

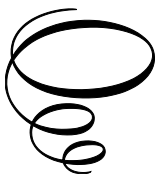
How to Break Barriers in Organizations to Encourage Inclusiveness

How to Break Barriers in Organizations to Encourage Inclusiveness

Edited by

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**Cambridge
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PREFACE

The aim of this book is to improve the understanding of strategies for how established international organizations can respond to disruptive innovation, handle increasing complexity, facilitate entrepreneurial culture, and encourage inclusiveness. In international scenario the risk of disruption to established firms has increased significantly over the past decades. The growing complexity of digital markets and digital value chains as well as the speed of emerging technologies and new business models with the potential for radical change create disruption opportunities. Strategic response strategies for incumbents to slow or delay the onset of disruption or even adapt and survive over time, are a part of scientific field that is slowly but steadily emerging.

Incumbent organizations' threat perception has led to intense strategic resource commitment. Though many scholars agree on digitization as a main source of disruption, their response strategy propositions differ widely, ranging from either aggressive investment in existing capabilities and fostering continuous innovation, partnering with disruptive entrants once they start challenging incumbents to acquiring them outright. In any case, the major investigate stream on compelling reaction techniques recommends that set up organizations can shape a partitioned commerce unit to investigate and create radical or trouble some developments. Other inquire about field is progressively centering on the organizational component of vital administration of troublesome development.

In entirety, there's an expanding mindfulness of thought little of complexity in modeling organizations with troublesome development capabilities; these go so distant as to propose approaches on how to extend the capabilities to handle this complexity.

Several authors investigate key variables to enhance innovation performance using entrepreneurial leadership and entrepreneurial culture frameworks. Entrepreneurial orientation and the success of radical innovation have been combined with each other in a radical innovation launch model More generally, organizational culture and the role of senior management are two other areas of research connected to disruptive innovation. A common theme for incumbents is the important role of senior management enabling cross-boundary cooperation and permission to pursue greater risk when pursuing long-term opportunities.

Building possesses radical advancement capabilities and modeling the organization moreover shows up to contain belittled complexity issues for set up companies.

Consequently, creating an organizational culture to foster ambidexterity and the role of senior leadership represent continuous areas of research. Enacting and maintaining dual structures, processes, and subcultures under one roof increases organizational complexity and requires a cognitively flexible team to manage tensions. These innovation tensions and paradoxes require senior management to not only maintain a vital mindset, fill several roles, and create a strong organizational identity but also to maintain two concurrent foci while anticipating and preparing for change due to ambidextrous thinking.

Organizational culture aspects such as entrepreneurial motives correlate with higher innovation performance. Entrepreneurs with an effectuation mindset are likely to avoid hierarchical procedure-based cultures while creating participatory ones. Entrepreneurial behavior and mindset favor innovation, proactivity and risk, which positively correlate with job autonomy, decentralization and low formalization and fit startup employees' values, including independence (autonomy) and responsibility rather than job security.

Earlier research recommends advance thinks about on entrepreneurial culture within the misusing commerce units of able to use both hands organizations as portion of a fruitful reaction methodology to troublesome advancement. Moreover, frameworks hypothesis can offer assistance determine answers to how concepts such as independence and (organizational) complexity relate and connected.

Structure of the book

The book is the result of reflections involving research studies of different nationalities. The book contains 9 chapters written by 21 authors located in 5 different countries (Portugal, Romania, France, India and Hungary) and affiliated with 12 different Universities.

Chapter 1 titled "*Beyond the Glass Ceiling: Unveiling the Layers of Workplace Harassment Faced by Women*" is written by Leonardo Gaibor, Maria Madalena Torrinha, Rafael Grilo, Teresa Magina and António C. Moreira. The aim of this chapter is to explore the prevalence and complexities of women's workplace harassment experiences. A systematic search was conducted on Scopus to identify relevant studies. The review included qualitative, quantitative and mixed-methods studies focused on

women's workplace harassment. The analysis categorized studies into four themes: types of harassment, contributing factors, impact on women and prevention and intervention. The review found a significant number of studies, primarily qualitative, highlighting the pervasiveness of reported incidents across sexual harassment, psychological harassment and gender-based discrimination. It emphasizes the need for comprehensive policies, reporting mechanisms and organizational commitment to tackle these issues.

Chapter 2 titled "*Knowmads – theoretical perspectives on the inclusiveness of big-league knowledge entrepreneurs*" is written by Andra-Nicoleta Iliescu. The purpose of chapter is to develop a connection between know mad experts and several beneficial practices for established organizations in the current global market. These practices include entrepreneurship, innovation, and organizational ambidexterity. The study design is based on conceptual analysis and encompasses a comprehensive literature assessment of the key concepts that contribute to organizational performance in 2024. The main goal is to show that this new group of workers has a sophisticated and enterprising mindset toward work, which may greatly benefit established organizations that are dealing with the challenge of innovation. The research findings highlight the importance of inclusivity and leadership in multinational corporations, to fully utilize the assets and potential of knowmads while also addressing their special requirements. Organizations seeking to maximize performance should strive to understand the significant role of knowmads in the current global landscape, which is characterized by disruptive challenges.

Chapter 3 titled "*Inclusion of LGBTQAI+ Individuals: an Analysis through the Lens of Activity Clinic*" is written by Camille Cherkaoui and Adama Ndiaye. This research aims to explore inclusion through the lens of work activity. It employs several sequences of non-participant observations and practice narratives conducted with LGBTQAI+ employees. Inclusion through work, and more specifically through work activity, constitutes a blind spot in management research (Ughetto 2021; Grimand & al. 2017; Meyer & Csanyi-Virag 2024). The results show that inclusion through activity engages a power to act, where the actor confronts reality and the gaps in prescriptions; requires a power to think, comparable to a mobilization that involves both body and mind; and a power to debate, capable of producing agreements around well-done work. This research encourages the development of "discussion spaces" likely to consider the concept of inclusion through new managerial practices.

