ADDRESSING THE HARM OF WORKPLACE SEXUAL HARASSMENT:

INSTITUTIONAL COURAGE BUFFERS AGAINST INSTITUTIONAL BETRAYAL

by

ALEC M. SMIDT

A DISSERTATION

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DISSERTATION APPROVAL PAGE

Student: Alec M. Smidt

Title: Addressing the Harm of Workplace Sexual Harassment: Institutional Courage Buffers Against Institutional Betrayal

This dissertation has been accepted and approved in partial fulfillment of the requirements for the Doctor of Philosophy degree in the Department of Psychology by:

Jennifer J. Freyd	Chairperson
Maureen Zalewski	Core Member
Nicholas B. Allen	Core Member
Jeffrey Todahl	Institutional Representative

and

Janet Woodruff-Borden	Vice Provost and Dean of the Graduate School

Original approval signatures are on file with the University of Oregon Graduate School.

Degree awarded June 2020

DISSERTATION ABSTRACT

Alec M. Smidt

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Workplace sexual harassment is associated with negative psychological and physical outcomes. Recent research suggests that harmful institutional responses to reports of wrongdoing– called *institutional betrayal* – are associated with additional psychological and physical harm. It has been theorized that supportive responses and an institutional climate characterized by transparency and proactiveness – called *institutional courage* – may buffer against these negative effects.

The current study examined the association of institutional betrayal and institutional courage with employee workplace outcomes and psychological and physical health. Adults who were employed full-time for at least six months were recruited through Amazon's Mechanical Turk platform. Data were analyzed using 805 participants who completed online survey instruments and an experiment. We used existing survey instruments, developed the Institutional Courage Questionnaire-Climate to assess institutional courage at the climate level, and developed the Institutional Courage Questionnaire-Specific to assess individual experiences of institutional courage within the context of workplace sexual harassment. We also replicated and extended of Gündemir, Does, and Shih's (2018) experiment by 1) examining two new conditions with specific types of institutional courage and 2) examining trust in management.

The primary findings of this research were:

(1) Institutional courage at the climate level was associated with better employee workplace outcomes, including job satisfaction and organizational commitment.

(2) Of participants who experienced workplace sexual harassment, nearly 55% also experienced institutional betrayal and 76% also experienced institutional courage. Institutional betrayal was associated with decreased job satisfaction and organizational commitment and increased somatic symptoms. Institutional courage was associated with the reverse. Furthermore, institutional courage appears to attenuate negative outcomes.

(3) Institutions appear to benefit reputationally from responses to workplace sexual harassment that are characterized by institutional courage, including reductions in perceived gender bias and increases in trust in management compared to responses characterized by institutional betrayal.

Overall, our results suggest that institutional courage is important at multiple levels in organizations – both at the climate level and following workplace sexual harassment. These results are in line with previous research on institutional betrayal, may inform policies and procedures related to workplace sexual harassment, and provide a starting point for research on institutional courage.

CURRICULUM VITAE

NAME OF AUTHOR: Alec M. Smidt

GRADUATE AND UNDERGRADUATE SCHOOLS ATTENDED:

University of Oregon, Eugene, Oregon
University of Dayton, Dayton, Ohio

DEGREES AWARDED:

Doctor of Philosophy, Clinical Psychology, 2020, University of Oregon
Master of Science, Clinical Psychology, 2014, University of Oregon
Bachelor of Arts, Psychology, Sociology, & Women's and Gender Studies, 2013, University of Dayton

AREAS OF SPECIAL INTEREST:

Clinical Psychology
Betrayal Trauma
Interpersonal Trauma
Institutional Betrayal
Institutional Courage
Sexual Harassment
Sexual Violence

PROFESSIONAL EXPERIENCE:

Predoctoral Psychology Fellow, Doctoral Internship Program in Clinical and Community Psychology, Yale University School of Medicine, 2019-2020

Editorial Assistant, *Journal of Trauma & Dissociation,* 2016-Present

Special Issue Guest Editor, *Journal of Trauma & Dissociation*, "Trauma, advocacy, and social movements," 2018-Present

Group Leader/Co-Leader, Dialectical Behavior Therapy Skills Group, START Laboratory, University of Oregon, 2017-2019

Graduate Teaching Fellow, Department of Psychology, University of Oregon, 2013-2019

Doctoral Student Therapist , University of Oregon Psychology Clinic, 2014-2018

Special Issue Guest Editor, *Journal of Trauma & Dissociation*, "Sexuality and trauma: Intersections between sexual orientation, sexual functioning, and sexual health and traumatic events," 2015-2018

Project Coordinator, Department of Psychology, University of Dayton, 2011-2013

GRANTS, AWARDS, AND HONORS:

Committee for an Inclusive Community Award, Department of Psychology, University of Oregon, 2019

Graduate Education Committee Travel Award, Department of Psychology, University of Oregon

Richard P. Kluft Award for the Best Article of 2016 in the *Journal of Trauma & Dissociation*, 2017

Promising Scholar Award, University of Oregon Graduate School, 2013

Dean Leonard A. Mann, S.M., Award of Excellence to the Outstanding Senior in the College of Arts and Sciences for 2013, University of Dayton, 2013

Rev. Raymond Roesch Award of Excellence to the Outstanding Student in the Department of Psychology, University of Dayton, 2013

Dr. Thomas Versic Memorial Scholarship, University of Dayton, 2013

University of Dayton President's Merit Scholarship, 2013

PUBLICATIONS:

Smidt, A. M., Rosenthal, M. N., Smith, C. P., & Freyd, J. J. (2019). Out and in Harm's Way: Sexual Minority Students' Psychological and Physical Health after Institutional Betrayal and Sexual Assault. Journal of Child Sexual Abuse, 1–15. https://doi.org/10/gfwr89

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CHAPTER I

INTRODUCTION

The recent emergence of the #MeToo movement has underscored the pervasiveness and harm of sexual harassment and related workplace misconduct. Although public awareness of these issues has recently exploded, brave individuals (e.g. Anita Hill) have many times raised the issue, and researchers have for decades investigated workplace sexual harassment, with some characterizing it as, "still the last great open secret" (Fitzgerald, 2017, p. 483). This change in public discourse appears to demonstrate a greater willingness to listen to those who have experienced these harms. A significant percentage of employees experience sexual harassment in the workplace, with women bearing the brunt of victimization (estimates between nearly 50% to 75% for women, and nearly 15% to 30% for men; McDonald, 2012; Rospenda, Richman, & Shannon, 2009). Sexual harassment is not without costs, affecting employees' psychological and physical health (Chan, Chow, Lam, & Cheung, 2008). These costs also include employee workplace outcomes such as job satisfaction and commitment to one's employer (Willness, Steel, & Lee, 2007). Several studies have examined how deliberate or negligently harmful responses to the disclosure of these types of events – called institutional betrayal – can exacerbate the harm of the event itself (Smith & Freyd, 2013, 2017); in other words, it's not only about what happens, it's also about what happens next. This dissertation will examine how institutional betrayal, as well as institutional courage – positive, supportive responses – in the context of workplace sexual harassment affect employees' psychological and physical health and workplace-related outcomes.

Institutional betrayal: from betrayal trauma theory to current research

Before approaching the concept of institutional courage and how it may apply to sexual harassment, an understanding of institutional betrayal is necessary. The concept of institutional betrayal arose out of over 20 years of research on betrayal trauma and betrayal trauma theory (Freyd, 1996). Betrayal trauma theory posits that trauma perpetrated by an individual's close and trusted other will be less available to awareness and memory (betrayal blindness) while also being more impactful, as well as resulting in more negative outcomes than trauma perpetrated by someone unknown to the individual (Freyd, 1996). Close and trusted others can include caregivers, family members, intimate partners, and other individuals on whom the victim depends for resources, support, and, in some cases, survival. A number of studies on betrayal trauma theory have found that, indeed, trauma perpetrated by a close and trusted other is associated with greater unawareness and more negative psychological (posttraumatic stress, hallucinations, depression) and physical health (number of physical illnesses, sick days) outcomes compared to trauma perpetrated by someone unknown to the victim (Freyd, Klest, & Allard, 2005; Goldsmith, Freyd, & DePrince, 2009, 2012; Gómez, Kaehler, & Freyd, 2014).

As with interpersonal betrayal trauma where there exists a relationship marked by trust and dependence, so too is there a relationship between individuals and the institutions (such as educational institutions, the military, and organized religion) on whom they depend for resources, support, protection, and at times survival. Institutional betrayal occurs when institutions intentionally or negligently harm their members, breaching this relationship of trust and dependence. The term institutional betrayal was

first offered by Freyd in a 2008 presentation (Freyd, 2008) and used in print by Platt, Barton, and Freyd (2009). In their 2009 chapter, Platt and colleagues discussed institutional betrayal in the context of domestic violence, describing how systems (such as law enforcement or the child welfare system) may unintentionally or intentionally betray victims who depend on them for protection. The first systematic investigation of institutional betrayal was by Smith and Freyd (2013), who examined responses to sexual assault on college campuses. Smith and Freyd (2013) found that approximately 45% of women who experienced sexual assault also experienced institutional betrayal. Experiencing institutional betrayal was associated with greater anxiety, dissociation, and sexual problems compared to individuals who had not experienced institutional betrayal. Several other studies have since examined institutional betrayal using samples of university students. In two investigations of sexual violence and institutional betrayal, sexual minority individuals were found to experience institutional betrayal at significantly greater rates – 1.67 times the risk in one study (Smidt, Rosenthal, Smith, & Freyd, 2019) – than their heterosexual counterparts (Smidt et al., 2019; Smith, Cunningham, & Freyd, 2016). Wright, Smith, and Freyd (2017) found that over one-third of undergraduates who participated in a study-abroad program reported institutional betrayal, which was associated with more severe posttraumatic symptoms. In a study specifically examining physical health and dissociation, Smith and Freyd (2017) found that participants who reported institutional betrayal following interpersonal trauma (50%) reported more physical health problems and dissociation compared to individuals who did not experience institutional betrayal.

