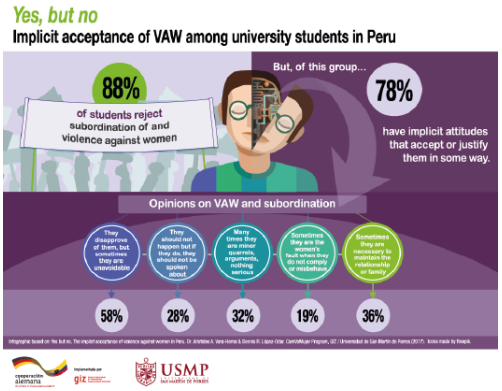
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- Infographic “Yes, but no. Implicit acceptance of violence against women among university students in Peru.”
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Infographic “Yes, but no. Implicit acceptance of violence against women among university students in Peru.”

Infographic “Yes, but no. Implicit acceptance of violence against women among university students in Peru.”



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The cost of violence against women in formal micro-enterprises: the case of Peru

In Latin America, microenterprises and other forms of micro-entrepreneurship account for over 95 % of all business activity and are an important source of employment and livelihoods for millions, especially for women.

Due to their sheer number, the microenterprise is of great interest to both government and the financial sector. Governments view the microenterprises as a source of economic development and thus have designed policies and allocated resources to promote them; and the financial sector has found them to be a profitable market niche, and a source of attractive profits. At the same time, this growth potential is affected by the scourge of violence against women, violence which occurs everywhere, but which causes relatively more damage in developing economies.

Gender violence aggravates poverty across societies, affects economies and destroys businesses, as shown in a number of diverse studies from around the world and those carried out by the Universidad de San Martín de Porres and German Cooperation, implemented by the GIZ, through its Regional ComVoMujer Program. In 2012, ComVoMujer conducted pioneering research in Ecuador to determine the costs of violence against women in relationships (VAW) in microenterprises and micro-entrepreneurship. In addition to being the first national estimate of costs of violence in microenterprises in Latin America, it gave rise to numerous new hypotheses and theories.

Today, three years later, it is possible to estimate the economic impact of violence against women in relationships in formal Peruvian microenterprises. Using primary data and new methodologies, we now have an accurate diagnosis: Peruvian microenterprises lose between 1 982 and 2 417 million dollars a year, as a result of violence against women, or about 1.2 % of the national GDP.

Other significant contributions shown here are the validation of the existence of three scenarios of VAW and the relationship between VAW and empowerment. It has also been shown that subordination or submission of women does as much harm as violence itself, resulting in impoverished resources and capabilities.

In short, this document is born from the connected effort of a work team with wide experience and, of course, the testimony of the 357 women who answered the survey with veracity and trust.



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Executive summary: “Violence against women and its financial consequences for businesses in Peru”

In 2012, 23.24% of paid female workers* in Peru were affected by some form of violence by their partners or ex-partners. As a result of violence against women, 70 million working days per year are being lost, representing a loss of business value added of at least 6,744 million US dollars, equivalent to 3.7% of GDP.



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Factsheet “Violence against Women costs Peruvian Businesses Billions Every Year”

The factsheet provides information on the process of studying the business costs of violence against women in Peru and the significant economic impact of violence against women to the detriment of competitiveness. The study opens a line of research in business sciences in Latin America, which relates productivity, gender and violence from a social responsibility approach.



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Direct and indirect effects of workplace sexual harassment on the productivity of victims and witnesses: The preventive role of equitable management a

This research demonstrates the impact of equitable management as a protective factor against workplace sexual harassment (WSH) and its consequences on labor productivity. It also shows that there are invisible costs for colleagues who witness WSH, through counterproductive behaviors, such as sabotage or production deviance, with an indirect decrease in labor productivity. We used a structured questionnaire that was answered by 827 women from 37 small, medium, and large private companies in the Lima Metropolitan Area, Peru. We designed a conceptual model and tested it using structural covariance equations. We found that equitable management is a preventative factor for WSH. Equitable management not only decreases the probability of the occurrence of WSH by 2.2 times but also—if it exists—reduces its pernicious impact on productivity through various indirect effects. Equitable management can reduce the labor productivity costs caused by WSH by 4.6 times.

