

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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Abstract: This study examines the role of equitable management in preventing sexual harassment in the workplace and how it impacts the ability of organizations to recover from a crisis. A structural survey of 400 women from 70 companies in the regions northern Peru and a conceptual model of the relationships between equitable management, organizational justice, and organizational commitment were tested. The findings indicate that equitable management is strongly related to organizational justice ($\beta = 0.228, p < 0.001$), social desirability ($\beta = 0.196, p < 0.001$), and organizational commitment ($\beta = 0.022, p < 0.001$), and is positively associated with organizational citizenship behaviors ($\beta = 0.228, p < 0.001$) and psychological empowerment ($\beta = 0.228, p < 0.001$). Social desirability and organizational commitment also have a significant impact on the level of work productivity ($\beta = 0.042, p < 0.001$). However, it was not a significant impact on the level of work productivity ($\beta = 0.042, p < 0.001$). However, it was not a significant impact on the level of work productivity ($\beta = 0.042, p < 0.001$). However, it was not a significant impact on the level of work productivity ($\beta = 0.042, p < 0.001$).

Keywords: equitable management; sexual harassment at work; labor productivity; social desirability; and organizational citizenship behaviors

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]. These challenges can lead to organizational crises, which can have a significant impact on the organization's ability to recover from a crisis [2].

Equitable management is the management of organizational justice, including equitable work environment and other organizational behaviors. Its objective is to ensure that all employees are treated fairly and that their needs are met. Equitable management is a key factor in preventing sexual harassment in the workplace and in promoting organizational justice, social desirability, and organizational commitment. This is an effective tool and strategy for maintaining productivity and organizational resilience in crisis times.

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