Chapter 4 titled “A Bibliometric Exploration of Inclusive Strategies in Organizational Culture” is written by Suneel Kumar, Nazma, Nisha Devi and Varinder Kumar. This study aims to address the critical need for fostering inclusiveness in organizational settings by examining strategies to break barriers. In an era where diversity and equity are increasingly recognized as essential components of organizational success, understanding how to cultivate an inclusive culture is paramount. By elucidating key strategies and best practices, this research seeks to provide actionable insights for organizational leaders and practitioners to promote inclusiveness effectively. The study thoroughly reviews and analyses the body of research on diversity and inclusion in organizational contexts using bibliometric analysis methods. Bibliometric analysis is the methodical investigation of bibliographic data to find patterns, themes, and relationships in a particular field of study.

Chapter 5 titled “*Impersonal and personal trust - Insights and implications in Hungary and Slovakia*” is written by Gabriela Michalec and Veronika László. This research explains how success is influenced by the soft factors of trust, filling a gap that has not been addressed in the existing literature. This study explores both personal and impersonal trust, emphasizing their relevance in organizational and consumer contexts. Recognizing the interconnection between internal organizational trust and external consumer trust is crucial. Hence, a nuanced understanding of both dimensions becomes essential. This research adopts a dual approach to investigate trust dynamics. Firstly, organizational trust is examined through a questionnaire distributed among Slovakian and Hungarian employees, involving 1572 Hungarian and 660 Slovakian participants. Additionally, a consumer-oriented perspective is considered, with a consumer survey conducted in Hungary involving 1001 respondents. Comparative analyses, descriptive statistics, and correlation analyses are utilized. Furthermore, data is compared with EU-wide trust tendencies, providing a broader context for the findings. Primer datasets were examined in Studio-R, employing PCA analysis, spearman correlations, boxplot analysis and paired t test. The study indicates that both impersonal and personal trust are closely linked to competitiveness. Importantly, impersonal trust outweighs personal trust from both organizational and consumer standpoints. This highlights its significant role in enhancing organizational competitiveness, ultimately leading to success.

Chapter 6 titled “*Inclusion - or the effectiveness of a sensitisation session for health science students*” is written by Katalin Julianna Dinnyés and Henriette Pusztafalvi. The aim of this chapter is to demonstrate the

effectiveness and necessity of a series of sessions, including the sensitising conditions identified in the literature. Furthermore, we get to know the students, their previous knowledge, and experience. According to Virág and Dunás-Varga (2021), “inclusion entails tasks and a change of attitude not only for special educators, but also for other actors in the majority society” (Virág and Dunás-Varga, 2021, 201). In the context of co-education in schools, we can talk about integration and inclusion (Szabó, Ács, Kéri, Pusztafalvi and Vass, 2020). Education is one of the most important arenas for social mainstreaming of inclusion (Varga, 2015). Inclusive education “nowadays basically means transforming the school environment, making it inclusive”, i.e., “in inclusive education, all children in a given community learn together, regardless of their social, cultural background, or disability”. In inclusive schools, students receive an education that is adapted to individual needs and attentive to special educational needs” (Varga, 2015, p. 12). For data collection, a validated attitude questionnaire (MAS, ATDP-O) was used, extended with own questions, which the participating students completed. Data were processed using SPSS 26.0 statistical software. This pilot study was conducted in the spring of 2022 among students at the College of Health Sciences. Within the framework of descriptive statistics, this study calculated frequencies and standard deviations, used the Chi-square test to compare groups, performed variance analysis, correlation analysis, and considered differences significant at $p < 0.05$. Research permission was obtained from the Pécs Regional Ethics Committee - PTE/6926/2017. We have promoted the event “SSC - Sensitisation Tolerance Together” for students at the College.

Chapter 7 titled “*Fostering Innovation and Success: A Systematic Review of Intrapreneurship within Organizational Contexts*” is written by Pravin Chavan, Abhijit Vhatkar, Vilis Pawar and Manisha Paliwal. The dynamic, competitive business environment of the 21st century is compelling organizations to continuously innovate. The research has proved that innovative organizations gain a competitive edge. Besides, because organizations are operating in an intensely competitive environment, they have to optimize their resource utilization to fulfill stakeholders’ expectations. To achieve these multidimensional business objectives, it is imperative to shoulder the responsibility beyond the entrepreneur and among the employees of the organization. In a way, it is imperative to foster an intrapreneurship attitude among the employees. Intrapreneurship is an approach that enables employees to behave as entrepreneurs inside a corporation or other organization. The study has synthesized the published literature to uncover the multifaceted intricacies of intrapreneurship in

enhancing organizational performance. This study has conducted a bibliometric, and systematic review of the literature to explore the determinants of intrapreneurship and its impact on organizational success.

Chapter 8 titled “*Empowering Inclusive Leadership: Counteracting the Dark Tetrad with Emotional Intelligence*” is written by Vilis Pawar, Pravin Chavan, Manisha Paliwal and Abhijit Vhatkar. This chapter investigates the role of Dark Tetrad (Machiavellianism, narcissism, psychopathy, and sadism combine to form Dark Tetrad) personality traits. Especially if these traits are found in individuals in leadership positions and what negative impact it can have on the organizational performance. We have also tried to show how emotional intelligence (EI) can work as a countermeasure in negating the negative effects of Dark Tetrad traits. This research tried to understand how Dark Tetrad manifests in leadership behaviors. How it affects the organizational health and how EI can act as a balancing force. The methodology is structured as follows: a) literature Review: Examination of scholarly research articles to outline the characteristics of the Dark Tetrad. The implications of these characteristics for leadership and organizational dynamics, b) Case Study Analysis: Integration of real-world examples of Dark Tetrad traits in individuals in leadership positions and c) Comparative Analysis: Exploring the role of emotional intelligence as an antidote for the Dark Tetrad and its negative effects.

