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Research Study

- Cortina, L.M & Magley, V.J.. (2003). Raising voice, risking retaliation: Events following mistreatment in the workplace. *Journal of Occupational Health Psychology, 8*, 247-265.
- Research conducted by the Social Science Team of the Eighth Circuit Gender Fairness Task Force
 - Task Force Chair: Hon. Lyle E. Strom
- Published in a top peer-reviewed journal (average rejection rate: 85%)

Method

Survey mailed to all employees (excluding judges) of Eighth Circuit Federal Courts

- 1167 respondents (71% response rate)
- Over 70% female, white, college-educated
- Job classifications:
 - 16% unit heads, managers, supervisors
 - 17% attorneys
 - 25% specialists (e.g., accountants, system administrators)
 - 11% secretaries
 - 31% admin support staff (e.g., librarians, mail room clerks)

Conceptualization of Workplace Victimization & Voice

- **Workplace Victimization** – Experience of any of the following behaviors from a coworker or superior:
 - General incivility
 - Gender harassment (e.g., sexist comments)
 - Unwanted sexual attention
 - Sexual coercion
- **Voice** - Vocal resistance, reporting, or protest against that victimization, including:
 - Whistle-blowing (e.g., filing a complaint)
 - Confronting the perpetrator
 - Seeking support or advice from colleagues

Psychological/Behavioral Definition of Retaliation

- Adverse actions taken against an employee because that employee opposed inappropriate, unethical, or unlawful conduct committed by others in the organization
 - Includes both professional (job-related) and social actions
 - Can occur before, during, and after formal reporting of the inappropriate conduct

Retaliatory Behaviors Measured in Our Study

Professional Retaliation

Given less favorable job duties.

Unfairly demoted.

Denied a promotion I deserved.

Denied an opportunity for training I deserved.

Given unfair poor job performance appraisals.

Transferred to a less desirable job.

Social Retaliation

Shunned or excluded by others at work.

Slighted or ignored by others at work.

Gossiped about in an unkind way.

Threatened.

Criticized for complaining about the situation.

