 deans from three universities in Iraq, in its results rejected all null hypotheses and suggested the existence of various forms of sexual harassment by lecturers towards female students, and the possibility of implementing electronic systems to reduce such behavior. Moreover, there is another study by (Manuel, 2017), which suggests demographics like gender, age, marital status, education, and employment period

may affect workplace behavior, and sexual harassment is recognized as a behavior by both men and women. Still, more research is needed to make organizations develop strategies and awareness to minimize this issue.

More and more, the current study has a high agreement rate (70.6%) suggests that the lack of clear will and commitment from the organization's leader prevents the effective implementation of HR strategies that aimed to reduce harassment. This highlights the importance of strong leadership commitment in achieving effective HR strategies, so it revealed that there was HRM Department has played a positive role to reduce harassment in workplace by improving awareness of the managers leadership role in creating a formal organization culture in the institutions. These findings agree with a study that was done by (AL-Rashed & Allawi, 2015), their study proposes a work methodology to understand the relationship between leadership and organizational culture, highlighting the importance of managers' awareness in fostering formal organizational culture and reducing informal culture dominance in the work environment.

Additionally, the findings of the study illustrated that there was a strong relationship and positive effect between HRM Department and job satisfaction. The survey indicates that reducing workplace harassment positively impacts employee morale and job satisfaction, by supporting the hypothesis that addressing harassment issues enhances employee well-being. It has been found that the majority of employees agree with reducing harassment significantly improved employee morale and job satisfaction. Also, in another point this study will agree with a study by (Correia, 2015), which identified mediating factors in people management and performance, including individual human capital, POS, psychological empowerment, fairness perceptions, organizational commitment, job-related effects, and job satisfaction.

Another finding of the current study is that the majority of employees have a negative perception of the HR practices in place are fairly satisfactory, and not take it is crucial role to address workplace harassment. It suggests that there are areas that need attention and improvement to ensure a harassment-free work environment as well. In another aspect, a study by (Alsaraj, 2019), that investigated employee job satisfaction at MTN telecom in Syria, focusing on human resource management practices. Qualitative research involved in-depth interviews with 5 employees and quantitative analysis of employee satisfaction levels and evaluations of salaries, wages, incentives, training, and labor relations. In the result showed that satisfaction levels were high, with work relations being the most satisfying, it also highlighted the positive impact of training, development, and wages on job satisfaction, with rewards having an average effect. Recommendations include updating salaries and rewards to improve worker satisfaction and linking them to performance appraisal processes; all of these points that are highlighted are according to this study.

Also, the findings of the present study agree with the study done by (Mokgolo, 2017), that conducted in South Africa, it can be concluded that the HR practitioners' roles are torn between their responsibility to manage business goals

and support the case of targets in bullying situations. The challenges HR practitioners face in particular indicated their need to be empowered, reskilled and supported by organizations to execute their roles effectively. As well, it explores workplace bullying from the perspective of HR practitioners, focusing on identifying and addressing it while promoting employee wellbeing and positive relations. It aims to develop a substantive theory of workplace bullying from their perspectives. The study used grounded theory and non-probability purposive sampling to select nine HR practitioners based on relevance and acceptability. The study used a qualitative, constructivist grounded theory research design to explore HR practitioners' perspectives on workplace bullying. Data was gathered through in-depth interviews and official documents. The findings propose a substantive workplace bullying theory and conceptual framework to guide organizations and empower HR practitioners, fostering a zero-tolerance culture.

Additionally, the present study found that there is a relationship between harassment and psychological well-being of employees, so this high agreement percentage indicates that a significant majority of participants agree that harassment negatively affects the psychological well-being of employees, as indicated by high agreement percentage, which supports the hypothesis that harassment has a negative impact on employee psychology. These findings are similar to a study done by (Zakia, 2022) it explores the concept of moral harassment in Algerian professional environments, its causes, forms, patterns, and parties, as well as its repercussions and the psychological and social problems arising from it, highlighting the need for timely treatment, moral harassment at work, psychological and social problems arising from it. Hence, the consequence of harassment in the workplace makes the victim's pressure and tension may lead to resignation, loss of experience, and additional expenses for hiring and training. This can result in additional funds for other important matters. The victim's feelings of weakness and contempt may also be transmitted to family and friends, leading to isolation, marital instability, and domestic violence.