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Direct and indirect effects of workplace sexual harassment on the productivity of victims and witnesses: The preventive role of equitable management

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ABSTRACT

This research demonstrates the impact of equitable management as a protective factor against workplace sexual harassment (WSH) and its consequences on labor productivity. It also shows that there are invisible costs for colleagues who witness WSH, through counterproductive behaviors, such as sabotage or production deviances, with an indirect decrease in labor productivity. The study was conducted among employees of companies in the banking, retail, food, mining and large private companies in the Lima Metropolitan Area, Peru. We designed a conceptual model and tested it using structural covariance equations. The results indicate that 33.5 % of women have suffered WSH in the workplace, while 50.1 % have witnessed it. Likewise, 24.5 % and 36 % of women have supported co-workers who were victims of WSH. Being sexually harassed at work decreases labor productivity by 43.6 % and increases the intention to desert the company by 35.2 %. Witnessing WSH increases the intention to sleep out by 31.3 % and increases counterproductive behaviors by 39.6 %. We found that equitable management is a preventive factor for WSH and its consequences, not only for victims but also for witnesses. Ignoring WSH—or at least that also—if it exists—reduces its pernicious impact on productivity through various indirect effects. Equitable management can reduce the labor productivity costs caused by WSH by 4.6 times.

1. Introduction

Workplace sexual harassment (WSH) is one of the most prevalent forms of gender violence at work. A meta-analysis based on 55 probability samples finds that—on average—50 % of women report having experienced potentially harassing behavior, and 24 % report having experienced WSH at work [1]. WSH is not an isolated incident but rather a pattern of behaviors. WSH has three essential dimensions: sexual coercion, which consists of implicit or explicit promises or threats conditioned on "sexual favors"; unwanted sexual attention, which consists of unwanted verbal or physical sexual advances that can be offensive and intimidating; and gender harassment, which involves verbal and non-verbal behaviors that convey hostility, objectification, exclusion, or subordinate status based on gender [2].

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Preventing Workplace Sexual Harassment and Productivity Loss during Crisis Periods: The Protective Role of Equitable Management

This study examines the role of equitable management in preventing sexual harassment in the workplace and a loss of productivity during periods of crisis due to natural or social disasters. A structured survey of 445 women from 76 companies in five regions of northern Peru and a structural equation analysis show that companies that implement equitable management can mitigate the adverse effects of social conflicts and natural disasters. These findings indicate that equitable management is inversely related to counterproductive behaviors ($\beta = -0.259$, $p < 0.001$), sexual harassment at work ($\beta = -0.349$, $p < 0.001$), and turnover intention ($\beta = -0.527$, $p < 0.001$) and is positively associated with organizational citizenship behaviors ($\beta = 0.204$, $p < 0.001$) and psychological empowerment ($\beta = 0.240$, $p < 0.001$). Social conflicts and natural disasters, on the other hand, increase workplace sexual harassment ($\beta = 0.244$, $p = 0.027$) and intention to quit ($\beta = 0.252$, $p < 0.001$) and have a considerable impact on the loss of work productivity ($\beta = 0.662$, $p < 0.001$). However, in companies with fairer and more equitable management, this impact is much smaller and mitigated by these good practices. This suggests that equitable management protects against and prevents sexual harassment at work. In addition, it acts as a mechanism that enhances organizational citizenship behaviors and attitudes in the workplace which remain even in adverse external environments. This is an effective tool and strategy for maintaining productivity and organizational resilience in difficult times.

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Preventing Workplace Sexual Harassment and Productivity Loss during Crisis Periods: The Protective Role of Equitable Management

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Keywords: equitable management; sexual harassment at work; labor productivity; social conflicts; and natural disasters; female workers

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1. Introduction

In the workplace, critical events such as health epidemics, social conflicts, and natural disasters present challenges that can be devastating to the survival of companies [1]. Among the most frequent problems are the loss of productivity, the increase in absenteeism, turnover intentions, and the emergence of disruptive behaviors, including workplace sexual harassment and other counterproductive behaviors. In response to these crises, many organizations may be tempted to scale back preventive measures against gender-based violence, focusing on the immediate survival of the business. While this strategy may seem pragmatic in the short term, evidence does not support its long-term effectiveness.