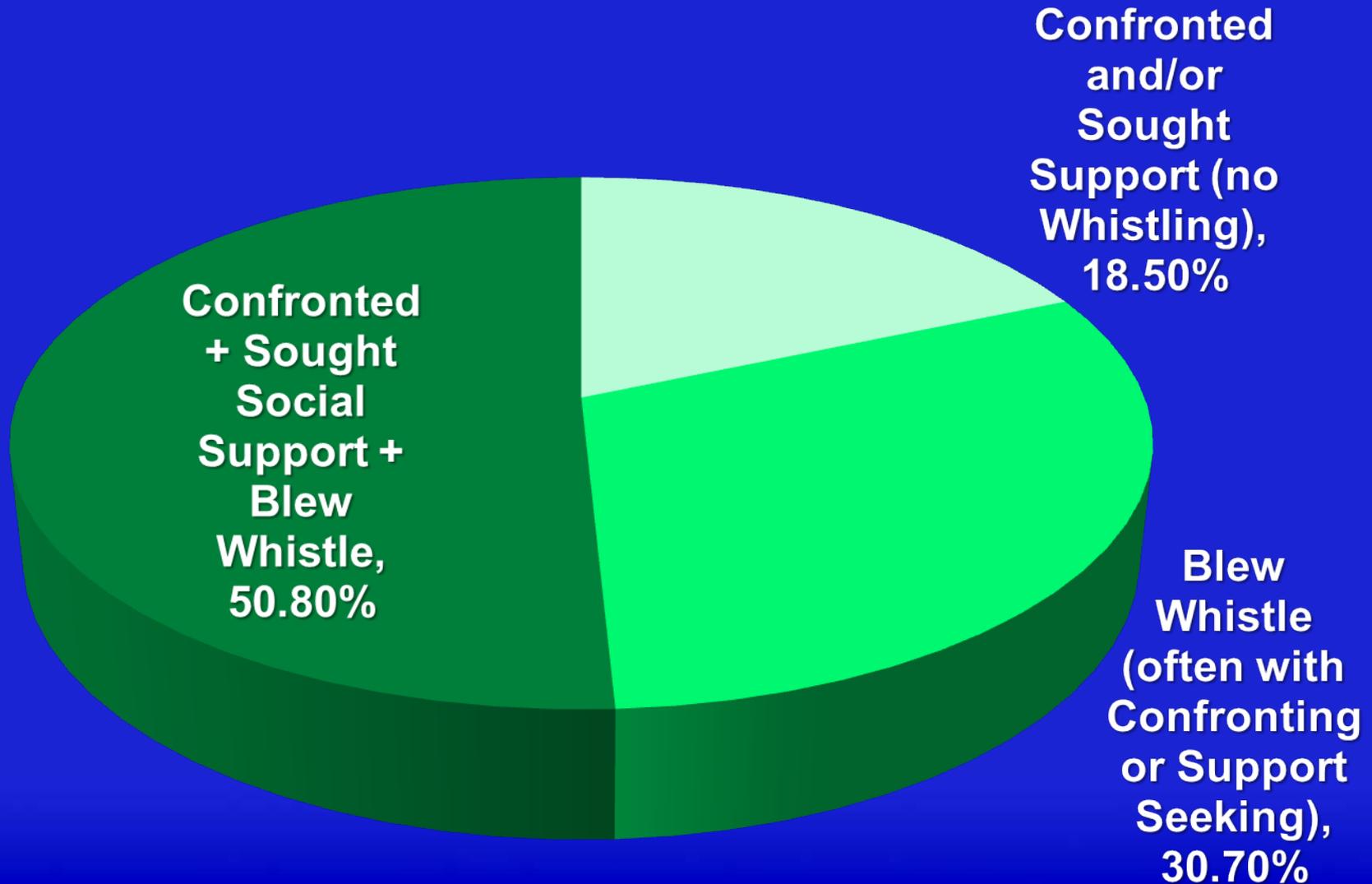
Blamed for the situation.

Considered a “troublemaker.”