Institutional betrayal has also been studied in several other contexts. In a study of United States military veterans, Monteith et al. (2016) found that female veterans who experienced military sexual trauma and subsequent institutional betrayal had more severe negative psychological outcomes, including a greater probability of attempting suicide, as compared with veterans who experienced military sexual trauma without subsequent institutional betrayal. Institutional betrayal has also been studied in the context of healthcare systems. In the Canadian healthcare system, Tamaian, Klest, and Mutschler (2017) qualitatively examined institutional betrayal at multiple levels, including provider-level betrayal and systemic factors which may lead to such harm. In a follow-up quantitative study, Tamaian and Klest (2018) found that institutional betrayal was associated with poorer mental health outcomes, and that racial minorities were more likely to experience institutional betrayal. Similarly, Smith (2017) found, in a study of the United States healthcare system, that over 60% of individuals experienced institutional betrayal, which was associated with greater disengagement from (including utilization) and trust in healthcare services and institutions.

Workplace sexual harassment and institutional betrayal

The growing body of work on institutional betrayal has provided an important lens through which to examine trauma of various types that occurs in a number of different contexts. However, research thus far on institutional betrayal has not examined workplace sexual harassment. Sexual harassment, like other types of traumatic experiences with which institutional betrayal has been associated, is as mentioned relatively common (estimates between nearly 50% to 75% for women, and nearly 15% to 30% for men), is more likely to be experienced by women, and is associated with a

number of negative psychological and physical outcomes (Chan et al., 2008; McDonald, 2012; Rospenda et al., 2009). As in Smith's (2017) study on the US healthcare system that found institutional betrayal exacerbates institutional disengagement and mistrust following negative healthcare experiences, and in Tamaian and colleagues' (2017) investigation that found institutional betrayal occurs at multiple levels in the Canadian healthcare system, so too does workplace sexual harassment affect employee and workplace outcomes at multiple levels. At the micro, employee level, workplace sexual harassment is associated with lower overall job satisfaction, lower satisfaction with co-workers and supervisors, and lower life satisfaction (Chan et al., 2008; Willness et al., 2007). At the macro, institutional level, workplace sexual harassment is associated with decreased employee organizational commitment and greater withdrawal from workplace duties, among others (Chan et al., 2008; Willness et al., 2007)[1].

There has been some previous research directly investigating institutional contextual factors and workplace sexual harassment. Hulin, Fitzgerald, & Drasgow (1996) found that a climate of organizational tolerance for sexual harassment (i.e., an environment that does not take seriously reports of harassment, may retaliate against victims, etc.) was predictive of the incidence rate of sexual harassment, as well as the incidence rate of the associated negative psychological outcomes. Fitzgerald and colleagues (1997) also found links between this climate of tolerance and workplace outcomes, such as work withdrawal and organizational commitment. Examining institutional betrayal and

[1] Arguably, the effects from phenomena on one level could and likely do affect phenomena on another level (i.e., a "spill over" effect). However, it is useful to conceptualize, as did Tamaian, Klest, & Mutschler (2017), that institutional betrayal occurs and affects multiple levels within a system.

institutional courage in the context of workplace sexual harassment, then, will add to and extend this existing literature.

A need for institutional courage

Clearly, experiences of institutional betrayal are associated with harm and are not rare occurrences, as the aforementioned existing studies have found an incidence rate of between 35% and 66%. Previous research on institutional betrayal suggests that institutions often respond negatively to reports of harm or misconduct, and these types of responses are harmful to members of their institutions. It is the next logical step, then, to investigate how and if there are institutional behaviors that may a) replace institutional betrayal and/or b) counter the effects of institutional betrayal. We call these types of institutional behaviors *institutional courage* (Freyd, 2014), and they are the "antidote" to institutional betrayal. Institutional courage is "accountability, transparency, actively seeking justice, and making reparations where needed" (Smidt & Freyd, 2018, p.4).

Freyd (2018) first articulated the "principles" of institutional courage, which include institutional behaviors such as supportively responding to victims and whistleblowers, engaging in self-study, and a culture of transparency at all levels. Smidt and Freyd (2018) noted that as betrayal occurs at multiple levels (interpersonal and institutional), so too can courage occur at both the interpersonal and institutional level. Taken together, this suggests a need to investigate both 1) institutional courage at a broad, climate level, and 2) institutional courage following individual incidents of sexual harassment. Previous research appears to support a focus on the broad, institutional climate; an institution's climate surrounding sexual harassment is associated with a greater incidence of sexual harassment and poorer outcomes for employees (Fitzgerald et

al., 1997; Hulin et al., 1996). Additionally, Williams, Fitzgerald, and Drasgow (1999) found that the implementation of policies (including enforcement of policies and procedures to reduce or respond to sexual harassment) were more predictive of harassment incidence rates and employee outcomes compared to education about sexual harassment or resources for victims. With respect to institutional courage at the individual incident level, our prior research on institutional betrayal clearly demonstrates the impact that an institutional response has on individuals who report harm (Smidt et al., 2019; Smith et al., 2016; Smith & Freyd, 2013, 2017).

The Current Study

The current study will add to existing work on institutional betrayal in at least two ways. First, we will examine an additional context where institutional betrayal is likely present: workplace sexual harassment. Second, this study will be the first to measure and systematically examine the concept of institutional courage. The current study has the potential to inform institutional behavior with respect to workplace sexual harassment, such that institutions foster cultures marked by institutional courage rather than institutional betrayal. The central hypotheses of this study are as follows:

1) Institutional courage at the institutional climate level will be associated with more positive employee workplace outcomes compared to institutions where institutional courage is not present.
2) Institutional courage at the individual level (i.e., following an experience of workplace sexual harassment) will be associated with more positive employee workplace, psychological, and physical health outcomes compared to institutional betrayal responses.

3) Institutions that respond to claims of sexual harassment with institutional courage will be more positively appraised compared to institutions that respond with institutional betrayal or provide no response at all.

As stated earlier, examining institutional courage and institutional betrayal in the context of workplace sexual harassment has the potential to inform institutional/organizational behavior with respect to workplace sexual harassment. The consequences of workplace sexual harassment are multilevel; at the micro-level, employees, often women, are subjected to harassment that is associated with a variety of negative psychological, physical, and workplace outcomes (Chan et al., 2008; Willness et al., 2007). At the macro-level, organizations may operate less efficiently and may lose effective and essential (female) employees as a result of sexual harassment (McDonald, 2012; Willness et al., 2007). Institutional betrayal research thus far has demonstrated in a variety of contexts the effects of an intentionally or negligently unsupportive or retaliatory response. Clearly, the *type* of response is important. What is missing from the existing theoretical framework and empirical research on institutional behavior is an examination of how supportive and validating responses affect individual and organizational outcomes. The current study fills that gap by examining not only these types of supportive, validating responses – institutional courage – at the individual, micro level, but also how an institutional structure at the macro-level, characterized by institutional courage can impact organizational outcomes. In doing so, we aim to help institutions behave in ways that will benefit their employees when they experience sexual harassment, as well as to benefit the overall health of the institution.

Research Aims and Hypotheses

Exploratory Aim: Characterizing Institutional Courage and Institutional Betrayal in the Workplace.

The current study will be the first to measure and systematically examine the concept of institutional courage in any context; here, though, we will measure institutional courage with respect to workplace sexual harassment. Thus, the goal of this exploratory Aim (i.e., not a specific hypothesis) is to measure the extent to which there is a climate of institutional courage present in the institutions employing our participants, as well as the extent to which institutional courage is present in the institutional responses to participants' experiences of workplace sexual harassment. Additionally, we will also measure the extent to which institutional betrayal is present in the institutional responses to participants' experiences of workplace harassment.

Institutional betrayal will be measured using the existing Institutional Betrayal Questionnaire-Version 2 (IBQ; Smith & Freyd, 2017), while institutional courage will be measured using two new instruments, the Institutional Courage Questionnaire-Climate and the Institutional Courage Questionnaire-Specific. These two measures have been adapted from the IBQ developed by Smith & Freyd (2017) but differ from the original in three important ways. First, both versions of the ICQ specifically focus on workplace sexual harassment. The original version of the IBQ is somewhat more general in design and able to be adapted to many types of experiences where institutional betrayal may be present. Second, the ICQ measures focus generally on "courageous" institutional behaviors or responses (e.g., believing an individual's report, supplying adequate resources or accommodations, etc.), whereas the IBQ focuses on intentionally or

negligently harmful institutional behaviors. Third, the ICQ-Specific assesses the specific, individual experiences of employees following experiences of sexual harassment, whereas the ICQ-Climate examines the larger institutional climate in terms of policies and behaviors related to sexual harassment. The ICQ-Climate assesses the *overall institutional climate* with respect to workplace sexual harassment, measuring, for example, the extent to which the institution is transparent about rates of sexual harassment (e.g., making available deidentified data and/or incidence rates), has educated and knowledgeable leadership with respect to these issues, and rewards whistleblowers/reporters of incidents of sexual harassment. In other words, the ICQ-Climate assesses the policies, procedures, and other facets of an organization's "framework" regarding workplace sexual harassment. The ICQ-Specific assesses the extent to which institutional courage was present in the *individual experiences of employees* who have been sexually harassed. The ICQ-Specific assesses, for example, whether their employment was no more difficult than it was before the sexual harassment occurred, if an institutional representative apologized or stated they believed their experience, and if the institution allowed the employee to have a say in how their report was handled. Given that this is a new measure, we will subject both the ICQ-Specific and ICQ-Climate to a principal component analysis to determine if they are, as conceptualized, tapping a unidimensional construct.

Aim 1: Determine How Institutional Courage at the Institutional Climate Level is Associated with Employee Workplace Outcomes.

Our hypothesis is that institutional courage at the organization level (as measured by the Institutional Courage Questionnaire-Climate) will be positively associated with the

following employee workplace outcomes of interest: job satisfaction, trust in management, organizational commitment, work withdrawal behaviors, one-year intent to remain at the institution, and perceived institutional gender equality. Importantly, we are interested in the associations between institutional courage at the organizational level and the aforementioned employee workplace outcomes, regardless of experiences with sexual harassment. We will examine institutional betrayal and courage in the context of sexual harassment in a separate Aim.