Chapter 9 titled “*Industry 5.0 as entrepreneurial culture framework*” is written by Tamas Gyulai. The growing complexity of digital value chains coupled with emerging technologies calls for new business models which can change radically the operation of companies as well as create disruption opportunities. The proposed chapter can therefore investigate key variables to enhance innovation performance using Industry 5.0 as a new way for entrepreneurial culture framework by creating an organizational culture which fosters ambidexterity and research connected to disruptive innovation. The European Commission has set goals to further these ambitions through various initiatives that contribute significantly to building a more human-centric, sustainable, and resilient European industry by using innovative technologies, industrial or supply chain processes, new business models, or by advancing the understanding of human-centricity, sustainability, and resilience in industry. Industry 5.0 in the European Union therefore focuses on a transformative vision for Europe’s industrial sector, aiming to go beyond the goals of efficiency and productivity to emphasise the well-being of workers, societal contribution, and environmental sustainability.

CHAPTER 1

BEYOND THE GLASS CEILING: UNVEILING THE LAYERS OF WORKPLACE HARASSMENT FACED BY WOMEN

LEONARDO GAIBOR, MARIA MADALENA
TORRINHA, RAFAEL GRILO, TERESA MAGINA
AND ANTÓNIO C. MOREIRA

Abstract

This chapter aims to explore the prevalence and complexities of women's workplace harassment experiences. A systematic search was conducted on Scopus to identify relevant studies. The review included qualitative, quantitative and mixed-methods studies focused on women's workplace harassment. The analysis categorized studies into four themes: types of harassment, contributing factors, impact on women and prevention and intervention. The review found a significant number of studies, primarily qualitative, highlighting the pervasiveness of reported incidents across sexual harassment, psychological harassment and gender-based discrimination. It emphasizes the need for comprehensive policies, reporting mechanisms and organizational commitment to tackle these issues. Supportive measures, such as counselling and informal networks, were also identified as crucial for victims. However, a gap was identified in the exploration of the dignity-workplace harassment relationship and the need for more research on organizational prevention practices. This review provides a comprehensive overview of women's workplace harassment experiences, highlighting under-researched areas, such as the dignity aspect and organizational prevention strategies.

Introduction

Harassment manifests in behaviours such as false accusations, threats, name-calling, excessive criticism, work monitoring, obscuring information and physical or verbal aggression. Workplace harassment remains a prevalent issue in the modern workplace (Lockwood and Marda, 2014).

There are different types of harassment. Sexual harassment (SH) is the unwanted imposition of sexual requirements within power-imbalanced relationships, using power to impose deprivations (MacKinnon, 1979). It includes behaviour that derogates or humiliates based on sex (Roscigno et al., 2009). Conversely, psychological harassment involves violence, verbal abuse, excessive possessiveness and deprivation of physical and economic resources, isolating women from families and restricting income access (Ozo-Eson, 2008).

Several factors contribute to workplace harassment of women. Power dynamics play a significant role, with managers exploiting their higher status to take advantage of women with lower status (Areguin and Stewart, 2021). Organizational culture also needs evaluation and modification to ensure that policies and rules provide equal justice for both men and women, overcoming unconscious biases (Deepak, 2021). Legal and policy frameworks are crucial in safeguarding women's rights against workplace harassment and discrimination, prompting debates on their effectiveness (Haworth Editorial Submission, 1985; Kadu et al., 2011; Parpiani, 2021; Sahgal and Dang, 2017).

Harassment impacts women's careers and health, leading to mental health issues and strained interpersonal relationships (Castellini et al., 2022; Ozo, 2008). Addressing these issues is essential for developing effective prevention measures (Sahgal and Dang, 2017).

This chapter aims to answer: What insights does the existing academic literature offer regarding workplace harassment against women in diverse industries and cultural contexts? Two acronyms are used: SH for sexual harassment and PH for psychological harassment.

The study is organized as follows: after this introductory section, section 2 describes the research plan for this review. Section 3 presents retrieved literature on women's workplace harassment, outlining a framework of 'Types of Harassment – Contributing Factors – Impact on Women – Prevention and Intervention.' Section 4 discusses findings, implications for organizational practices, research limitations and suggestions for future studies.

Methodology

This paper employs the Systematic Review and Evidence Synthesis methodology proposed by Briner and Denyer (2012) to develop knowledge on women's workplace harassment based on previous publications.

This research focuses on a systematic literature review of workplace harassment experienced by women, utilizing the Scopus database. The search string used was: TITLE-ABS-KEY (dignity AND (dignity AND harassment AND gender OR wom*n OR female) AND (LIMIT-TO (DOCTYPE, "ar") OR LIMIT-TO (DOCTYPE, "re"))) AND (LIMIT-TO (LANGUAGE, "English") OR LIMIT-TO (LANGUAGE, "Spanish") OR LIMIT-TO (LANGUAGE, "Portuguese")). This search yielded a variety of publications, serving as a starting point for this research.

The first step in the literature review was to export data from Scopus into an Excel spreadsheet, where all authors reviewed the abstracts. Equal recognition was given to all publications, capturing articles and reviews up to the end of 2023. To structure the information gathered, the publications were analysed according to three categories: research focus, inclusion and exclusion criteria. These categories standardized the information and provided a clear understanding of all publications.

This categorization facilitated rapid comprehension of each publication, revealing patterns and potential themes in the literature. Initially, the only exclusion criteria were those defined by the search string used in Scopus. Further analysis of the publications led to the identification of four main categories: types of harassment, impact on women, contributing factors and interventions in women's workplace harassment.

After selecting the most relevant articles, we proceeded to the analysis and synthesis phase. This phase involved breaking down individual studies into their constituent parts and categorizing them accordingly (Briner and Denyer, 2012). As shown in Figure 1, from an initial pool of 67 manuscripts, we excluded those that did not cover the topic under analysis, resulting in 24 articles included in the review process.