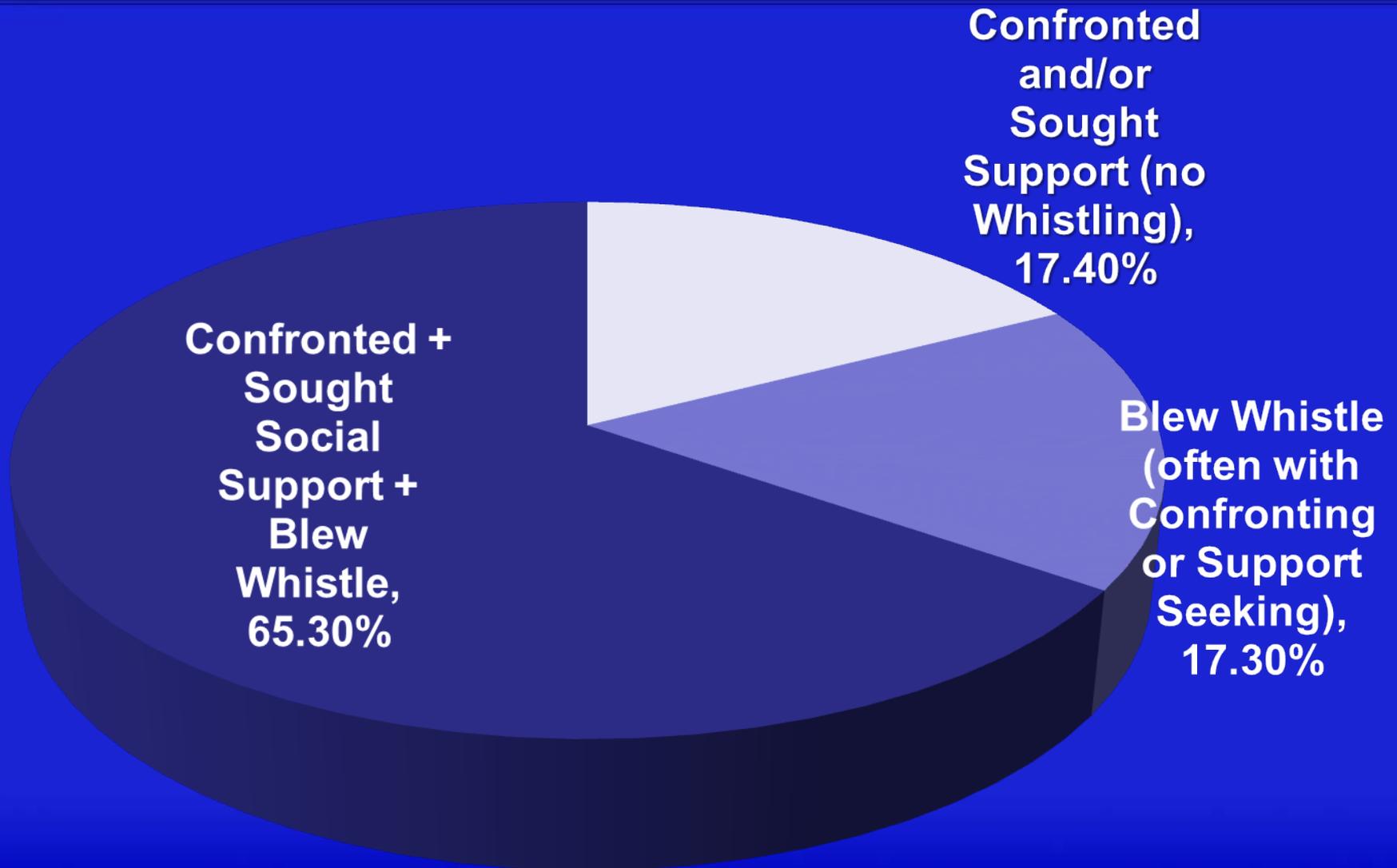
How Prevalent is Retaliation in this Organization?