Blondin, D. (2018) indicated that Harassing practices involve social discredit by a superior to influence subordinates and colleagues. They can be direct control or manipulation of the work environment. Direct control can lead to dissatisfaction, failure, or personal interference. Manipulation can disqualify employees, alter working conditions, or disrespect collective agreements. Workers respond with resilient strategies. The study explores a discrediting social process where a superior harasses employees through imbalance, direct action, or manipulation. Understanding this psychological dynamic is crucial for subordinates to defend themselves against a destructive relational universe, and understanding superior's strategies is essential for developing resilient strategies in psychotherapy.

Another finding of the current study is that the majority of employees agree with the implementation of laws and penalties agents' harassers in workplace but the 43% of employees disagree with this. Although there are laws and penalties against harassers in both Iraqi penal code and the labor code. The Iraqi Penal Code does not mention harassment as a single word, but it is addressed under "crimes

against modesty" with penalties including imprisonment, fines, or a one-year term (Dawed, 2023). The position of the Iraqi legislator on harassment: Articles (396 and 397) of the Iraqi Penal Code No. (111) Final (1969) stipulate this subject, whereas Article (396) still stipulates that *"If someone assaults someone by force, they can expect to be imprisoned for not more than seven years."* So, the law differentiates between verbal harassment and sexual violation or assault, with penalties ranging from 7-10 years for minors and life imprisonment or death for sexual assaults (Dawed, 2023). That is unwanted, unreasonable, and insulting to whoever receives it; and leads to the rejection of any person. He can make a decision that affects his job without being subjected to this behavior - either explicitly or implicitly. Article 10 of the Iraqi Labor Law prohibits: "Sexual harassment in employment and profession, whether at the level of job search, vocational training, employment, or terms and conditions of work. Moreover, it disallows any other behavior that creates an intimidating or hostile work environment. It is insulting to the person to whom this behavior is directed. Although moral harassment is common in the workplace, Iraqi lawmakers often ignore its importance and do not criminalize it, even though the 2005 Constitution provides a basis for criminalizing such acts (Al-Silawi, 2015). In the Iraqi law legal texts address harassment of men and women through administrative control bodies, but they require more effectiveness, detail, and implementation (Abdulhadi, 2019). Therefore, activating and implementing the penal code system is necessary to confront this phenomenon (Al- Silawi, 2015). Informing society about the hazards of harassment in the workplace and setting up a hotline for this phenomenon and promoting its prevention in the media or social media.

Above that, the study found that a majority of respondents believe that the absence of effective training and awareness programs hinders the successful implementation of anti-harassment strategies. Additionally, a 74.8% agreement rate was found regarding the lack of relevant departments impacting HR strategies to reduce harassment, indicating a need for prioritization in improving anti-harassment measures. These findings are similar to a study done by (Yong, 2021). In her thesis investigated workplace bullying within a Canadian district using action research and multiple approaches. It aimed to determine the rate of bullying, the effectiveness of anti- harassment programs, and the impact of training programs on organizational culture. The research was conducted through phases, including pre-setting, conducting interviews, analysis, recommendation, and implementation. Despite initial skepticism, it provided short- and long-term action steps. However, effective communication and presentations gained support for enhancing training programs, improving culture, and reducing bullying incidents.

5. Conclusion

With regards to the handling and management of harassment within organizations, this thesis brought up that both (manager and employee) remain reactively focusing on how to deal with it if something has happened rather than proactively attempting to prevent it.

This study demonstrates how Human Resource Management department

can reduce harassments in workplace in MOLSA in Erbil – Iraq and HRM practice's role is one of the most significant aspects of this study. Due to the study's concentration on the strategic management process at the organizational level, and in accordance with its problem and objectives, the study population consists of managers in HRM departments and employees. While distributing five hundred (500) questionnaires, it has gathered four hundred (400) responses; this number of the study community was based on the proportion of the population of MOLSA in Erbil Governorate which is about 1500 employees. After that quantitative analysis through the SPSS (v: 26) program was conducted.