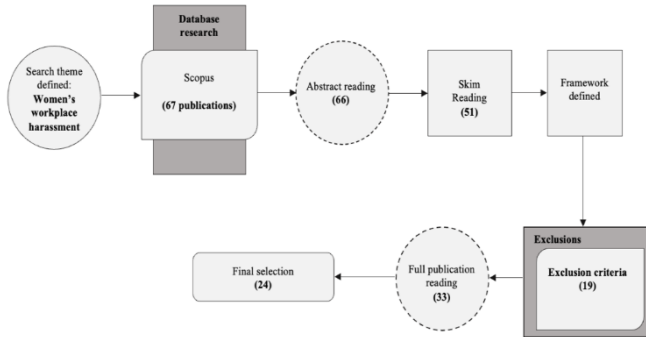


Fig. 1-1 Summary of the research process.

To conduct this systematic review, the TCCM (Theory, Contexts, Characteristics and Methods) framework proposed by Paul et al. (2023) was adapted for research on harassment. The methodology elements were tailored to this specific review and are explained below:

- **Types of Harassment (Theory):** This category refers to the foundations and paradigms explaining the relationship between “harassment” and “woman” in academic literature.
- **Contributing Factors (Context):** This category examines the circumstances and factors shaping workplace harassment, providing insight into its social, cultural and environmental contexts.
- **Impact on Women (Characteristics):** This category identifies elements of harassment related to its impact on women, helping to define the nature of this impact.
- **Prevention and Intervention (Methods):** This category analyses various methods and approaches used in the literature to address the problem.

By structuring the results according to this adapted framework, the authors aim to extract significant insights from the research and offer guidance for future studies, aligning with the methodology proposed by Paul et al. (2023).

Results - Synthesis and Reporting

The above-referred research question facilitated the emergence of themes during the exploration of the literature on workplace harassment against

women. This section presents the four main categories and their corresponding subcategories, which were used to systematically classify the findings from the retrieved literature and provide a comprehensive understanding of the topic.

Regarding Types of Harassment, the literature revealed a spectrum of workplace mistreatment, focusing on distinct manifestations. These include psychological harassment, sexual harassment and gender-based discrimination. These subcategories encompass discriminatory practices, unfair treatment and the psychological distress experienced by women in professional settings.

The category Contributing Factors explores the organizational complexities encapsulated within power dynamics and organizational culture. It examines how hierarchical structures, leadership paradigms and workplace norms contribute substantively to the incidence of harassment.

The category Impact on Women shifts the focus to the repercussions of harassment on women's professional trajectories. These repercussions include career implications, such as job satisfaction and career progression, as well as impacts on health and well-being. Finally, the category Prevention and Intervention evaluates the effectiveness of legal and organizational frameworks in preventing workplace harassment against women.

To conclude each category, a separate table will be presented. These tables will display the array of publications according to the identified subcategories, aiming to illustrate the density of academic literature within each topic.

Types of Harassment

Sexual Harassment

SH encompasses unwelcome sexual advances, requests for sexual favours and other verbal or physical conduct of a sexual nature. These behaviours can create a hostile or intimidating work environment, with quid pro quo situations (linking employment decisions to sexual advances) and general hostility being frequently reported (Areguin and Stewart, 2021; Grech et al., 2023; Krieger et al., 2006; Ozo-Eson, 2008; Sahgal and Dang, 2017). Women are disproportionately affected by SH, experiencing it at three times the rate of men in the workplace (Rosignano et al., 2021). Importantly, perpetrators can be employers, colleagues or even clients (Beltramini et al., 2020). Research by Najafi et al. (2017) highlights the

vulnerability of young female nurses in toxicology and psychiatric wards, where close patient contact increases the risk of sexual assault.

SH is a pervasive threat to women across all workplace levels and sectors (Castellini et al., 2022). Mayhew et al. (2009) demonstrate this in their study of female sex workers (FSWs), where the majority reported experiencing various forms of abuse (sexual, verbal, physical) from their husbands. Divorced women also face heightened vulnerability to SH, as their marital status can be perceived as “available” (Sahgal and Dang, 2017). These women may encounter constant pressure from male colleagues to reciprocate favours, hindering their ability to conduct business effectively.

Lower-hierarchy settings, such as the hospitality sector, are rife with SH occurrences. However, the lack of formal recognition and protection for victims often leads to underreporting (Beltramini et al., 2020). When physical appearance is a job requirement, women frequently report feeling professionally diminished due to constant objectification and underlying hostility (Beltramini et al., 2020). Kanagasabai (2016) explores this phenomenon within the context of television journalism, highlighting the paradoxical nature of feminine beauty in the global North. Women’s bodies are simultaneously seen as a source of power and a target for criticism if they fail to conform to conventional beauty standards.

The context of the U.S. highlights the perspective of a sexual harassment victim who felt pressured to tolerate such behaviour as part of being a woman in the military environment (Castro et al., 2015). Clarke (2011) argues that current sexual assault legislation fails to encompass the full spectrum of harassment claims. The focus often leans towards the absence of overt sexual advances in the workplace, neglecting to adequately address gender discrimination.

The issue of SH extends beyond the military context. Kebede (1991) explores the vulnerability of refugee women to sexual assault and rape by male employers or household members, highlighting their marginalized position and perception as “second-class citizens.” Parpiani’s (2021) research supports this notion, demonstrating how regular female domestic workers often choose not to share living quarters with their employers due to safety concerns.

Gender-Based Discrimination

Gender-based discrimination remains a prevalent issue in the workplace (Beltramini et al., 2020; Castellini et al., 2022; Clarke, 2011; Deepak, 2021; Kanagasabai, 2016; Kebede, 1991; Ozo-Eson, 2008; Parpiani,

2021; Roscigno et al., 2021). This discrimination is rooted in biased social perceptions.