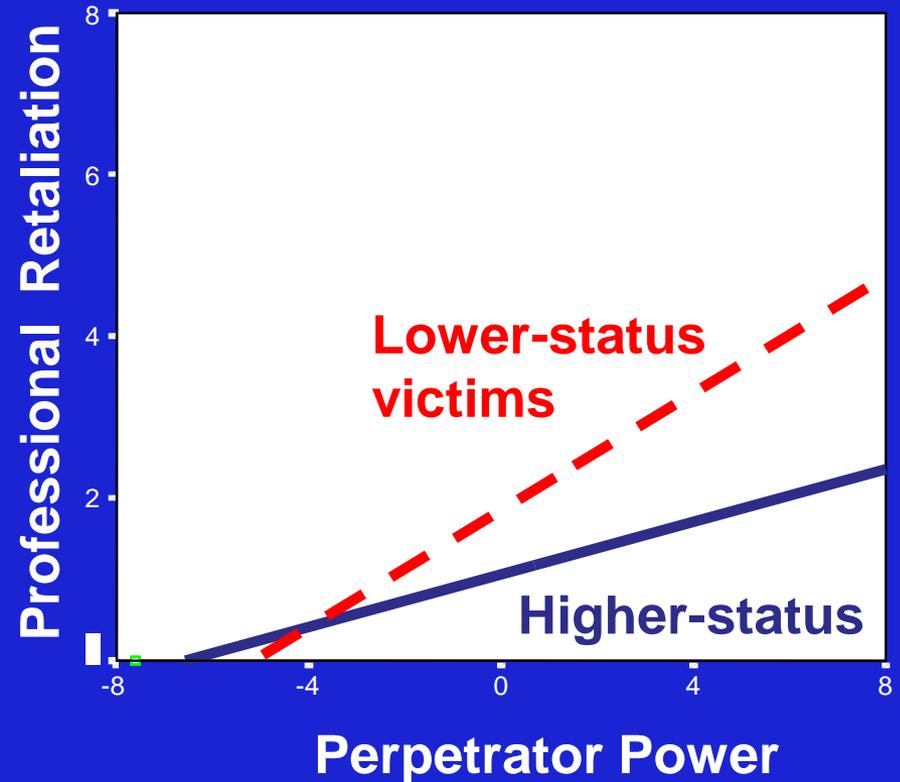
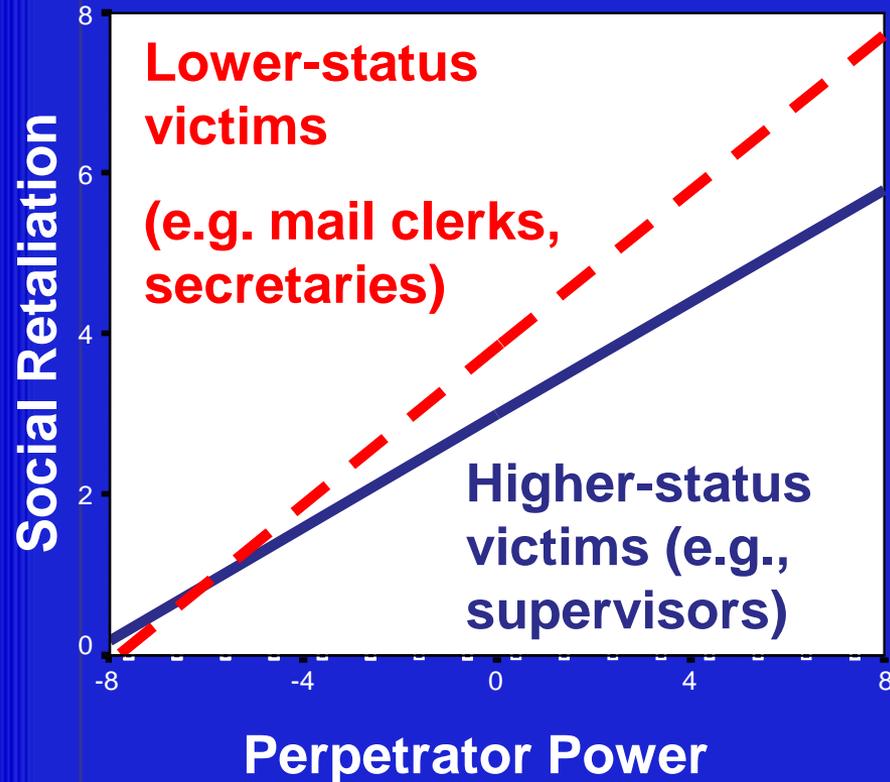
Voicing Behaviors of SOCIAL Retaliation Victims



