FEARED AND EXPERIENCED RETALIATION FOR SEXUAL MISTREATMENT WHISTLE-BLOWING

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SAMPLE & SURVEY

- 2002 Gender Issues Survey (DMDC)
  - 19,960 usable surveys received
    - approximately equal numbers men & women
    - oversampled women & minorities

  - Following assessment of sexual harassment & assault experiences …
    - Whistle-blowing (supervisor + formal complaint)
    - Feared retaliation
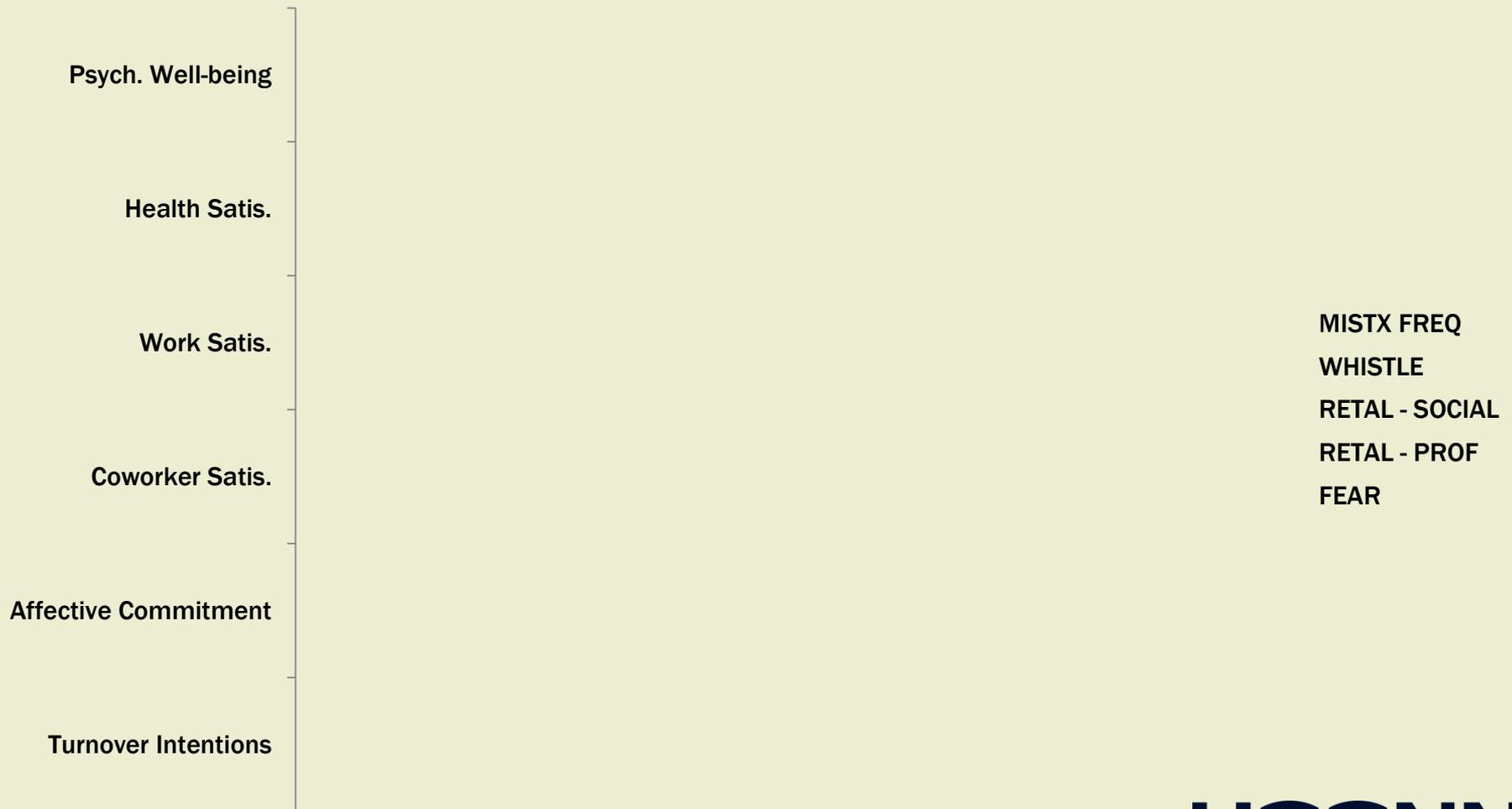   - Actual retaliation

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OPINION #1

- As devastating as retaliation is to targets' psychological, health and work well-being, FEAR of retaliation adds equally, if not more, to the devastation.