First, women are often stereotyped as docile employees (Parpiani, 2021). This perception leads to their disproportionate assignment to tasks perceived as feminine, such as domestic labour (Kebbede, 1991). It further reinforces the belief that women are primarily responsible for household duties, consequently fostering the view that they are less committed to their professional careers (Deepak, 2021).

Supporting this notion, Italian women in hospital settings report facing challenges in securing reduced hours or flexible work arrangements (Castellini et al., 2022). This difficulty likely stems from the societal expectation that women bear a greater burden of non-work responsibilities, including childcare, eldercare and household management (Castellini et al., 2022).

Women are also subjected to disparate forms of punishment (Castellini et al., 2022). Disciplinary actions against them may focus on gender-specific issues, leading to unfair dismissals, particularly for taking maternity leave (Clarke, 2011). To counter this perception, Indian TV newsroom journalists forgo maternity leave to avoid demotion or being perceived as unprofessional (Kanagasabai, 2016). Some even refrain from voicing concerns about work-life balance, as exemplified by a journalist with a young child who was invariably “the first at work and last to leave” (Kanagasabai, 2016, p. 671). Women in this industry appear to gain approval from male colleagues only when they prioritize work over family and suppress their related struggles (Kanagasabai, 2016). Consequently, as Roscigno et al. (2021) suggest, women tend to receive less respect from colleagues and perceive a lower sense of fairness regarding advancement opportunities and the allocation of rewards.

Gender-based discrimination extends beyond unequal treatment to encompass the objectification of women (Beltramini et al., 2020; Ozo-Eson, 2008). For example, Italian women employed as promoters in the hospitality industry were expected to adopt a specific dress code and utilize their physical appearance to promote products (Beltramini et al., 2020). Similarly, waitresses in Italian bars and restaurants were pressured to dress in a manner that implied sexual availability, effectively encouraging customers to view them solely as sex workers (Beltramini et al., 2020). This deliberate sexualization served as a business tactic for the employer (Beltramini et al., 2020). Ozo-Eson (2008) describes a similar practice in Nigeria, where financial institutions recruit young, attractive female graduates with the intention of attracting customers, regardless of

the methods employed. These women were often assigned demanding quotas, with failure to meet them resulting in dismissal (Ozo-Eson, 2008).

Psychological Harassment

Psychological harassment (PH), also known as emotional or psychological abuse, encompasses behaviours that negatively impact an individual's mental well-being, self-esteem or job performance (e.g., verbal abuse, isolation, manipulation) (Clarke, 2011). The increasing recognition of PH as a distinct form of workplace harassment underscores the need to broaden the definition of harassment beyond solely sexual acts (Clarke, 2011). As reports of PH rise, research suggests its persistence can negatively affect women's job satisfaction, performance and overall health (Bonafons et al., 2008; Castellini et al., 2022). Common examples of PH include constant questioning of decisions, undermining one's capabilities, verbal attacks, suggestive or offensive comments and manipulation of information (Areguin and Stewart, 2021; Fontes and Carvalho, 2012; Sahgal and Dang, 2017). Such behaviours are used to attack their professional dignity and are frequently encountered in the nursing profession (Fontes and Carvalho, 2012). Additionally, the hierarchical structure cannot be disregarded, with nurses assigned tasks below their competence level (Fornés-Vives et al., 2008).

Within male-dominated environments, women develop coping mechanisms to navigate PH. These strategies, however, can be counterproductive from a feminist perspective. For instance, some women choose to "play along" or downplay incidents, ultimately weakening efforts to create a more equitable workplace (Kanagasabai, 2016). Women in leadership positions may resort to a more demanding management style to counter the pressures associated with their status (Kanagasabai, 2016). However, such perceived unnecessary pressure can hinder productivity (Pioner, 2022). This practice of questioning women's abilities to control tasks further reinforces the lack of respect and dignity they experience in the workplace (Areguin and Stewart, 2021).

In the context of the Catholic Church, pastors' discourses on social norms, rooted in Biblical verses, dictate what should be considered truthful. This can be a challenge for younger members of the Church navigating sexual orientation while trying to maintain Christianity. This path, heavily influenced by the pastor, can be particularly painful if the discourse is marked by discrimination and hatred (Ho and Hu, 2016).

Table 1 shows the final selection of publications to include within each subcategory for Types of Harassment.

Table 1-1 Publication distribution within Types of Harassment.

Category	Subcategory	Selection
Types of Harassment	Sexual Harassment	14
	Gender Discrimination	9
	Psychological Harassment	10

Contributing Factors

Power Dynamics

Power dynamics within organizations encompass factors that create imbalances in authority, often stemming from hierarchical structures and the unequal distribution of power. Such dynamics can lead to situations where supervisors/leaders misuse their authority, fostering a culture in which harassment becomes normalized and ignored. The healthcare sector exemplifies this phenomenon, where power and decision-making processes are typically highly hierarchical and bureaucratic (Castellini et al., 2022). This environment can foster subtle forms of conflict, with unmeritocratic behaviour, managerial dysfunction and organizational flaws triggering deep discomfort and frustration that erode interpersonal relationships (Castellini et al., 2022).

A study conducted at a medical school in Malta highlights the impact of power dynamics on gender equity. Female students may perceive a disadvantage compared to their male counterparts if they are unable to build relationships with experienced clinical tutors, who are typically male (Grech et al., 2023). This can lead to feelings of unfair treatment by doctors, ultimately affecting their confidence as students and future doctors. Law firms provide another example, where men in positions of authority may resist mentoring women or select them for tasks perceived as “privileged” but potentially risky, such as work requiring closed-door meetings, late hours, or travel, due to fear of accusations of sexual harassment (Clarke, 2011).

Research suggests that while the number of women graduates is increasing, leading to their greater participation in decision-making roles (Deepak, 2021), even those in higher positions can experience unequal treatment. Castellini et al. (2022) identify examples such as being “denied the right to perform my duties,” having “merits attributed to others,” being assigned “meaningless tasks,” and experiencing a “progressive reduction of tasks” (p. 47).