Testing Hypothesis 1. Bivariate correlations and linear regressions between ICQ-Climate and measures of job satisfaction, trust in management, intent to remain at the institution, organizational commitment, and perceived institutional gender equality will be computed to determine the association between climate-level institutional courage and employee workplace outcomes.

Aim 2: Determine How Institutional Courage and Institutional Betrayal Following an Experience of Workplace Sexual Harassment are Associated with Employee Workplace Outcomes, Psychological Health Outcomes, and Physical Health Outcomes.

Our hypothesis is that institutional courage and institutional betrayal experienced in the context of workplace sexual harassment will be associated with both employee workplace outcomes as well as employee psychological health and physical health outcomes. Specifically, we predict that institutional courage will be associated with more positive employee workplace and psychological/physical health outcomes, whereas institutional betrayal will be associated with more negative employee workplace and psychological/physical health outcomes. We also predict that institutional courage and

institutional betrayal will interact, such that institutional courage will attenuate the impact of institutional betrayal.

As in Aim 1, we will examine the following employee workplace outcomes: job satisfaction, trust in management, organizational commitment, work withdrawal behaviors, one-year intent to remain at the institution, and perceived institutional gender equality. Our examination of employee workplace outcomes will comprise Aim 2.1. Psychological health outcomes (depression, anxiety, and posttraumatic symptoms) and a physical health outcome (somatic symptoms) will be examined in Aim 2.2.

Testing Hypothesis 2. Bivariate correlations between IBQ and ICQ-Specific scores and the above outcomes of interest will be computed to determine the relationship between institutional betrayal and institutional courage in the context of sexual harassment and employee workplace and health outcomes. Subsequent hierarchical multiple regression models will be computed using both the IBQ, ICQ-Specific, and their interaction term to examine our outcomes of interest.

Aim 3: Determine If Responses Characterized by Institutional Courage (Based On An Experiment Using Vignettes) Result in More Positive Institutional Appraisals Compared to Institutional Betrayal Responses.

Testing Aim 3: This Aim will be evaluated through a quasi-replication of a recently released preprint (Gündemir, Does, & Shih, 2018a) that examined how public perceptions of an institution differed based on the type of institutional response to a claim of sexual harassment. Gündemir and colleagues (2018a) devised a four-condition experiment: a control condition (no information about a sexual harassment claim), a supportive response condition (called the "organizational responsiveness" condition), a

minimization/dismissive response condition (called the "organizational minimization" condition), and a no-response condition (information was given about a sexual harassment claim but there was no information about any type of response). Participants then rated this fictitious institution on perceived gender bias, organizational attractiveness, and demand for increasing women's representation in the institution. Unsurprisingly, participants who read the vignette about the supportive response perceived more gender equality than those in the other conditions. Additionally, Gündemir, Does, and Shih (2018a) found that a supportive response resulted in appraisals of the institution that were, in some instances, equivalent to those in the control condition (i.e., where there was no indication of a sexual harassment claim).

For this first part of this Aim, Aim 3.1, we will conduct a quasi-replication of Gündemir's findings by examining the effect of condition on their original outcomes of interest – perceived gender bias, demand for women's representation in the workplace, and organizational attractiveness – as well as a new outcome, trust in management. This Aim will examine conditions 1-4 as outlined below.

For the second part of this Aim, Aim 3.2, we will extend Gündemir's findings by designing two additional institutional courage conditions: an institutional courage+incentive condition and an institutional courage+belief condition (further described below). This Aim will examine these two new institutional courage conditions (conditions 5 and 6) and the original "organizational responsiveness"/institutional courage condition (condition 4).

Our six conditions are as follows:

1) a control condition (generic information about the fictitious company with no mention of a sexual harassment claim)

2) no response condition (information about a sexual harassment claim but no information about a response)

3) an institutional betrayal response (this is the same condition and stimulus materials as used by Gündemir, but is being referred to here as "institutional betrayal" given the theoretical overlap)

4) an institutional courage response (this is the same condition and stimulus materials as used by Gündemir, but is being referred to here as "institutional courage" given the theoretical overlap)

5) an institutional courage response with information about an incentive structure for reporting sexual harassment (identical to condition 4 but with this added incentive structure information).

6) an institutional courage response with a statement that the company believes the employee's report of their experience of sexual harassment (identical to condition 4 but with added information about the company's belief in their employee's report).

The outcome variables of interest are as follows: organizational attractiveness, perceived gender bias, demand for women's numeric representation (these three variables were outcomes of interest in the Gündemir et al. (2018a)] study), and trust in management.

Our hypothesis (3.1) is that the institutional courage response (condition 4) will result in less perceived gender bias, greater organizational attractiveness, less demand for

increasing women's representation, and more trust in management compared to the no response and institutional betrayal conditions.

Our hypothesis (3.2) about the potential differences between condition 4 (institutional courage response), condition 5 (institutional courage response + the presence of an incentive structure for reporting sexual harassment), and condition 6 (institutional courage response + the statement of belief in the report) is that condition 5 and condition 6, compared with condition 4, will result in less perceived gender bias, greater organizational attractiveness, less demand for increasing women's representation, and more trust in institutional management.

Testing Hypothesis 3.1 We will employ a similar analytic strategy to Gündemir (2018a) and colleagues. An ANOVA will be used to test whether a significant effect for condition exists (for conditions 1-4) with planned contrasts between conditions for each of the above outcome variables.

Testing Hypothesis 3.2 In keeping with the above strategy, an ANOVA will be used to test whether a significant effect for condition exists with planned contrasts between conditions for each of the above outcome variables.

Summary of Aims and Methods:

- Aim 1
    - Self-report measures, including the ICQ-Climate. All participants are included in analyses
- Aim 2
    - Self-report measures, including the ICQ-Specific. Only participants who experienced workplace sexual harassment are included in the analyses
- Aim 3

- A vignette experiment with six conditions

A Priori Power Analysis

In the recent preprint by Gündemir and colleagues (2018a), on which we are basing Aim 3, their experiment had approximately 120 participants per condition, resulting in (for an ANOVA testing the effect of condition on perceived gender bias) an effect size of $\eta_p^2 = .40$. Given that we have devised a quasi-replication of their method, we will aim to recruit 200 participants per condition (total sample size $N = 1000$), which is in line with Gündemir's (2018a) methods and allows for potential issues with data quality (e.g., failed attention checks). A power analysis in G*Power (Faul, Erdfelder, Buchner, & Lang, 2009) indicates this sample size will allow sufficient power to detect a medium to large effect for Aim 3.

For Aims 1 and 2, previous research examining the association between institutional betrayal and a variety of psychological (e.g., depression, anxiety, dissociation) and physical health outcomes (e.g., sexual dysfunction, somatic symptoms) in several contexts (e.g., sexual assault on university campuses, the US healthcare system, and US veterans who have experienced military sexual trauma) have yielded small to medium effect sizes (Monteith et al., 2016; Smith, 2017; Smith & Freyd, 2013, 2017). For these Aims, we will be well-powered to detect small to medium effects given the proposed sample size.

CHAPTER II

METHOD

Participants

Demographics. A total of 971 participants were recruited from Amazon Mechanical Turk (MTurk) and consented to and completed the study in full. Inclusion criteria for participation were an age of at least 18, current full-time employment for at least six months, and residence in the United States. Of this total, 805 participants provided data that met our data inclusion criteria (see below for information on attention verification items and data inclusion criteria).

Participants ranged in age from 19–77 and were an average age of 32.35 years (*SD* = 10.18). With respect to gender identity, 51.1% of participants identified as men, 47% identified as women, .8% identified as transgender, and 1.1% identified as genderqueer/non-binary/or another gender identity not included among the response options. We also asked participants about whether their current gender identity was the *same* or *different* than that of the gender identity they were assigned at birth (e.g., if "female" was written on a participant's birth certificate and they currently identify as "male," they have a *different* gender identity than was assigned at birth). Although this information is often captured in the "gender identity" demographic reported earlier, we recognize that some individuals may not identify as "transwoman" or "transman," for example, but rather identify as a "man" or a "woman" who simply has a different identity than the one assigned to them at birth. The majority of participants in this study (98.1%) reported having the same gender identity as the one that was assigned to them at birth,

while 1.9% of participants reported having a gender identity that was different from the one that was assigned to them at birth (see Table 1).

Approximately 87% of participants identified as heterosexual/straight, whereas 2.9% identified as lesbian, 2.0% identified as gay, 4.8% identified as bisexual, and 3.0% identified as queer/questioning/asexual/or another sexual orientation not included among the response options (see Table 1). The majority of participants identified as Caucasian/White European (75.5%), with 0.2% of participants identifying as American Indian/Alaska Native, 5.8% identifying as Asian/Asian American, 7.8% identifying as Black/African American, 5.5% identifying as Latino American, 0.1% identifying as Middle Eastern, 0.1% identifying as Native Hawaiian/Other Pacific Islander, 4.6% identifying as multi-racial, and 0.2% identifying as a racial identity not included among the response options (see Table 2).

A plurality of participants had a bachelor's degree (41.2%; see Table 3 for full education information), with 90.4% of the sample reporting an income range above the federal poverty line. The modal income level for this sample was at the $50,000 and $59,000 range (14%; see Table 3 for full yearly income information).

Employer characteristics. With respect to employment characteristics of the participants, the average yearly salary was $47, 908 (*SD* = $28,052). The middle 50% of participants worked at employers that have between 20 and 500 employees (see Table 4). Participants worked in a range of industries (see Table 5) and departments (see Table 6), and the majority were employed in the private for-profit sector (75.8%; see Table 7). The majority of participants identified as non-management, individual contributor employees (57.1%; see Table 8). On average, participants had been at their current place of

employment for approximately six and a half years (M = 6.51, SD = 5.48) and work on average just over 40 hours per week (M = 41.85, SD = 5.35).

Materials

Brief screening questionnaire. Before having the option to participate in the full study, participants completed a brief, 5-item questionnaire that assessed their eligibility for continued participation. The screening questionnaire contained information about its function and purpose, and it also instructed participants on how to proceed following a determination of the eligibility. Items on this questionnaire assessed age, gender identity, length of tenure at current place of employment, employment status, and country of residence. Prospective participants who did not meet our inclusion criteria were notified of their ineligibility and thanked for their interest in our study. Prospective participants who met our inclusion criteria were notified that they were eligible to participate in the full study and provided with a link to begin participation. See Appendix CC for full questionnaire.