This study explains how the human resource management department deals with harassment in the workplace, as well as the causes and effects of this phenomenon and dynamics that occur between the harasser and the victim. The complexity of workplace harassment lies in its various forms and the roles of managers in preventing psychosocial risks. It can be influenced by psychological factors, organizational factors, and corporate culture. Psychological factors, such as the victim's personality or perpetrator's personality, can contribute to harassment. Organizational factors, such as a stressful work environment or permissive management style, can also contribute. Establishing explicit rules can reduce workplace harassment risks. Harassment at work can have various consequences, including psychological health, physical health, and witness and company repercussions. The psychological impact depends on the victim's personality, duration, and seriousness of the harassment and effects also extend to witnesses and the organization.

The study reveals a significant issue where workers are reluctant to report harassment, and witnesses are reluctant to testify, leading to the perpetuation of harassment situations. There for support and accompaniment by employers are crucial for victims of harassment, regularly communicating and providing information about listing and assistance can make those in authority more accountable and break the cycle of isolation and silence.

This study highlights the significant impact of senior management's leadership behavior on organizational culture, highlighting its vulnerability to harassment in the context of dominating power relations. Intervention in HRM practice can be a potential strategy to transform organizations and change people's assumptions, beliefs and behaviors from the perspective of HR managers. The thesis advocates for the dismantling of stereotypical organizational thinking and behavior, emphasizing the need for change to be implemented with the support of higher management, given their powerful position. Another contribution of this study could be made by this thesis; firstly, this thesis has the ability to make an impact by providing an overview of how harassment is handled and addressed in organizations from an HRM perspective and the role of organizational culture in enabling leading managers. Secondly, it was also pointed out that organizations are not yet familiar with the concept of harassment in the workplace, which has potential for improvement. Finally, it is important to promote gender equality and employee safety, especially psychological safety.

Additionally, this study enhances understanding of the theory of human resources practice in public sector institutions in Iraq. This study is regarded as the initial one in Iraq that focuses on managing human resources and its effect on reducing harassment at work. This study incorporates a literature review on the challenges to human resource management on reducing the harassment and highlights the importance of further studies in Iraq. This study is connected to previous studies and broadens the field by focusing on human resources management on how to decrease harassment, and how to educate employees about harassment in the workplace and how to handle it. Also, how the human resources department and managers deal with this phenomenon. This study will assist Human Resources Department managers in dealing with harassment in the workplace, increase knowledge and offer instruction to workers on the issue of harassment in the workplace, both in the public and private sectors of Iraq.

Workplace harassment can be addressed with expert help, training, and online resources. It is crucial to have investment, committed leadership, and a genuine desire for change. Human resources management can play a crucial role in implementing change, emphasizing the reasons that prevent organizations from addressing workplace harassment. HR professionals must establish policies for both managers and employees to detect suspicious harassment behaviors and uphold professionalism. They must develop guidelines, enforce penalties, and create awareness of unacceptable behaviors, and be responsible for maintaining employee dignity and creating an inclusive, respectful work culture. If harassment is accepted in the workplace, other employees may feel the same way about being targeted. This fear has the potential to cause performance issues, anxiety and employees could even see that their work environment is toxic and look for other places of employment. Organizations that allow harassment workplace will eventually lose its best employees.

Strategies identified in the current study can be used by the human resources management department to establish a more favorable work environment. By decreasing workplace harassment, that makes employees more productive and organizations become more efficient. This study suggests practical implications for managers in the department of HRM, including addressing workplace harassment, revising policies, investing in training, and improving performance management strategies. These actions can help in changing a negative organizational culture, promote awareness, and enhance workplace culture. Future research should focus on the conflicting roles and strategies of human resources practitioners, as it should assess workplace harassment theory's problems, challenges, and prospects. Considering psychological and social factors is necessary to solve the problem of workplace harassment.

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