The influence of power dynamics can have a particularly detrimental impact on women's rights in situations where sex work is criminalized. For instance, sex workers in Pakistan may attempt to cultivate protective relationships with authorities to avoid sexual or physical abuse or arrest (Mayhew et al., 2009). This strategy appears to be more effective for sex workers who command higher prices for their services. In Nigeria, the abuse of power is so severe and normalized that men in hiring positions exploit women's desperation by demanding sexual favours in exchange for employment (Ozo-Eson, 2008).

Power dynamics shape women's responses to sexual harassment. While they experience negative emotions (humiliation, frustration, anger, fear) (Beltramini et al., 2020), formal complaints are rare. Social or legal ambiguity around harassment and the realities of precarious work (part-time, night shifts) often make them impractical. Medical students in Malta cited fear of repercussions, lack of reporting channels and discomfort with potential future colleagues as reasons for silence (Grech et al., 2023).

Reporting harassment often yields victim-blaming responses ("What can you do?") or dismissal based on the abuser's status (ignored, "standalone case") (Sahgal and Dang, 2017). This discourages reporting and can lead women to downplay their experiences, fearing they will be perceived as being okay with disrespect. The military exemplifies this, where performance prioritization leads to minimizing accusations against high-performers or low-performing accusers (Castro et al., 2015).

Vulnerability to harassment is not random. Higher qualifications and seniority offer some protection (Rosigno et al., 2009) against this behaviour. Conversely, those perceived as having lower status are targeted more often, as seen with Latina field workers in the US (Areguin and Stewart, 2021).

Organizational Culture

Organizational culture, shaped by leadership style, can contribute to harassment. Studies show workplace conflicts often stem from dysfunctional leadership, including prioritizing less experienced leaders who may not promote respect or inclusivity (Castellini et al., 2022). This fosters a culture where harassment can persist, as evidenced by leaders who abuse their authority to demean employees (Ozo-Eson, 2008).

Organizational culture can be so ingrained that even women leaders, who in their earlier careers may have avoided confronting sexist behaviours, tend to remain neutral or distant when other women complain (Sahgal and Dang, 2017). This neutrality might stem from past experiences where the organization retaliated against women who spoke up, leading to further harassment or even termination (Beltramini et al., 2020). In large

firms, maintaining anonymity can be challenging due to the sheer size of the workforce. This can leave junior employees, who are more prevalent in large companies and more vulnerable to harassment, feeling powerless to act against inappropriate behaviour (Roscigno et al., 2009).

The concept of “hidden curriculum” is described in a study of medical students in Malta. This refers to the informal transmission of norms and values through everyday interactions, such as in doctor-trainee relationships (Grech et al., 2023). This hidden curriculum can lead to the acculturation of behaviours from teachers/doctors, where students feel pressured to accept the status quo for fear of jeopardizing their career advancement. Consequently, reporting inappropriate behaviour becomes unthinkable.

Similarly, a study of women journalists in India during the neoliberal and post-feminist era reveals a media landscape that discourages formal and informal unions among journalists (Kanagasabai, 2016). The study highlights that some journalists found the women’s restroom to be a rare space for female bonding, where they could discuss everything from personal problems to unsupportive bosses, away from the constant scrutiny in the newsroom (Kanagasabai, 2016, p.673).

Maternity leave and childcare, although legally protected in many places, still face negative attitudes and perceptions from some companies. The healthcare sector exemplifies this, where maternity leave is seen as a betrayal due to the worker’s inevitable shift in focus (Castellini et al., 2022). A similar situation exists in India, where women journalists often forgo maternity leave, fearing it sends the “wrong” message – that they are not dedicated to their careers or lack ambition (Kanagasabai, 2016).

Despite women’s proven ability to match or surpass men in many fields, the biological realities and needs specific to women are often disregarded. The lack of readily available part-time or flexible work arrangements for childcare, eldercare and household management further hinders career advancement for mothers (Castellini et al., 2022; Kanagasabai, 2016).

As Kanagasabai (2016) argues, voicing the challenges of juggling these responsibilities can be seen as unprofessional for women journalists. They are only praised if they reinforce the unrealistic post-feminist ideal of “having it all,” which silences the need for structural changes.

Legal and Policy Frameworks

This section examines the role of legal frameworks in regulating and preventing sexual harassment (SH). The existence and efficacy of laws and regulations are crucial factors in fostering workplace dignity and preventing employee mistreatment. For instance, Parpiani (2021) high-

lights the plight of domestic workers in India. Unrecognized by law, they fall under the category of informal workers, a designation often associated with stigma.

Regarding SH in India, Kadu et al. (2011) identified a lack of specific workplace SH legislation at the time of their publication. While some guidelines on SH definitions exist, the legal framework and enforcement mechanisms remain inadequate, with the administrative system failing to implement effective actions, particularly those concerning women's rights and well-being (Kadu et al., 2011). Similarly, a 1985 study on SH in the USA found a complete absence of published guidelines or regulations on the subject at the federal level (Haworth Editorial Submission, 1985).

However, even in contexts with established regulations and procedures, their effectiveness is often debatable. Sahgal and Dang's (2017) study on women in managerial positions within Indian organizations exemplifies this concern. Their research details a case where a female employee reported SH to the Human Resources department. The department's response was limited to forwarding a written complaint to an independent committee without verifying the details with the victim. This failure to comprehensively investigate the case ultimately led to its dismissal, highlighting a significant gap in social and structural support for SH victims. Here, the presence of laws and regulations proved insufficient to protect the woman from harassment.

Similarly, Grech et al. (2023) identify a gap in communication regarding student support structures. Their study on medical students in Malta found that students were unaware of reporting channels despite a complex student support system being in place. This lack of awareness suggests a failure to adequately introduce and explain these support mechanisms, highlighting deficiencies in social and structural support.