Informed consent form. The informed consent form provided participants with a description of the study's purpose, details of what participating would entail (including inclusion criteria and compensation), information about attention-check questions (described elsewhere in this section), and the potential risks and benefits of participation. In order to participate in the study, participants needed to agree both to 1) that attention-check items would be used to ensure participants were devoting care and attention to each survey item and 2) that they had read the form in its entirety and agree to participate. See Appendix B for full form.

VPN and non-United States IP address screening. We used the method described by Burleigh, Kennedy, and Clifford (2018) to prevent participation by individuals using a Virtual Private Network (VPN), proxy server, or a non-United States IP address. VPN's and proxy servers can mask the location of individuals by either blocking location information or allowing the appearance of residing in the United States while actually being located elsewhere. This process was done through the Qualtrics software program (used to deploy the study materials) and was automated. Prospective participants first received a warning message that their system would be checked for the presence of a VPN/proxy/non-US IP, and then subsequent messages if such use or a non-US location was detected. See Appendices A and C for the VPN/proxy screening alerts.

Demographics. Participants answered a number of questions about their demographic information, including age, gender identity (both current and as assigned at birth), sexual orientation, race and ethnicity, highest level of schooling, current household income, and country of residence. Although participants were asked in the screening questionnaire about their country of residence, this question was included again as an additional check given our inclusion criterion of residence in the United States. See Appendix D for full questionnaire.

Information about current place of employment. Participants were asked a series of questions about their current place of employment, including number of employees, employment sector (e.g., public vs. private, non-profit vs. for-profit), employment industry, current occupation (e.g., management vs. office and administrative support), department of their position (e.g., accounting vs. IT), job title (e.g., individual contributor/non-management vs. executive/C-suite), hours worked per week, number of

years at current place of employment, number of years in current role, and current yearly salary. Questions about number of employees, employment sector, employment industry, and occupation were based on the Congressional Cooperative Election Survey (Schaffner, Ansolabehere, & Luks, 2019), a large-scale national, stratified survey that has been used to compare MTurk participant demographics to those of participants in national stratified surveys (Huff & Tingley, 2015).

Participants were asked again about their employment status as an additional check given our inclusion criterion of current full-time employment. Considering that it was possible that a portion of participants may work for multiple employers, participants were asked about the number of employers for whom they current work. For participants indicating current employment with more than one employer, the following message was displayed:

> *You indicated on the previous page that you work for more than one employer. Please pick one "primary employer" and, when completing the remainder of the questions in this survey that* ***pertain to your current employer****, keep this "primary employer" in mind.*

These instructions were given to have participants anchor their responses to one particular employer for not only questions about their current place of employment in this section of questions, but for all other sections that ask about experiences, perceptions, or other information about their current place of employment. See Appendix E for full questionnaire.

Perceived gender bias. Perceptions of gender bias in participants' current workplace were assessed using four items (PGB; Kaiser et al., 2013). Participants rated

their agreement on a 7-point Likert scale (*Strongly disagree – Strongly agree*) with statements about whether men and women are treated equally in the workplace (e.g., *I think women and men are treated the same way at my current place of employment*, and *I think personnel decisions at my current place of employment are free of gender bias*). Items are averaged to create a composite score that represents participants' perceptions of gender bias in their current workplace, with higher scores indicating less perceived gender bias.

This scale was used in the Gündemir et al. (2018a) study to assess perceptions of gender bias regarding the fictitious company vignette and is used in this study to assess both perceived gender bias at participants' current place of employment, as well as following the fictitious company vignettes in the Aim 3 experiment. In both the Kaiser et al. (2013) and Gündemir (2018a) studies, these four items demonstrated good internal consistency ($\alpha = .88$ and $\alpha = .95$, respectively). In the current study, these items demonstrated good internal consistency ($\alpha = .94$). See Appendix K for full scale.

Job satisfaction. The Abridged Job in General Scale (aJIG; Russell et al., 2004) is an 8-item scale that measures global job satisfaction. Participants were instructed to consider their jobs in general and select *Yes*, *No*, or *?* for each item. Items are either single words or brief phrases that might describe participants' current jobs, including: *Good*, *Undesirable*, and *Makes me content*. A composite score is created by summing each of the eight items. The aJIG is an abridged version of the full-length 18-item Job in General Scale developed by Ironson and colleagues (1989). The aJIG demonstrated good internal consistency across three studies during its initial development (Russell et al.,

2004). In the current study, this measure demonstrated good internal consistency (α = .91). See Appendix I for full scale.

Organizational commitment. Organization commitment was assessed used the Organizational Commitment Questionnaire (OCQ; Meyer, Allen, & Smith, 1993). The OCQ assesses three types of organizational commitment: affective, continuance, and normative organization commitment in three subscales with six items each. Affective organizational commitment refers to one's affective or emotional attachment to and identification with an organization. An example item from this subscale is, *I really feel as if this organization's problems are my own*. Continuance organizational commitment refers to the recognition not only of the costs (and sunk-costs) associated with continuing to be part of an organization, but also includes the degree of necessity one feels to remain at the organization. An example item from this subscale is, *Right now, staying with my organization is a matter of necessity as much as desire*. The last subscale, normative commitment, refers the degree to which someone feels obligated to stay with the organization, including staying out of a sense of loyalty. An example item from this subscale is, *I would feel guilty if I left my organization now*. Participants responded using a Likert scale ranging from *Strongly disagree (1)* to *Strongly agree (7)* for each item. Each subscale is scored by taking the average of the each of the six items, yielding separate scores for each affective organizational commitment, continuance organizational commitment, and normative organizational commitment. These subscales have demonstrated good internal consistency across previous studies (Meyer, Stanley, Herscovitch, & Topolnytsky, 2002). In the current study, these subscales demonstrated

good internal consistency (affective commitment: $\alpha = .94$; continuance commitment: $\alpha = .85$; and normative commitment: $\alpha = .91$). See Appendix F for this measure.

One-year leaving intentions. Two items from the Staying or Leaving Index (SLI; Bluedorn, 1982) were used to assess participants' one-year intentions to leave their current place of employment. Participants responded to two questions: *How do you rate your chances of still working at your current place of employment?* and *How would you rate your chances of quitting your current place of employment?* Participants responded using a 7-point Likert scale ranging from *Definitely unlikely (1)* to *Definitely likely (7)*. While several time scales were offered (i.e., three months), the one-year time scale will be used in our analyses. The SLI demonstrates good internal consistency (Bluedorn, 1982). In the current study, these items demonstrated good internal consistency ($\alpha = .89$). See Appendix G for this measure.

Work withdrawal behaviors. Work withdrawal behaviors were assessed using 19 items from Hanisch and Hulin's (WJW; 1991) measure of work withdrawal. This measure assesses work withdrawal behaviors, broadly conceptualized as avoidance of or actual disengagement from day-to-day work activities. Example items include: *Wandering around looking busy so you do not have to do your work?* and *Leave work or work-related activities (e.g., scheduled meetings) early?* Participants used an 8-point Likert scale ranging from *Never in the past year (1)* to *More than once per week in the past year (8)* to report how frequently they engage in these behaviors. The WJW has demonstrated good internal consistency in previous studies (Boswell, Olson-Buchanan, & LePine, 2004; Hanisch & Hulin, 1991). In the current study, this measure demonstrated good internal consistency ($\alpha = .81$).

See Appendix H for the full measure.

Trust in management. The Trust in Management Scale (TIM; Brodke et al., 2009) is a 12-item measure used to assess employee trust in institutional management, both in their own workplaces and in those described in the Aim 3 experiment. Participants were instructed to consider the managers and executives at their workplace (or in the case of the experiment, those fictitious managers and executives) and select *Yes*, *No*, or *?* for each item. A composite score is created by summing each of the 12 items. Items are either single words or brief phrases that might describe management and executives in a given organization. Example word or phrases include: *Qualified*, *Concerned for employees' welfare*, *Consistent*. The TIM has demonstrated good internal consistency and validity given positive correlations with other employee workplace outcomes (Brodke et al., 2009). In the current study, this measure demonstrated good internal consistency ($\alpha = .91$). See Appendix J for full scale.

Workplace sexual harassment. Workplace sexual harassment was assessed using the Sexual Experiences Questionnaire-Department of Defense Workplace Gender Relation Survey (SEQ; Fitzgerald, Magley, Drasgow, & Waldo, 1999). The SEQ is a 23-item measure that assesses experiences of different types of sexual harassment using four subscales. Subscales include: Gender harassment, sexist hostility (*Treated you "differently" because of your sex [for example, mistreated, slighted, or ignored you]?*); gender harassment, sexual hostility (*Repeatedly told sexual stories or jokes that were offensive to you?*); unwanted sexual attention (*Touched you in a way that made you feel uncomfortable?*); and sexual coercion (*Treated you badly for refusing to have sex?*). In addition to the standard items, we included four additional items that are part of revised

versions of the SEQ. These items include: *Referred to people of your gender in insulting or offensive terms?*; *Intentionally cornered you or leaned over you in a sexual way?*; *Made sexually suggestive comments, gestures, or look (e.g., stared at your body)?*; and *Other unwanted gender-related behavior?* The stem for this measure was as follows: *During the PAST YEAR, has anyone associated with your WORK (e.g., supervisors, coworkers, clients/customers, collaborators at other companies) done any of the following behaviors?* Participants responded to all items using a 5-point Likert scale ranging from *Never* to *Many times.*

The SEQ can be scored either by creating a total summed score of all items or by parsing-out each subscale. In the current study, the SEQ will be analyzed using the summed score method and the percentage method (i.e., incidence rates, or what percentage of individuals experienced at least one instance of sexual harassment). The SEQ is one of the most widely used measures of sexual harassment (Willness et al., 2007) and demonstrates good internal consistency (Fitzgerald et al., 1999). In the current study, this measure demonstrated good internal consistency ($\alpha = .97$). See Appendix L for full scale.