Behaviors of SOCIAL + PROFESSIONAL Retaliation Victims



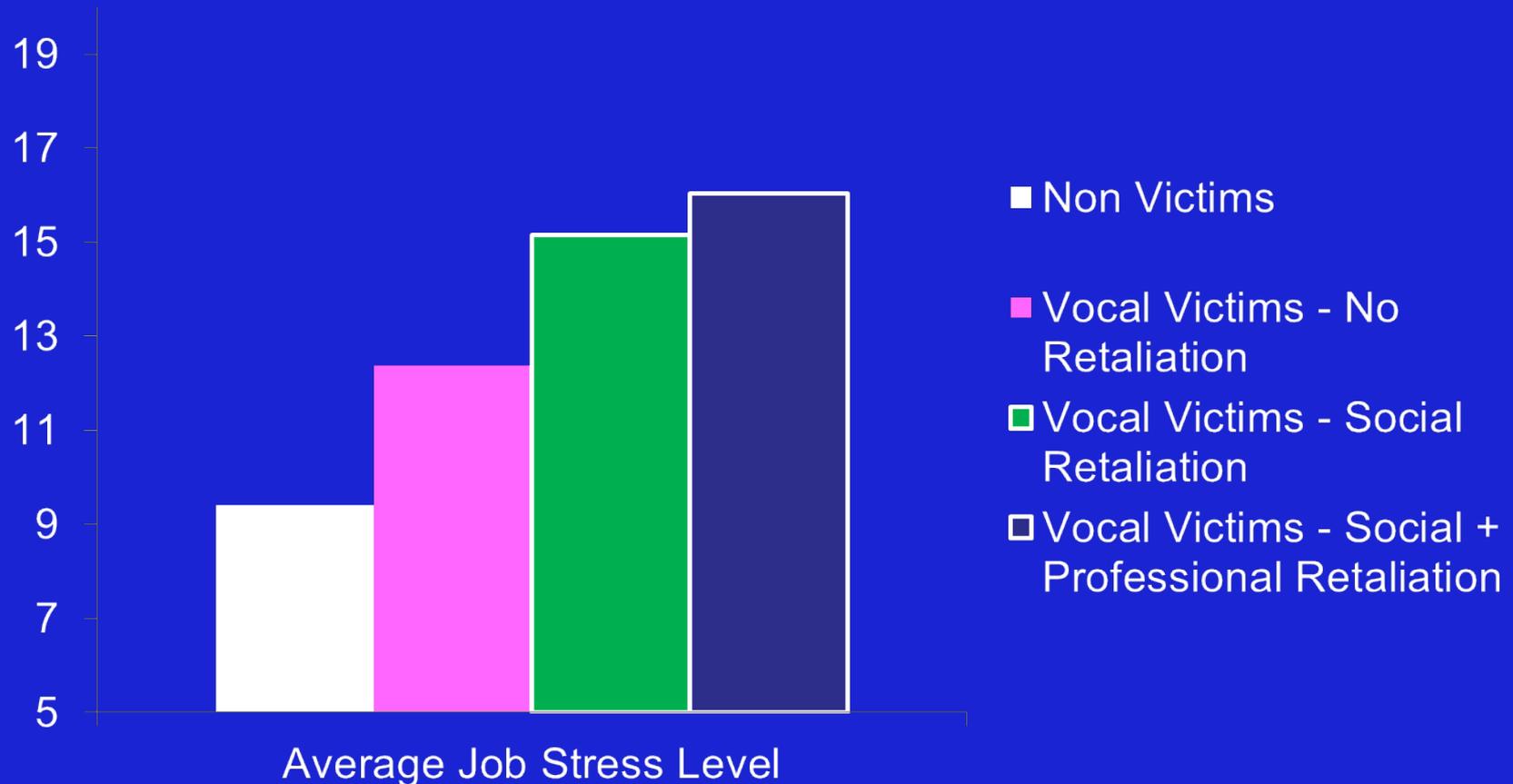
What Increases Risk for Retaliation? Power Disparity



How Does Retaliation Link with Victim Wellbeing?