The ineffectiveness of anti-harassment solutions is further explored by examining their focus. Castro et al. (2015) analyse the military sector, where anti-harassment measures primarily concentrate on identifying perpetrators, stopping harassment incidents and pursuing disciplinary actions. These approaches, however, neglect efforts to address the underlying cultural norms that contribute to the objectification and mistreatment of women. Likewise, anti-discrimination initiatives can inadvertently reinforce stereotypes about gender and sexuality by solely focusing on reactive measures rather than actively challenging these biases (Clarke, 2011).

Table 2 presents the distribution of articles in relation to Contributing Factors.

Table 1-2 Publication distribution within Contributing Factors.

Category	Subcategories	Selection
Contributing Factors	Power Dynamics	11
	Organizational Culture	7
	Legal and Policy Framework	7

Impact on Women

Career Implications

Women face unique challenges in the workplace. Castellini et al. (2022) highlight the pressure on women to demonstrate exceptional competence and productivity, while simultaneously experiencing societal expectations of self-sacrifice, which can lead to feelings of self-denial at work.

Women in traditionally male-dominated fields are particularly vulnerable to negative treatment and harassment (Areguin and Stewart, 2021). The perception that such roles are unsuitable for women can be perpetuated through teasing, microaggressions and the creation of a hostile work environment. This is exemplified by Grech et al. (2023) who found that female medical students experience gender discrimination, leading to discouragement from pursuing certain specialties traditionally dominated by men.

The persistent gender pay gap further contributes to feelings of disrespect and lack of motivation (Roscigno et al., 2021). When women observe unequal pay and promotion opportunities compared to male colleagues, it can raise concerns about underlying discrimination and SH.

Maternity remains a significant factor in career trajectories for women. Traditional notions of loyalty often rely on an employee's perceived dedication and uninterrupted availability (Castellini et al., 2022). Pregnancy and childcare responsibilities can create significant challenges to career advancement, particularly in securing higher-paying positions requiring long hours. Women often lack the flexibility to reduce work hours due to societal expectations regarding domestic responsibilities, including childcare and eldercare (Castellini et al., 2022).

SH in the workplace has profound and detrimental effects on victims' well-being, careers and work relationships. SH can lead to a loss of self-confidence, decreased productivity and performance and increased absenteeism (Beltramini et al., 2020). In severe cases, particularly when victims

lack institutional support, they may resort to drastic measures such as career changes or job resignations.

Furthermore, studies suggest that a woman's position within the organization does not necessarily mitigate the risk or consequences of SH (Grech et al., 2023; Roscigno et al., 2021). The fear of career repercussions often deters victims from reporting inappropriate behaviour, regardless of their seniority. Seniority does not guarantee protection from the indignity and psychological harm associated with SH.

Health and Well-being

SH can have severe consequences for a victim's physical and mental health (Beltramini et al., 2020; Castro et al., 2015; Ozo, 2008). Victims may experience a range of psychological symptoms, including rage, anxiety, powerlessness, depression and post-traumatic stress disorder (PTSD) (Beltramini et al., 2020). To cope with these distressing emotions, some victims resort to unhealthy behaviours such as alcohol abuse, further jeopardizing their well-being. Additionally, SH can lead to a decline in self-confidence, reduced productivity and diminished performance (Beltramini et al., 2020).

SH in the military exemplifies these detrimental effects (Castro et al., 2015). Female service members and veterans who experience SH are at increased risk for developing PTSD, depression, substance abuse and eating disorders. These co-occurring conditions can have a devastating impact on their overall health, military careers and post-military success.

Furthermore, SH can pose a risk for sexually transmitted diseases (STDs) if victims are coerced into sexual activity for fear of losing their jobs (Ozo, 2008). This can negatively affect their mental health, overall well-being and interpersonal relationships.

Research suggests a link between SH and STDs. Victims coerced into sexual relations due to fear of job loss experience significant negative consequences for their mental health, overall well-being and interpersonal relationships (Ozo, 2008).

Financial constraints can force women into physically demanding and potentially demeaning jobs. Kebede (1991) highlights the plight of female refugees who often find themselves in domestic work – a sector known for its exhausting nature and low social status.

Psychological harassment, characterized by bullying tactics intended to humiliate the victim through isolation and dysfunctional communication, can lead to chronic stress and potentially escalate into more serious psychological problems (Fornés et al., 2008).

Discrimination and SH are associated with a diminished sense of respect towards women, negatively impacting their overall well-being (Roscigno et al., 2021). The effects of harassment can be long-lasting, leaving victims with feelings of low self-worth. A recurring theme observed is self-blame among women who have been harassed. This pattern of self-reflection, coupled with societal undercurrents, creates a sense that constant vigilance is a woman's moral obligation. The burden of dealing with repeated harassment can be emotionally draining, leading to feelings of helplessness and despair (Sahgal and Dang, 2017).

Table 3 provides a breakdown of the distribution of publications within the "Impact on Women" category.

Table 1-3 Publication distribution within Impact on Women.

Category	Subcategories	Selection
Impact on women	Career Implications	5
	Health and Well-being	7

Prevention and Intervention

Policies and Reporting Mechanisms

This section refers mainly to suggestions for what should be undertaken about policies and reporting mechanisms for harassment cases, with an emphasis on SH, which demonstrates there is still a long way to go in terms of laws and regulations.

Within the focus of the investigation, only one publication discussed a specific regulation on bullying, analysing the links between bullying at work and PTSD in France (Bonafons et al., 2008). It states that, at the time published, labour regulation was altered to include that:

"No employee should suffer from repeated forms of mental harassment that are intended to produce, or result in, the deterioration of his/her working conditions, that could infringe his/her rights and dignity, affect his/her physical or mental health or compromise his/ her professional future" (Bonafons et al., 2008, p.664).

Another example demonstrates how organizations committed to fair practices proactively address harassment, even without formal complaints. An HR department in India recorded a victim's written statements and verified them via email, confirming the facts and providing comfort (Sahgal

and Dang, 2017). This approach shows not only bureaucratic support but also alleviates the victim's apprehension and discomfort.