In November 2022, Peru began to experience a series of social conflicts that developed into a social crisis. Initially, a self-coup d'état was ordered by former President Pedro Castillo. Then, the population demanded changes in the political constitution, requested the resignation of President Dina Boluarte, and requested the release of Pedro Castillo from imprisonment [2]. Additionally, the arrival of Cyclone Yaku in March 2023 and

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Are Companies Committed to Preventing Gender Violence against Women? The Role of the Manager’s Implicit Resistance

This study aims to provide evidence that managers’ commitment towards preventing gender violence against women is affected by implicit resistance from the patriarchal culture. A structured questionnaire was given to 673 managers of 243 small, medium, and large private companies in Metropolitan Lima, Peru. We design and test a conceptual model using covariance-based structural equation modeling. Even though 90.3% of managers report being committed to and in favor of preventing gender violence in companies, 48.6% have intense implicit resistance against it. In general, 3 out of 4 managers do not believe in violence against women because they consider it “biased”, and think that policies should only talk about family or partner violence. In addition, 2 out of 4 believe that equality policies have “hidden interests” that generate mistrust. The structural equations show that implicit resistance, directly and indirectly, decreases managers’ commitment and actions towards preventing gender violence in organizations. Gender biases, irrational beliefs about sexual violence, and a lack of appreciation of gender equality strongly predict these resistances. Business involvement in the prevention of gender violence is a more complex process than expected, requiring a reinforced strategy aimed at overcoming managers’ implicit resistance.

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Are Companies Committed to Preventing Gender Violence against Women? The Role of the Manager's Implicit Resistance

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Abstract: This study aims to provide evidence that managers' commitment towards preventing gender violence against women is affected by implicit resistance from the patriarchal culture. A structural questionnaire was given to 671 managers of 243 small, medium, and large private companies in Metropolitan Lima, Peru. We design and test a conceptual model using covariance-based structural equation modeling. Even though 90.3% of managers report being committed to and in favor of preventing gender violence, 3 out of 4 show implicit resistance: they consider it "logical", 3 out of 4 agree that it is not serious in order to punish someone, 2 out of 3 find it "logical", and think that policies should only talk about family or partner violence. In addition, 2 out of 4 believe that equality policies have "hidden interests" that generate mistrust. The structural equations show that implicit resistance, directly and indirectly, decreases managers' commitment and actions towards preventing gender violence in organizations. Gender biases, irrational beliefs about sexual violence, and a lack of appreciation of gender equality strongly predict these resistances. Business involvement in the prevention of gender violence is a more complex process than expected, requiring a reinforced strategy aimed at overcoming managers' implicit resistance.

Keywords: managers; companies; gender; implicit resistance; prevention; violence; women

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1. Introduction

Gender-based violence against women (VAW) is one of the world's most chronic and prevalent manifestations of gender-based violence. Global estimates report that at least 27 out of every 100 women have been physically or sexually assaulted by their partners or former partners at least once in their relationship (Sardinha et al. 2022). Due to the extent of the problem and its impact on development, the prevention of VAW has become a sustainable development goal. Specifically, target 5.2 calls to "eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation", and 5.3 aims to "eliminate all harmful practices, such as child, early and forced marriage and female genital mutilation" (United Nations 2015). It is understood that without the elimination of gender violence and the promotion of gender equality, sustainable development will not be possible. In this context, the International Labor Organization (ILO 2019) calls on companies to join prevention efforts, urging them to create safe spaces free of violence for their workers (Convention 190 and Recommendation 206). The private sector, in effect, is a powerful ally in preventing gender violence. Because companies have resources, power, and influence over their staff, there is increasing interest in involving them.

Based on the literature review, this study proposes a model. Applying the Maguire and Rinfret (2021) model, companies can have three motivations for becoming involved in prevention: value-focused, performance-focused, and stakeholder-focused. 1. Value-driven motivations suggest that a company's ethical or moral commitments might compel its leaders to engage in GBV prevention. This is based on the notion that corporations are not simply legal or economic entities but also moral communities. Many managers believe that human suffering must be prevented, so these ethical standards

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