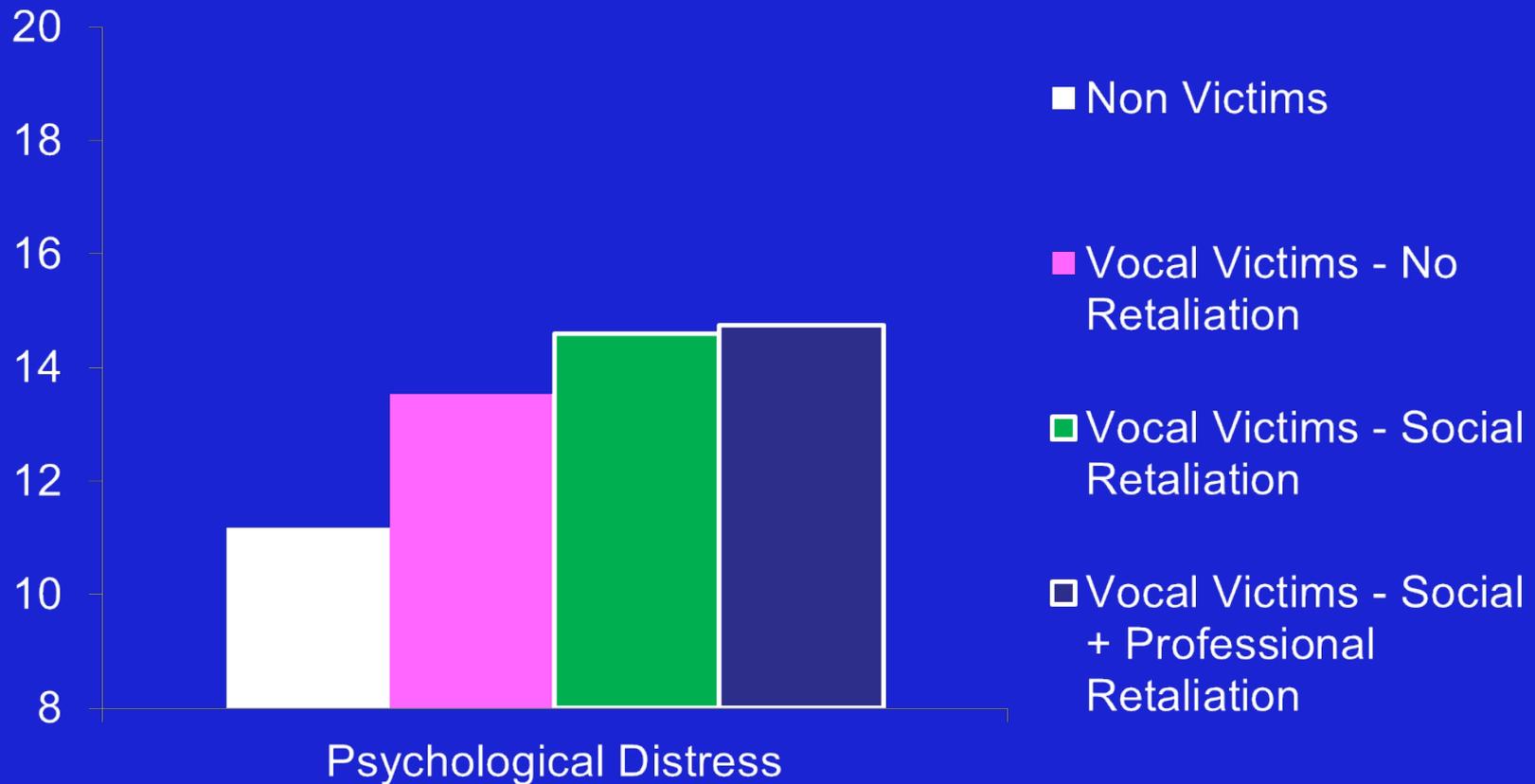
- The more that victims are retaliated against for speaking out, the more they report increases in:
 - Job stress (e.g., is the job in general hectic, tense)
 - Psychological distress (e.g., anxiety, depression)
 - Intent to turnover (thoughts & intentions of quitting)
- And the more they report decreases in:
 - Coworker satisfaction
 - Supervisor satisfaction
 - Work satisfaction

Job Stress Increases with Retaliation



Job stress: significantly higher among all victim groups, compared to non-victims. Among victims, those facing retaliation differ significantly from non-retaliated peers. Social and professional retaliation were equally harmful (no difference in job stress).