Similarly, a large Indian consulting firm dismissed a high-performing perpetrator, despite their perceived indispensability. The HR manager stated, "it was essential to fire such a leader because an organization can claim credibility only if its leaders also have one" (Sahgal and Dang, 2017, p.55). This sends a clear message to employees about the consequences of violating the code of conduct.

Studies suggest that evaluating and modifying the work environment and organizational culture are crucial for ensuring the effectiveness of fairness norms for both men and women. Deepak (2021) emphasizes the importance of investigating and taking corrective action in all cases of injustice within an organization. This fosters a sense of protection and belonging for employees.

Expanding laws and regulations to include new forms of discrimination, such as those based on sexual orientation, is also argued to be necessary. This would prevent non-inclusion and increase protection from discrimination, which can affect all genders (Clarke, 2011).

Training and Education

Training and education focus on gender sensitivity and the prevention of harassment. For instance, multinational companies train employees on behavioural codes and harassment identification using case studies and role plays to promote a zero-tolerance culture (Sahgal and Dang, 2017). Similarly, the military provides SH prevention training to all service members, regardless of age, gender or rank, based on equal risk exposure (Castro et al., 2015).

In medicine, initial steps for change include involving doctors and male students in addressing gender inequality and harassment. By engaging doctors, teachers and students, a culture of awareness and respect can be created, allowing women to reach their full potential in a safe environment (Grech et al., 2023).

Supportive Measures

Support measures include programs that aid workers in addressing workplace discrimination or harassment. In India, multinational companies implement equality policies for hiring and promoting women and offer "buddy" allocation programs. These programs are effective for new recruits, especially women. If harassment occurs, female employees can

contact the Ombudsman, who investigates complaints promptly and makes decisions that are considered final (Sahgal and Dang, 2017, p. 55).

Harassment often negatively impacts victims, leading to low self-worth. In response, some multinational companies in India enforce strict measures against perpetrators and provide counselling to help women cope with trauma (Sahgal and Dang, 2017).

Women journalists in India established the Network of Women in Media, India (NWMi), an informal organization that supports women journalists in fighting workplace injustices. NWMi helps women bring cases of SH and sexism to justice and works on developing and disseminating gender-sensitive reports (Kanagasabai, 2016).

To summarize the information within the subcategories, Table 4 presents the distribution of publications within each one.

Table 1-4 Publication distribution within the Prevention and Intervention

Category	Subcategories	Selection
Prevention and Intervention	Policies and Reporting Mechanisms	4
	Training and Education	3
	Supportive Measures	2

Discussion and Conclusions

This systematic review aims to analyse the existing literature on women's workplace harassment. To facilitate the organization and analysis of the retrieved information, the review adopted a four-category structure: Types of Harassment; Contributing Factors; Impact on Women; and Prevention and Intervention. The emergence of subcategories within these categories reflects the conceptual density encountered in the reviewed literature. Table 5 offers a representation of the retrieved literature and its distribution within the proposed framework.

The reviewed literature employed both quantitative and qualitative approaches. This resulted in a balanced sample of 24 publications, comprising five solely quantitative studies, 11 qualitative studies and three that utilized mixed methods. Quantitative approaches provided valuable insights into the scope of the issue by offering a clear delineation within the studied populations. In contrast, qualitative methods offered a deeper understanding of the phenomenon. Direct reports obtained through

qualitative approaches were particularly insightful in navigating the complexities of women’s workplace harassment.

The first category, Types of Harassment, held the highest density of content, encompassing 23 of the 24 selected studies. This is likely due to the prevalence of descriptive reports, which formed a common element across most publications. The category with the lowest number of studies pertains to the mechanisms in place for preventing and intervening in harassment cases. This disparity can be attributed to the focus on reports and descriptions of sexual harassment, psychological harassment and gender discrimination faced by women in the workplace, all of which were included in the first category.

Table 1-5 Final publication categorization

Publication	Types of Harassment			Contributing Factors			Impact on Women		Prevention & Intervention		
	Sexual Harassment	Gender-Based Discrimination	Psychological Harassment	Power Dynamics	Organizational Culture	Legal & Policy Frameworks	Career Implications	Health & Well-being	Policies & Reporting Mechanisms	Training & Education	Supportive Measures
(Editorial Submission, 1985)	x					x					
(Areguin & Stewart, 2021)	x		x	x			x				
(Beltrami et al., 2020)	x	x		x	x		x	x			
(Bonafons et al., 2008)			x						x		
(Castellini et al., 2022)	x	x	x	x	x		x				
Castro et al.,2015	x		x			x		x		x	
(Clarke, 2011)	x	x	x	x		x			x		
(Deepak, 2021)		x		x					x		
(Fontes & Carvalho, 2012)			x								
(Fornés-Vives et al., 2008)			x								
(Grech et al., 2023)	x	x			x	x	x	x		x	
(Ho & Hu, 2016)			x								
(Kadu et al., 2011)						x					
(Kanagasabai, 2016)	x	x	x		x						x
(Sahgal & Dang, 2017)	x		x		x	x		x	x	x	x
(Rossigno et al., 2021)	x	x					x	x			
(Rossigno et al., 2009)	x	x		x	x						
(Pisner, 2022)			x								
(Parpiani, 2021)	x	x			x						
(Oso-Eson, 2008)	x			x	x			x			
(Najafi et al., 2017)	x	x									
(Mayhew et al., 2009)	x			x							
(Krieger et al., 2006)	x										
(Kebbede, 1991)	x	x						x			

This review highlights the ongoing challenges faced by women due to the perpetuation of harassment and discrimination in the workplace. Gender-based discrimination often originates from entrenched social perceptions, such as the view of women as primarily suited to domestic roles. This perception creates an environment where women are seen as unprofessional if they complain about their workload or request maternity