Climate of institutional courage. The Institutional Courage Questionnaire-Climate (ICQ-Climate; Smidt & Freyd, under development) was created to assess the degree to which participants' places of employment had policies and procedures in place that support a climate of institutional courage regarding workplace sexual harassment. This measure is designed to be completed by all participants regardless of experiences of workplace sexual harassment, as the goal is to assess the overall *climate* rather than the *specific experiences* of individuals following sexual harassment. Participants were asked

a series of questions about their place of employment's policies and procedures with respect to workplace sexual harassment, responding using three response options: *Yes*, *No*, or *I don't know*. Example items include: *Does your employer have a sexual harassment policy?*; *Does your employer, in checking the references of potential employees, ask a prospective employee's previous employers about previous incidents of workplace sexual harassment for which the potential employee was disciplined?*; and *Does your employer reward reporters of sexual harassment (i.e., employees who report that they have been sexually harassed)?* Eleven core items (such as the above example items) serve as the organizing structure of this measure, with many core items having one or more follow-up questions. For this study, the scores on the 11 core items are combined into a sum score to create the variable used in the analyses in the Exploratory Aim and Aim 1. See Appendix O for the 11 core items of the ICQ-Climate measure.

Institutional responses to sexual harassment. Institutional responses to sexual harassment were assessed with the Institutional Betrayal Questionnaire-Version 2 (IBQ; Smith & Freyd, 2017) and the Institutional Courage Questionnaire–Specific (ICQ-Specific; Smidt & Freyd, under development). Measures were counterbalanced to avoid order effects.

Institutional betrayal. The IBQ is a 12-item measure that assesses different experiences of institutional betrayal. Given that experiencing institutional betrayal requires first experiencing an index event (e.g., an employee is sexually harassed by her boss [the index event] and is subsequently punished in some way for reporting the experience [the subsequent institutional betrayal]), participants were presented with the IBQ following completion of the SEQ. Importantly, and given the necessity of

experiencing an index event, only participants who endorsed at least one item on the SEQ were shown the IBQ. Participants were given the following instructions before completing the IBQ:

> *In thinking about the events related to the experiences described above, did your employer play a role by (check all that apply)...*

Response options included: *Yes*, *No*, and *Not applicable*. Example items include: *Covering up the experience?* and *Punishing you in some way for reporting the experience (e.g., loss of privileges of status)?*. Scores on the IBQ were determined by summing the number of items endorsed with *Yes*, with a theoretical score range of 0-12. As with the SEQ, we calculated incidence rates (i.e., the percentage of individuals who have experienced at least one instance of institutional betrayal). See Appendix M for full measure.

Institutional courage. The ICQ-Specific is a an 18-item measure designed to assess experiences of institutional courage that was created for the purposes of this study. The ICQ-Specific was presented to participants along with the IBQ following their completion of the SEQ. This measure, like the IBQ, is designed to be completed only by those participants who have experienced workplace sexual harassment. Participants were given the same instructions and response options as the IBQ. Example items include: *Creating an environment where continued employment was not more difficult for you than before the experience occurred?* and *Not covering up the experience?* In line with the IBQ scoring, scores on the ICQ-Specific will be determined by summing the number of item endorsed with *Yes*, with a theoretical score range of 0-18. We will also calculate incidence rates for institutional courage (i.e., the percentage of individuals who have

experienced at least one instance of institutional courage). See Appendix N for full measure.

Posttraumatic symptoms. The Trauma Symptom Checklist-40 (TSC-40; Elliott & Briere, 1992) is a 40-item measure used to assess a variety of posttraumatic outcomes, such as sleep problems and distressing cognitions. Participants report how often they have experienced each symptom within the past two months using a 4-point Likert scale ranging from *Never (0)* to *Often* (3). A composite score was created from a sum of the all the items. The TSC-40 is a widely used measure that has demonstrated good internal consistency (Elliott & Briere, 1992; Stermac, Cabral, Clarke, & Toner, 2014) and has been used before in research on institutional betrayal (Smith & Freyd, 2013). In the current study, this measure demonstrated good internal consistency ($\alpha = .95$). See Appendix P for the full measure.

Depression, anxiety, and somatic symptoms. The Patient Health Questionnaire (PHQ; Spitzer, Kroenke, & Williams, 1999) is a multi-subscale questionnaire that assesses multiple aspects of psychological and physical health. For this study, the depression subscale (often referred to as the PHQ-9), the anxiety subscale (often referred to as the GAD-7), and the somatic symptom subscale (12 items) will be used to assess psychological health (depression symptoms and anxiety symptoms) and physical health (somatic symptoms). Participants report how often they experience each symptom using a 3-point Likert scale ranging from *Not bothered at all* to *Bothered a lot* within a specified timeframe (within the last two weeks for depression and anxiety symptoms and within the last four weeks for somatic symptoms). A composite score was computed for each subscale by summing all items within each subscale. The PHQ and its subscale have

demonstrated good internal consistency among a number of studies (Kroenke, Spitzer, Williams, & Löwe, 2010; Kroenke, Spitzer, & Williams, 2002; Kroenke et al., 2002; Spitzer et al., 1999) and has been previously used in research on institutional betrayal (Smidt et al., 2019). In the current study, these subscales demonstrated good internal consistency (somatic symptoms: $\alpha = .85$; depression symptoms: $\alpha = .88$; and anxiety symptoms: $\alpha = .91$). See Appendices Q through S for all subscales.

Lifetime trauma history. The Brief Betrayal Trauma Survey-14 (BBTS; Goldberg & Freyd, 2006) was used to assess lifetime trauma history. The BBTS is a 28-item measure that assesses a range of traumatic experiences, ranging from those that are low in interpersonal betrayal (e.g., *Been in a major earthquake, fire, flood, hurricane, or tornado that resulted in significant loss of personal property, serious injury to yourself or a significant other, the death of a significant other, or the fear of your own death*.) to those high in interpersonal betrayal (e.g., *You were made to have some form of sexual contact, such as touching or penetration, by someone with whom you were very close (such as a parent or lover*). Participants indicate how many times (*Never*, *One or two times*, or *More than that*) they have experienced each of the 14 events both before and after the age of 18. Items were scored by binning each item into one of three categories: low, medium, or high betrayal; this yielded three variables that were then used in the analyses in Aim 2. This measure has previously been used in research on institutional betrayal (Smith, 2017; Smith & Freyd, 2017). See Appendix T for full measure.

Vignette experiment. For the Aim 3 experiment, we used the same materials and procedure that Gündemir (2018a) used. Based on the same materials used in their study, conditions 1-4 will be identical to those used in their experiments (Gündemir, Does, &

Shih, 2018b), and analyses of the effects of these conditions will comprise Aim 3.1. Two additional conditions, conditions 5 and 6, were added to examine different types of institutional courage as part of Aim 3.2. The outcomes measures used in the Gündemir et al. (2018) study were also used in the current study, including a measure of perceived gender bias (described earlier in this Chapter, as participants completed this measure as part of Aim 2 and then again as part of the Aim 3 experiment), organizational attractiveness, and demand for increasing women's representation in the workplace. A measure of trust in management was added to examine an additional institutional outcome and to expand Gündemir's design (this measure was also described earlier in this Chapter, as participants completed this measure as part of Aim 2 and then again as part of the Aim 3 experiment).

Aim 3 experiment conditions.

Condition 1 – Control condition. The control condition will contain general information about *Company X* and a description of the type of products in which the company specializes. No additional information about the company or information about a sexual harassment claim is provided. See Appendix U for the full text of this condition.

Condition 2 – Sexual harassment-no response condition. The information presented in the control condition will be carried over, as well as a description of an incident of sexual harassment between a woman employee and her male supervisor. Basic details about the incident are provided, as well as information that the employee made an appointment with the company's human resources department to report her supervisor's behavior. See Appendix V for the full text of this condition.

Condition 3 – Sexual harassment-institutional betrayal condition. The information presented in the sexual harassment-no response condition is carried over. Additional information presented describes a response characterized by institutional betrayal, including human resources stating they would not launch an investigation, reminding the woman employee of her supervisor's high status and that her claims would be difficult to prove. In Gündemir et al.'s (2018a) original study, this condition was referred to as the "organization minimization" condition. In the current study, we refer to this as the "institutional betrayal" condition given that the actions taken by the institution in this condition overlap with items on the IBQ and with the concept of institutional betrayal more generally. See Appendix W for the full text of this condition.

Condition 4 – Sexual harassment-institutional courage condition. The information presented in the sexual harassment-no response condition is carried over. Additional information presented describes a response characterized by institutional courage, including human resources stating they would launch an investigation, informing the employee of her rights, and providing an offer of free counseling to discuss this incident. In Gündemir et al.'s (2018a) original study, this condition was referred to as the "organization responsiveness" condition. In the current study, we refer to this as the "institutional courage" condition given that the actions taken by the institution in this condition overlap with items on the ICQ-Specific and with the concept of institutional courage more generally. See Appendix X for the full text of this condition.

Condition 5 – Sexual harassment-institutional courage+incentive condition. The information presented in the sexual harassment-institutional courage condition is carried over. Additional information presented describes the human resources manager informing

the employee that she would receive a one percent bonus on her next paycheck in recognition of reporting her supervisor's behavior. See Appendix Y for the full text of this condition.

Condition 6 – Sexual harassment-institutional courage+belief condition. The information presented in the sexual harassment-institutional courage condition is carried over. Additional information presented described the human resources manager telling the employee they believed her report. See Appendix Z for the full text of this condition.

Outcomes measures.

Perceived gender bias. This measure was previously described in this Chapter, as participants also completed it as part of Aim 2. For the Aim 3 experiment, however, participants will rate the fictitious company on perceived gender bias instead of rating their own current place of employment as they did in Aim 2. This measure demonstrated good internal consistency across conditions (α-values between .91 and .96).

Trust in management. This measure was previously described in this Chapter, as participants also completed it as part of Aim 2. For the Aim 3 experiment, however, participants will rate the fictitious company on the extent to which they trust the fictitious company's management and executives instead of rating their own current place of employment as they did in Aim 2. This measure demonstrated good internal consistency across conditions (α-values between .76 and .88).