Psychological Distress Increases with Retaliation



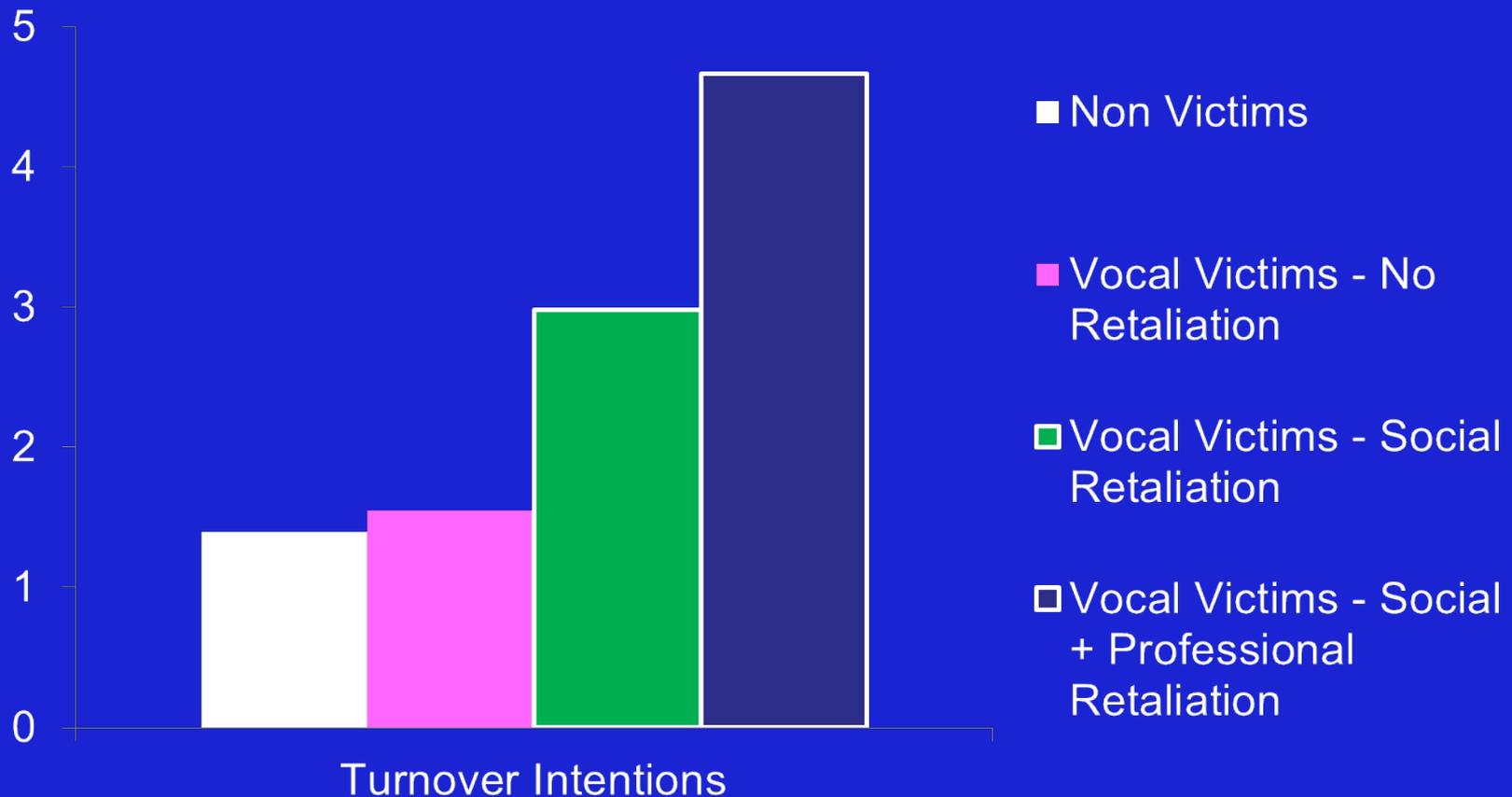
Psychological distress: significantly more symptoms reported by all victim groups, compared to non-victims. No significant differences among the three victimized groups (no retaliation, social retaliation, social + professional retaliation).

Job Satisfaction Decreases with Retaliation



Retaliation victims differ from non-retaliated victims. Combined social + professional retaliation: especially damaging to supervisor and work satisfaction. For work satisfaction: those who voiced, without retaliation, showed no decrement.

Turnover Intentions Increase with Retaliation



Turnover intentions: significantly higher among employees who had been harassed AND retaliated against. Social and professional retaliation differed significantly. Those who voiced, without retaliation, showed no increase in turnover intent.

Summary of Key Findings

- When personnel speak out about victimization, especially from a superior, retaliation often follows
 - Social retaliation: twice as common as professional retaliation
- Retaliation can emerge in the absence of reporting
- Both types of retaliation: significant links to victims' psychological and professional wellbeing