- What is FEAR of retaliation?
  - You thought your coworkers would be angry if you reported
  - You thought you would be labeled a troublemaker if you reported
  - You thought your performance evaluation or chance for promotion would suffer if you reported
  - You were afraid of retaliation …
    - from the person(s) who did it
    - from friends/associates of the person(s) who did it
    - or reprisals from your supervisors or chain-of-command

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EFFECTS OF RETALIATION & FEAR
(STANDARDIZED BETA WEIGHTS)

Psych. Well-being

Health Satis.

Work Satis.

Coworker Satis.

Affective Commitment

Turnover Intentions

MISTX FREQ
WHISTLE
RETAL - SOCIAL
RETAL - PROF
FEAR

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Standardized betas allow examination of which predictors have a greater effect on the "outcome" variables .
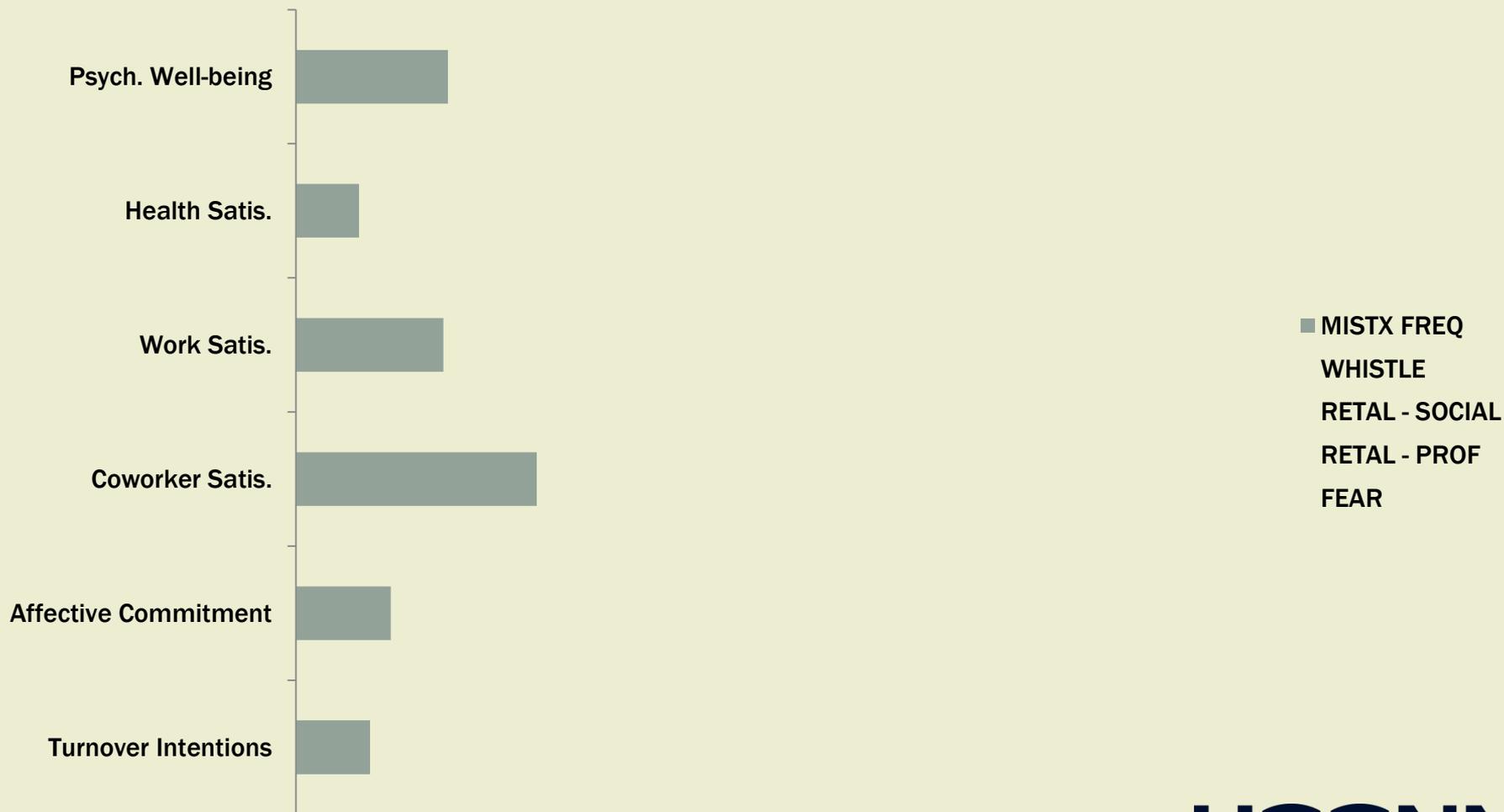
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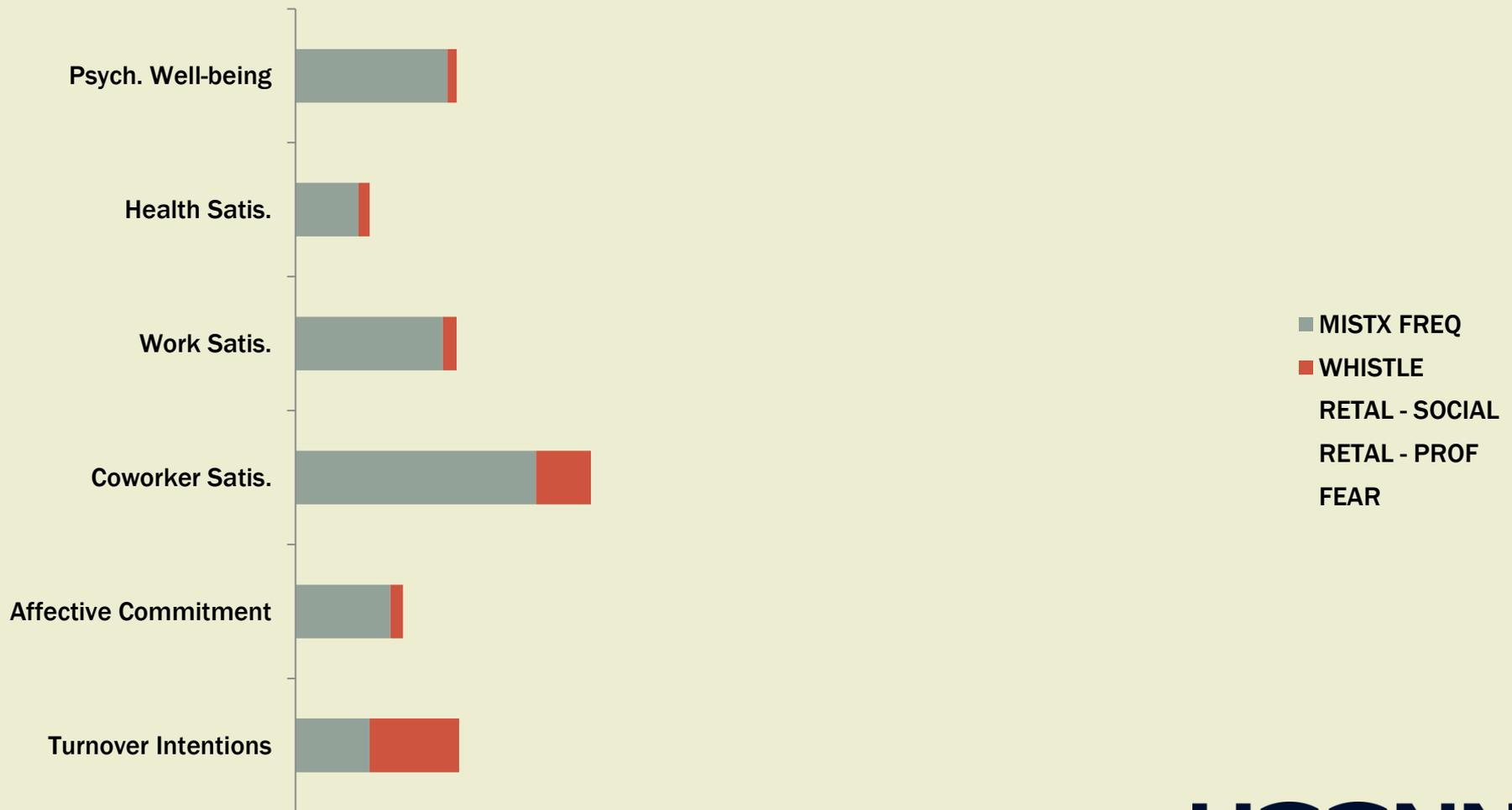
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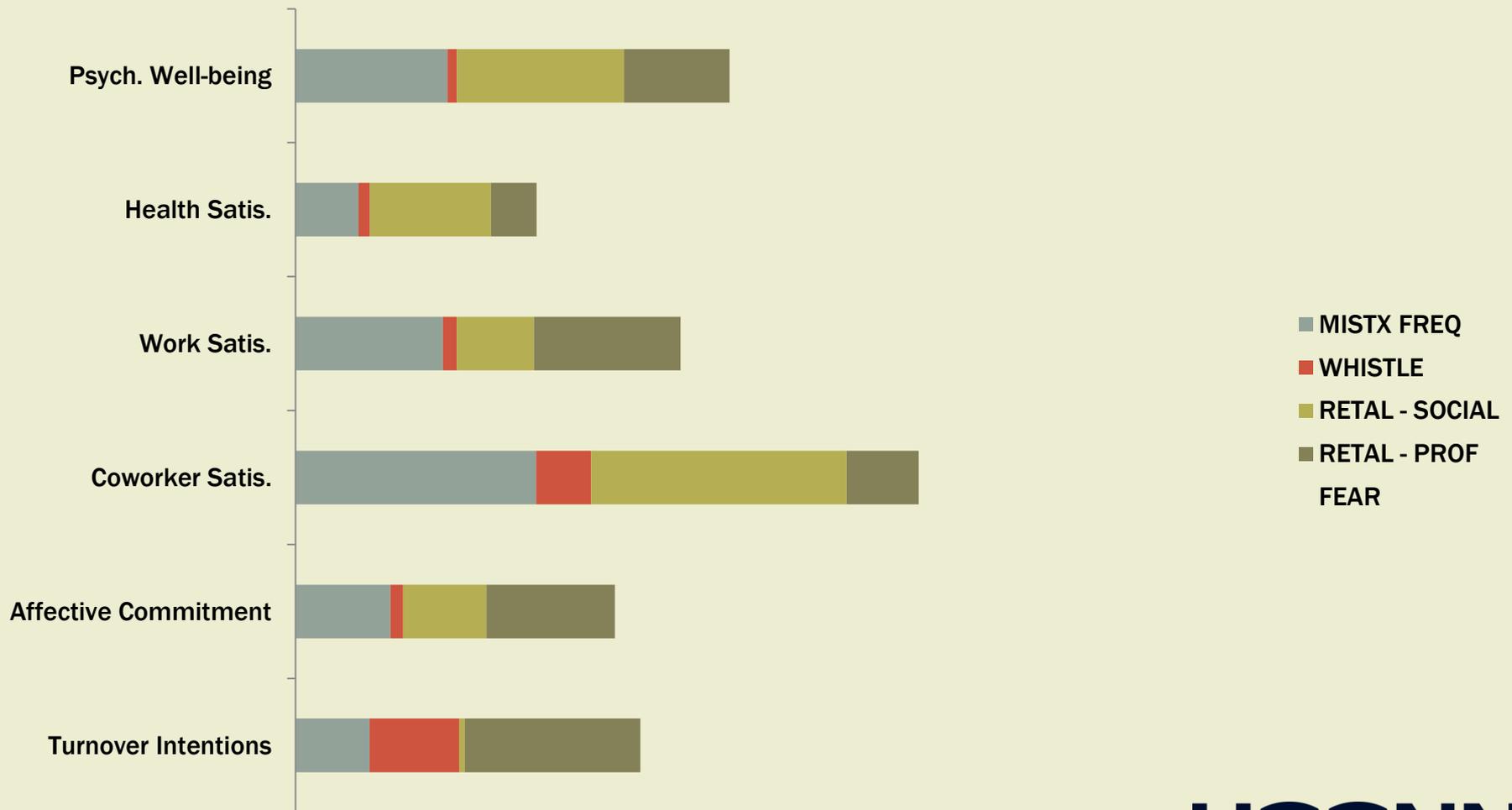
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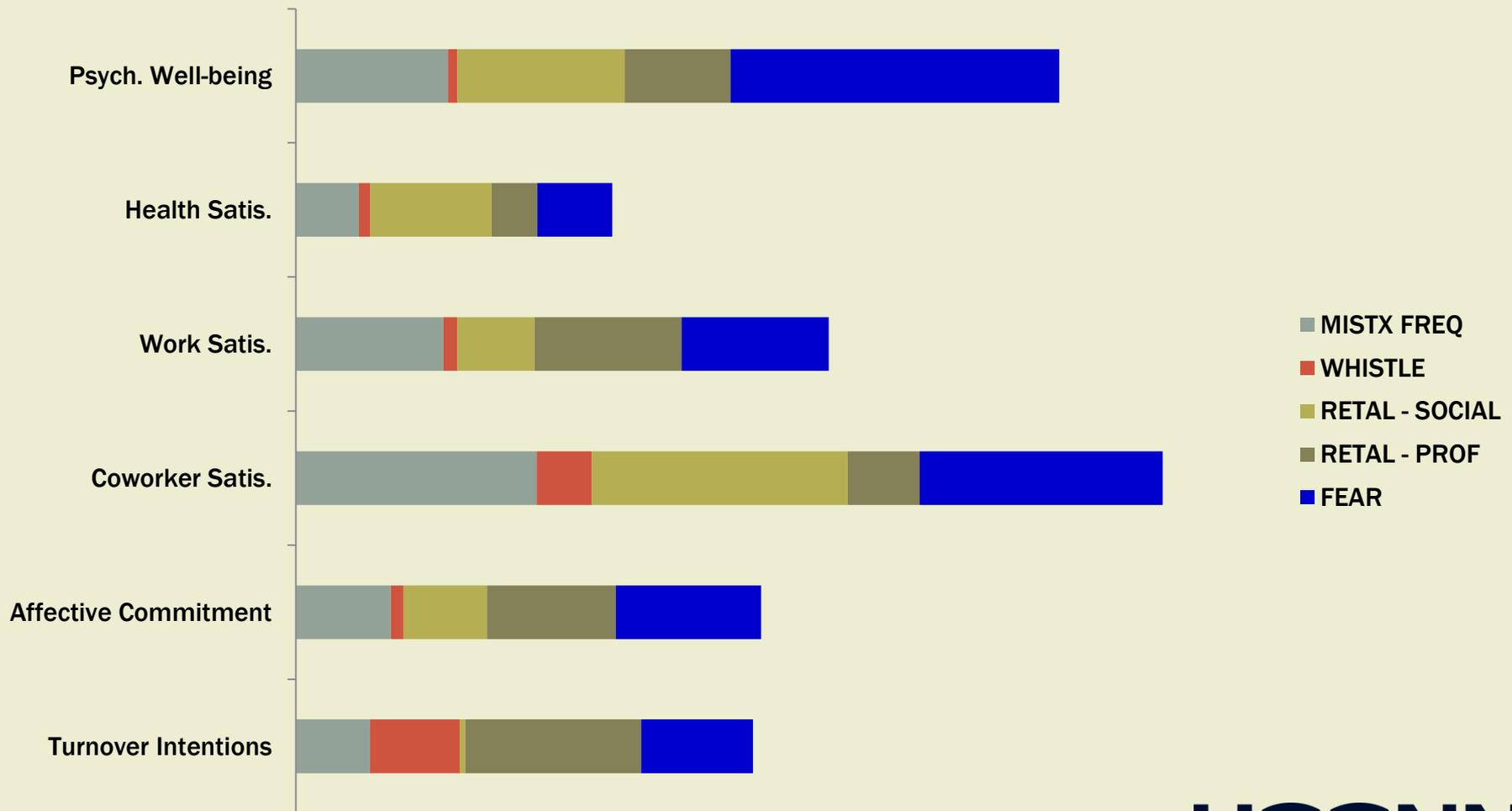
OPINION #2