Organizational attractiveness. Participants will rate the fictitious institution on organizational attractiveness, or how much effort they would expend to join the organization as an employee and how likely they would be to accept a job offer from the fictitious company described in the Aim 3 experiment conditions. These three items were

adapted by Gündemir and colleagues (2018a) from Turban (2001). An example item is, *I would exert a great deal of effort to work for Company X*. Participants used a 7-point Likert scale ranging from *Completely disagree (1)* to *Completely agree (7)* to rate the extent to which they agreed with the statement in each item. Scores on these three items were averaged to create a composite variable. These items demonstrated good internal consistency in Gündemir and colleagues' (2018a) study. In the current study, this measure demonstrated good reliability across conditions (α-values between .85 and .96). See Appendix AA for the full measure.

Demand for increasing women's representation. To assess the demand for women's representation in the fictitious company described in the Aim 3 experiment conditions, we duplicated Gündemir et al.'s (2018a) procedure. Participants used a slider bar with a bipolar scale and were instructed to move the slider to indicate whether Company X should hire more men (left of the median, starting at *0*) or women (right of the median, starting at *10*). The resulting value indicated by participants (in whole numbers between 0 and 10) was used as the score, based on the scoring scheme employed by Gündemir et al. (2018a). This item was treated as a continuous measure, with higher scores indicating a demand for greater women's representation in the workplace and lower scores indicating a greater demand for men's representation in the workplace. See Appendix BB for this item.

Procedure

Recruitment. Participants were recruited using Amazon Mechanical Turk (MTurk). MTurk is an online labor market that allows individuals to complete brief tasks, or HITs (Human Intelligence Tasks), for pay. MTurk workers are aged at least 18 years

and are based in a variety of countries, primarily the United States and India. US MTurk workers are largely representative of the United States general population, but tend to skew younger, be slightly more educated, and are more likely to identify as European-American and Asian-American (Chandler & Shapiro, 2016; Huff & Tingley, 2015; Levay, Freese, & Druckman, 2016). Approximately 57% MTurk workers report currently being employed, working nearly 37 hours on average per week (Levay et al., 2016). Workers also are employed in a variety of industries that are distributed relatively closely to large-scale national, stratified surveys (e.g., the Congressional Cooperative Election Survey; Huff & Tingley, 2015). To ensure data quality, we only recruited MTurk workers who had a HIT acceptance rate (HAR) of greater than or equal to 95%, along with at least 50 approved HITs. A worker's HAR means that 95% of the tasks they have completed have been accepted (i.e., approved as responsive to the HIT and completed in full) by the requesters (i.e., those who post the HITs). These two steps help ensure data quality and have been used previously in a number of studies using the MTurk platform (e.g., Levay et al., 2016), including experimental demonstrations of the utility of screening MTurk users by the HAR (Peer, Vosgerau, & Acquisti, 2014).

Data collection. A recruitment posting (HIT) was posted to the Amazon MTurk site and potential participants were asked to participate in a web-based study. Participants who signed up for the study were directed to click a link leading to brief screening questionnaire (described earlier in this Chapter). Following completion of the screening questionnaire, participants were directed to the main survey battery hosted by Qualtrics, which contained an online informed consent form. Participants used the mouse to click that they had read, understood, and agreed to the information on the informed consent

form. Within five days of completing the study, participants were paid through the Amazon Payments system.

Attention verification, data inclusion procedures, and non-human actors. Participants completed a series of items to ensure that they were devoting care and attention to their responses. During the first wave of data collection, participants completed four data integrity questions. If more than two of these questions were answered incorrectly, the Qualtrics system would end their participation, and they would be excluded. However, during the first wave of data collection, concerns arose about possible participation of non-human actors, commonly referred to as "bots." Bots are sophisticated scripts that attempt to mimic human responses to survey measures. These non-human actors have been a particular problem in online behavioral research, including on the MTurk platform (Moss & Litman, 2018). As a first-line method of prevention, the VPN/proxy-server detection system was implemented as described earlier in this Chapter. Attention check questions, which required participants to provide specific responses to survey questions, served as a second-line method of prevention of bots from completing survey measures intended for human participants. Based on a preliminary examination of the open-ended responses included in the survey, there appeared to be a small number of bot responses (e.g., copying and pasting items from previously completed measures into the text box or inputting text that was clearly copied from another website). To prevent additional non-human responses, a fifth attention-check item was added. This item was a complex multiple-choice item that required reading the entire set of directions before selecting a specific choice, rather than asking participants, for example, to choose a particular response to an item on a symptom measure (e.g., "Choose moderately"). After

an additional wave of data collection, a second preliminary examination of these qualitative data showed some improvement with respect to non-human responses. However, out of an abundance of caution, we added a sixth and final attention-check item, again in the style of the fifth item. The vast majority of the sample was collected in the third wave of data collection, with 74.4% (n = 599) of the final sample completing six attention-check items, 13.2% (n = 106) completing five attention-check items, and 12.4% (n = 12.4) completing four attention-check items. Participants were excluded from analyses and their participation was ended automatically, regardless of wave of data collection, if they answered more than two attention-check items incorrectly. Participants completed three standalone attention check items and one as part of each of the following measures: the OCQ, the TSC-40, and an additional measure not included in the analyses presented here. See Appendix CC for the standalone attention-check items; those that were integrated into questionnaires are included in the copies of the measures in the Appendices as noted earlier in this Chapter.

In addition to these measures taken during data collection, we also implemented several procedures to examine data for integrity. First, we excluded participants who reported living in a country other than the United States, an employment status other than full time, and a tenure at their current place of employment for fewer than six months (n = 10).[2] Second, we excluded participants who provided illogical or non-sensical answers to both quantitative and qualitative questions. Participants who identified "Man" as their

[2] Although we had two layers of screening built into the recruitment process (a screening questionnaire and a system to determine country location based on IP address), it is not surprising that a very small number of participants made it through these screening "gates" to participate. This underscores the importance of multiple data integrity mechanisms when collecting anonymous online data, particularly collection on the MTurk platform.

gender identity, reported that their current gender identity was the same compared to the gender identity assigned at birth, and responded "Yes" to having either given birth or miscarried (n = 14) were excluded. Participants who reported serving in the military during years which were impossible for them to have served based on their year of birth and reported years of service (e.g., reporting an age of 30 and also reporting military service during the Vietnam War) were excluded (n = 9). We also excluded participants who provided illogical responses for the number of months they were in their current employment role and those who reported that they had been in their current role at their employer longer than they had been at the place of employment (i.e., reporting being in their current role at Company X for 5 years but only being employed by Company X for 3 years; n = 30), as well as one participant who selected an illogical combination of ethnic identity (i.e. selecting both "Non-Spanish/Hispanic/Latino" and "Spanish"). The final exclusions made in this third step were participants who provided nonsensical responses to any of the open-ended questions included in the survey (n = 11). An example of a nonsensical response included copying and pasting items from previously completed measures into the text box or inputting text that was clearly copied from another website (e.g., the beginning of a paragraph on how to interview well). In the fourth and final step, participants who provided "straight line" responses to the aJIG and TIM scales were excluded (n = 11). This was recommended by the developers of both the aJIG and TIM, given that both measures use a combination of standard- and reverse-scored items (Brodke et al., 2009). As such, a "straight line" response (i.e., answering "Yes" or "No" to all items all the way through the item in a straight line) would indicate responses that are unusable because of issues with attentiveness, etc. However, the

developers recommend retaining straight line "?" responses, as it is theoretically possible participants might be ambivalent about all items (although they suggest this response pattern is infrequent (Brodke et al., 2009). Participants who failed the experiment's manipulation check were excluded, as recommended by Gündemir et al. (2018a; $n = 36$), and participants who were missing demographic or employment data ($n = 44$) were also excluded.

Compensation. Initially, participants were compensated four dollars for their participation and completion of the study in its entirety. However, feedback from participants indicated that some participants believed that the compensation should be raised given the amount effort expended. To reduce burden on participants and be responsive to feedback, compensation was raised to five dollars, with the majority of participants in the final sample being compensated under the five dollar compensation scheme (72.30%; $n = 582$).

CHAPTER III

RESULTS

Data Analysis Plan

Data were examined for missingness before proceeding with further analyses. Missing data >5% was found on the following outcomes of interest (missingness percentages are for the composite variables): PHQ Depression Subscale (16.6%), BBTS (15.3%), TSC-40 (12.3%) and PHQ Anxiety Subscale (12.0%). Missing values were imputed using SPSS Version 25 Multiple Imputation using 10 imputed datasets. Measures of climate-level institutional courage (ICQ-Climate), lifetime trauma history (BBTS), institutional betrayal (IBQ), and institutional courage (ICQ-Specific) were not imputed. These measures assess the presence or absence of certain experiences and concerns arose about both the lack of empirical support for imputation of these measures and the accuracy of imputation regarding these types of experiences. The majority of the missingness on the BBTS appears to be related to an error in the Qualtrics survey software. At least one participant noted that there were problems with the display of this measure, as it appeared to be too wide on smaller screens. Subsequent testing revealed that it is possible that those who used smaller-screened devices to complete this study may have had the "age 18 and older" section occluded on their screen and thus were unable to complete these items. An examination of the missingness patterns of the BBTS revealed that the majority of missingness occurred in the "age 18 and older" items that were to the rightmost side of the screen and the ones that were occluded. Following imputation and computation of the below tests (i.e., ANOVA, hierarchical multiple linear regression, *t*-tests, etc.), the micombine function (version 1; part of the mice/miceadds

package; Buuren & Groothuis-Oudshoorn, 2011) in R (version 3.5.3) was used to pool the estimates of *F* tests using the D^2 statistic, which provided the pooled *F*-statistic and *p*-value, as well as the D^2-adjusted degrees of freedom (Buuren & Groothuis-Oudshoorn, 2011; Grund, Lüdtke, & Robitzsch, 2016).