- Organizational climate has a significant impact on both retaliation and fear of retaliation.

- What is organizational climate?
  - Employees' perceptions of routines (organizational events, practices, and procedures) and rewards (rewarded, supported and expected behaviors)

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PREDICTING RETALIATION & FEAR
(STANDARDIZED BETA WEIGHTS)

	Retaliation	Fear
Whistle-blowing	.235***	.081
Harassment Frequency	.153***	.210***
Harassment Type	.031	.010

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Job Gender Context	-.018	.021
Policy Implementation	.016	-.025
Training Efficacy	-.022	-.012
Tolerance of Harassment	.225***	.287***
Harassment Proactive Leadership	-.004***	.093***

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OPINION #3

- Limited measurement and – mostly – access to DMDC Workplace and Gender Relations data are seriously impeding continued research discovery on retaliation and fear of retaliation for reporting sexual mistreatment in the military.

  - Behavioral assessments of potentially ambiguous experiences are more accurate than "labeled" assessment.
    - "Labeled" assessments very likely underestimate real experiences.
  - Retaliation among confidential items; not released
  - Unit ID

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RECOMMENDATIONS

- Continue working toward establishing a climate intolerant of sexualized mistreatment, emphasizing positive behavioral expectations.

- Advocate for the release of WGR data to assist in the study of retaliation and feared retaliation at the unit level, rather than assuming military-wide effects.

- Remember that organizational climate changes very slowly.

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