Exploratory Aim

General findings. Across all industries and employment categories, participants endorsed approximately 3 of the 11 core items on the Institutional Courage Questionnaire-Climate ($M = 3.11$, $SD = 2.82$). The most commonly endorsed item asked participants if their place of employment had a sexual harassment policy, with 68.7% responding "Yes." The second most commonly endorsed item asked participants about whether or not their employer has a process for reporting sexual harassment:

> *Does your employer have a process for reporting an experience of sexual harassment? For example, this process could be outlined in a document, website, or some other means.*

with 53.5% responding "Yes." The least endorsed item asked participants about whether their employer has an incentive structure for reporting sexual harassment:

> *Does your employer reward reporters of sexual harassment (i.e., employees who report that they have been sexually harassed)?*
>
> *A reward could include a public commendation, internal awards (like a plaque, certificate, etc.), a raise in salary, a bonus, or some other type of formal or informal reward (such as a supervisor or other individual in a leadership role saying, "that's brave to do")?*

with only 8.6% responding "Yes." A list of each item on the ICQ-Climate, with percentages Yes/No/I don't know responses outlined for each item, can be found in Table 9.

Industry. Table 10 delineates employment industry by mean number of ICQ-Climate items endorsed. The industries in the top 25% of the mean distribution include: "Waste Management and Remediation Services (n = 1; M = 8.00, SD = NA), "Military" (n = 7; M = 7.00, SD = 2.71), "Manufacturing" (n = 47; M = 4.10, SD = 2.59), "Public Administration" (n = 16; M = 3.88, SD = 2.55), and "Management of Companies and Enterprises" (n = 8; M = 3.75, SD = 2.60). The industries in the bottom 25% of the mean distribution include: "Construction" (n = 26; M = 1.50, SD = 2.37), "Other Services (except Public Administration)" (n = 34; M = 2.28, SD = 2.99), "Wholesale Trade" (n = 14; M = 2.50, SD = 3.25), "Agriculture, Forestry, Fishing, and Hunting" (n = 4; M = 2.50, SD = 0.58), and "Hotel Accommodation and Food Services" (n = 38; M = 2.55, SD = 2.54).

Employment sector. Table 11 delineates employment sector by mean number of ICQ-Climate items endorsed. The employment sectors in the top 25% of the mean distribution include: "Self-employed in own incorporated business" (n = 4; M = 7.75, SD = 5.25), "Federal government employee" (n = 23; M = 6.22, SD = 2.43), and "Local government employee (city, county, etc.)" (n = 18; M = 4.39, SD = 2.68). The employment sectors in the bottom 25% of the mean distribution include: "Self-employed in own not incorporated business" (n = 24; M = 1.54, SD = 2.73), "Private-for-profit company, business or individual, for wages, salary or commission" (n = 604; M = 2.90,

SD = 2.78), and "Private-not-for-profit, tax-exempt, or charitable organization" (*n* = 56; *M* = 3.45, *SD* = 2.95).

Job level. Table 12 delineates job level by mean number of ICQ-Climate items endorsed. The job level of "Leader (looks after a region or business area)" was at the top of the mean distribution (*n* = 24; *M* = 4.21, *SD* = 3.23), followed by "Manager (more than 3 years experience)" (*n* = 152; *M* = 3.86, *SD* = 2.85), "Manage (less than 3 years experience)" (*n* = 91; *M* = 3.10, *SD* = 2.93), "Individual contributor (non-management)" (*n* = 457; *M* = 2.92, *SD* = 2.78), "Other" (*n* = 57; *M* = 2.65, *SD* = 2.49), and "Executive/C-Suite" (*n* = 14; *M* = 1.50, *SD* = 2.13).

Gender. Table 13 delineates gender identity by mean number of ICQ-Climate items endorsed. Transwomen were at the top of the mean distribution for item endorsement on the ICQ-Climate (*n* = 5; *M* = 4.80, *SD* = 3.35), followed by men (*n* = 405; *M* = 3.13, *SD* = 2.83) and women (*n* = 374; *M* = 3.11, *SD* = 2.83), who were approximately equal in their mean ICQ-Specific endorsements. The next lowest endorsements were those of genderqueer participants (*n* = 4; *M* = 2.25, *SD* = 1.89), non-binary participants (*n* = 4; *M* = 1.75, *SD* = 2.22), transmen (*n* = 2; *M* = 2.00, *SD* = 1.41), and a participant whose gender was not included in the provided response options (*n* = 1; *M* = 0.00, *SD* = NA).

Examination of the ICQ-Climate, ICQ-Specific, and IBQ. We subjected both the ICQ-Climate and ICQ-Specific to a principal component analysis to determine if the items contained in each questionnaire are indeed capturing unidimensional constructs. This was a similar approach taken by Smith and Freyd (2013) in the first study using the

IBQ, who found that the IBQ is best utilized as a one-dimensional structure (28.03% of the variance explained with an eigenvalue of 1.96).

A principal component analysis suggests that the ICQ-Specific is best utilized as a one-dimensional structure. A one-component structure had an eigenvalue of 8.77 which explained 48.71% of the variance. We also investigated the IBQ to have a comparison both with Smith and Freyd's (2013) original investigation as well as a within-study comparison to the ICQ-Specific. In line with Smith and Freyd's (2013) study, a principal component analysis suggests that the IBQ is best utilized as a one-dimensional structure with an eigenvalue of 5.69, explaining 47.45% of the variance. Finally, we also subjected the ICQ-Climate to a principal component analysis, which suggests a similar one-dimensional structure to both the IBQ and ICQ-Specific (eigenvalue of 3.71 explaining 33.72% of the variance).

Aim 1: Climate-Level Institutional Courage and Employee Workplace Outcomes

Bivariate correlations between the Institutional Courage Questionnaire-Climate and employee workplace outcomes. Bivariate correlations were computed to examine associations between the number of items endorsed on the ICQ-Climate and employee workplace outcomes.

The ICQ-Climate was found to have significant associations with all employee workplace outcome variables of interest except one (see Table 14). The ICQ-Climate was significantly and positively associated ($p < .001$) with job satisfaction, trust in institutional management, perceived gender bias (higher scores = less perceived bias), affective organizational commitment, and normative organizational commitment. The ICQ-Climate was significantly and negatively associated ($p \leq .001$) with work

withdrawal behaviors and one-year intentions to leave one's place of employment. Institutional courage at the climate level was not associated with continuance organizational commitment (p = .245). See Table 23 for descriptives for each variable.

Linear regressions between the ICQ-Climate and employee workplace outcomes with significant correlations. To examine further the significant correlations outlined above, we conducted a series of linear regressions, regressing each employee workplace outcome variable on the ICQ-Climate. Each outcome remained significant at the $p < .001$ level, with R^2 values ranging from .02 to .06 (see Table 15 for model coefficients for each outcome).

Aim 2: Prevalence of Sexual Harassment, Institutional Betrayal, and Institutional Courage.

Prevalence of sexual harassment and gender differences. Across participants, 39.37% (n = 317) reported at least one instance of sexual harassment. Forty-four percent of women (n = 168) reported at least one instance of sexual harassment, with men at 34.10% (n = 140), transwomen at 80% (n = 4), genderqueer participants at 75% (n = 3), transmen at 50% (n = 1), and non-binary participants at 25% (n = 1). Due to small cell sizes, participants with a gender identity other than "man" or "woman" (n = 9) were excluded from further analyses in Aim 2.

Women were more likely to experience sexual harassment than men (χ^2 [1, N = 789]= 8.916, p = .003). Of those participants who did experience sexual harassment, women had higher scores on the SEQ (M = 10.68, SE = 1.14) compared to men (M = 10.35, SE = 1.28), but these differences were not statistically significant, t(3063.216) = .196, p = .844.

Prevalence of institutional betrayal. Six participants (1.9%) did not complete the IBQ following their completion of the SEQ. Of participants who experienced sexual harassment, 54.64% (n = 165) reported at least one experience of institutional betrayal. With respect to gender differences, 53.61% (n = 89) of women and 55.88% (n = 76) of men reported at least one experience of institutional betrayal; these differences were not statistically significant (χ^2 [1, N = 302] = 0.105, p = .654).

Of those participants that did experience institutional betrayal, women experienced significantly more types of institutional betrayal (M = 4.83, SE = 0.37) compared to men (M = 3.70, SE = 0.31; t[161.330] = 2.371, p = .018).

Prevalence of institutional courage. Ten participants (3.2%) did not complete the ICQ-Specific following their completion of the SEQ. Of participants who experienced sexual harassment, 76.17% reported at least one experience of institutional courage. With respect to gender differences, 71.34% of women (n = 117) and 82.09% of men (n = 110) reported at least one experience of institutional courage, and these differences were statistically significant (χ^2 [1, N = 298] = 4.694, p = .030).

Of those participants who did experience institutional courage, women experienced more types of institutional courage (M = 8.01, SE = 0.53) compared to men (M = 6.97, SE = 0.49), but these differences were not statistically significant, t(224.657) = 1.436, p = .151.

Aim 2.1: Associations Between Institutional Betrayal, Institutional Courage, and Employee Workplace Outcomes.

Bivariate correlations between IBQ, ICQ-Specific, and employee workplace outcomes. Bivariate correlations were computed to examine the association between institutional betrayal, institutional courage, and employee workplace outcomes.

Institutional betrayal was negatively correlated with job satisfaction (assessed by the aJIG), affective organizational commitment (assessed by the OCQ), perceptions of gender bias (assessed by the PGB) and normative organizational commitment (assessed by the OCQ; all *p*-values between .000 and .002). Institutional betrayal was positively correlated with work withdrawal behaviors (assessed by the WJW), continuance organizational commitment (assessed by the OCQ), and one-year leaving intention (assessed by the SLI; all *p*-values between .000 and .012). Institutional betrayal was not correlated with trust in management (as assessed by the TIM; see Table 16 for the correlation matrix). See Table 24 for descriptives for each variable.

Institutional courage was negatively correlated with one-year leaving intentions (lower scores indicate lower intentions of leaving one's current employer; $p = .009$). Institutional courage was positively correlated with job satisfaction, trust in management, affective organizational commitment, normative organizational commitment, and perceptions of institutional gender bias (higher scores = lower perceptions of gender bias; all *p*-values between .000 and .003). Institutional courage was not correlated with either work withdrawal behaviors or continuance organizational commitment (see Table 16 for the correlation matrix). Institutional betrayal and institutional courage were not significantly correlated with each other ($r = -.068$, $n = 317$, $p = .226$).

Linear multiple regressions between IBQ, ICQ-Specific, IBQxICQ-Specific, and employee workplace outcomes. Hierarchical linear multiple regression were

computed to examine the effect of institutional betrayal, institutional courage, and their interaction on each of the employee workplace outcome variables of interest. Each employee workplace variable was entered as the dependent variable, then the mean centered IBQ and ICQ-Specific variables were entered in the first step, followed by their interaction term in the second step. Participants who did not complete either the IBQ or ICQ-Specific were excluded from regression analyses (n = 7). Regression coefficients, R^2 values, and significance values can be found in Tables 17 – 19.

Job satisfaction. In the first step, both institutional betrayal and institutional courage significantly predicted job satisfaction, explaining 25% of the variance. As institutional betrayal increased, job satisfaction decreased, whereas when institutional courage increased, so did job satisfaction. In the second step of the model, the interaction term was significant and improved the model's predictive power, accounting for 27% of the variance in job satisfaction. See Table 17 for model statistics and Figure 1 for a plot of the interaction.

Affective organizational commitment. In the first step, both institutional betrayal and institutional courage significantly predicted affective organizational commitment, explaining 22% of the variance. As institutional betrayal increased, affective commitment decreased, whereas when institutional courage increased, so did affective commitment. In the second step of the model, the interaction term was significant and improved the model's predictive power, accounting for 24% of the variance in affective organizational commitment. See Table 17 for model statistics and Figure 2 for a plot of the interaction.

Normative organizational commitment. In the first step, both institutional betrayal and institutional courage significantly predicted normative organizational

commitment, explaining 12% of the variance. As institutional betrayal increased, normative organizational commitment decreased, whereas when institutional courage increased, so did normative organizational commitment. In the second step of the model, the interaction term was significant and improved the model's predictive power, accounting for 24% of the variance in normative organizational commitment. See Table 17 for model statistics and Figure 3 for a plot of the interaction.

Perceived gender bias. In the first step, both institutional betrayal and institutional courage significantly predicted perceived gender bias, explaining 18% of the variance. As institutional betrayal increased, participants perceived their current place of employment as more biased (lower scores = more perceived bias), whereas when institutional courage increased, so did participant perceptions of institutional gender equity (in other words a *lack* of bias). In the second step of the model, the interaction term was significant and improved the model's predictive power, accounting for 21% of the variance in perceived gender bias. See Table 18 for model statistics and Figure 4 for a plot of the interaction.

One-year leaving intentions. In the first step, both institutional betrayal and institutional courage significantly predicted one-year leaving intentions, explaining 15% of the variance. As institutional betrayal increased, participants rated themselves as more likely to leave their current place of employment within one year (higher scores = greater intentions to leave), whereas when institutional courage increased, participants rated themselves as less likely to leave their current place of employment. In the second step of the model, the interaction term was not significant; institutional betrayal and institutional

courage did not interact to impact one-year leaving intentions. See Table 18 for model statistics.

Work withdrawal behaviors. In the first step, both institutional betrayal and institutional courage significantly predicted work withdrawal behaviors, explaining 4% of the variance. As institutional betrayal increased, work withdrawal behaviors increased, whereas when institutional courage increased, work withdrawal behaviors decreased. In the second step of the model, the interaction term was significant and improved the model's predictive power, accounting for 6% of the variance in work withdrawal behaviors. See Table 18 for model statistics and Figure 5 for a plot of the interaction.

Continuance organizational commitment. In the first step, only institutional betrayal significantly predicted continuance organization commitment, explaining 3% of the variance. As institutional betrayal increased, continuance commitment increased. In the second step of the model, the interaction term was not significant; institutional courage did not predict continuance organizational commitment, and the interaction between institutional betrayal and courage did not impact continuance commitment. See Table 19 for model statistics.

Trust in management. In the first step, only institutional courage significantly predicted trust in management, explaining 2% of the variance. As institutional courage increased, trust in management also increased. In the second step of the model, the interaction term was not significant; institutional betrayal did not predict trust in management, and the interaction between institutional betrayal and courage did not impact trust in management. See Table 19 for model statistics.

Aim 2.2: Associations Between Institutional Betrayal, Institutional Courage, and Employee Psychological and Physical Health Outcomes.

Bivariate correlations between IBQ, ICQ-Specific, and employee psychological and physical health outcomes. Bivariate correlations were computed to examine the association between institutional betrayal, institutional courage, and employee psychological and physical health outcomes. Given the previous research linking a history of interpersonal trauma to the outcomes of interest, only individuals who had complete data for the BBTS were included in analyses for Aim 2.2.

Institutional betrayal was significantly and positively correlated with each of the four outcomes of interest, including trauma symptoms (as assessed by the TSC), depression symptoms (as assessed by the PHQ), anxiety symptoms (as assessed by the PHQ), and somatic symptoms (as assessed by the PHQ; all p-values $\leq .001$). Institutional courage was not significantly correlated with any of the psychological or physical health outcomes of interest.

Histories of low, medium, and high betrayal trauma were each significantly and positively correlated with the psychological and physical health outcomes of interest. In line with Smith (2017), a history of high betrayal trauma had the strongest correlation (except in the case of somatic symptoms, where they were approximately equal) with the psychological and physical health outcomes of interest (see Table 20 for correlation matrix). See Table 24 for descriptives for each variable.

Linear multiple regressions between IBQ, ICQ-Specific, IBQxICQ-Specific, and employee psychological and physical health outcomes. Hierarchical linear multiple regression models were computed to examine the effect of institutional betrayal,

institutional courage, and their interaction on each of the employee psychological and physical health variables of interest. Each outcome was entered as the dependent variable, then the mean centered IBQ and ICQ-Specific variables were entered in the first step along with the high betrayal trauma variable, followed by the IBQ-by-ICQ-Specific interaction term in the second step. Participants who did not complete either the IBQ or ICQ-Specific were excluded from the regression analyses (n = 7). Regression coefficients, R^2, and significance values can be found in Tables 21and 22.

Trauma symptoms. In the first step, institutional betrayal and a history of high betrayal trauma significantly predicted trauma symptoms, explaining 31% of the variance. As institutional betrayal increased, trauma symptoms also increased; this pattern was the same for a history of high betrayal trauma. Institutional courage was at the trending level of significance ($p < .10$); as institutional courage increased, trauma symptoms decreased. In the second step of the model, the interaction term was not significant; the interaction between institutional betrayal and courage does not impact trauma symptoms. See Table 21 for model statistics.

Depression symptoms. In the first step, institutional betrayal and a history of high betrayal trauma significantly predicted trauma symptoms, explaining 22% of the variance. As institutional betrayal increased, depression symptoms also increased; this pattern was the same for a history of high betrayal trauma. Institutional courage was at the trending level of significance ($p < .10$); as institutional courage increased, depression symptoms decreased. In the second step of the model, the interaction term was not significant; the interaction between institutional betrayal and courage does not interact to impact depression symptoms. See Table 22 for model statistics.

Anxiety symptoms. In the first step, institutional betrayal and a history of high betrayal trauma significantly predicted trauma symptoms, explaining 17% of the variance. As institutional betrayal increased, trauma symptoms also increased; this pattern was the same for a history of high betrayal trauma. Institutional courage was not a significant predictor of somatic symptoms in step one. In the second step of the model, the interaction term was not significant; the interaction between institutional betrayal and courage does not impact anxiety symptoms. See Table 22 for model statistics.

Somatic symptoms. In the first step, institutional betrayal and a history of high betrayal trauma significantly predicted trauma symptoms, explaining 17% of the variance. As institutional betrayal increased, trauma symptoms also increased; this pattern was the same for a history of high betrayal trauma. Institutional courage was not a significant predictor of somatic symptoms in step one. In the second step of the model, the interaction term was significant and improved the model's predictive power, accounting for 20% of the variance in somatic symptoms. Interestingly, while the interaction term was significant, institutional courage remained non-significant. To probe this interaction, we conducted a simple slopes analysis to determine if institutional courage would become significant at different values of institutional betrayal. At +/– 1 standard deviation of institutional betrayal, institutional courage remained a non-significant predictor of somatic symptoms. However, at +/– 1.5 standard deviations of institutional betrayal, institutional courage became a significant predictor of somatic symptoms in the second step of the model. At very low levels of institutional betrayal, institutional courage is associated with decreased somatic symptoms. Conversely, at very high levels of institutional betrayal, institutional courage is associated with increased

somatic symptoms (+1.5*SD* of institutional betrayal, institutional courage is significant, $p = .036$; at -1.5*SD* of institutional betrayal, institutional courage is significant, $p = .034$). See Table 21 for model statistics and Figure 6 for a plot of the interaction.

Aim 3

Aim 3 is comprised of Aim 3.1 and Aim 3.2. Aim 3.1 includes the quasi-replication of Gündemir et al. (2018a) examining how different types of a fictitious company's institutional responses to workplace sexual harassment (a control condition and three sexual harassment conditions: a no response condition, an institutional betrayal condition, and an institutional courage condition) affects perceptions of the company. Aim 3.2 expands on Aim 3.1, examining how participants in two new versions of the institutional courage condition (one condition that includes an incentive structure for reporting sexual harassment and one that includes a statement of belief in the reporter) compared to the Aim 3.1 control and institutional courage conditions rate the fictitious company.

Aim 3.1: Analyses of Variance and Planned Contrasts Examining Differences in Outcomes Among Experiment Conditions 1-4.

Analyses of variance and planned contrasts were computed to examine the effect of experiment condition group on each of four outcomes. The four condition groups were as follows: control group (general information about a fictitious company), sexual harassment-no response group (same as control group with information about an incidence of sexual harassment but not information about the company's response to this incident), sexual harassment-institutional betrayal condition (same as no response condition but with the company responding with institutional betrayal), and the sexual

harassment-institutional courage condition (same as the no response condition but with the company responding with institutional courage). The four outcomes examined were perceived gender bias, demand for women's representation in the workplace, organizational attractiveness, and trust in management.

Perceived gender bias. The omnibus ANOVA examining the effect of experiment condition group on perceived gender bias was significant, $F(3, 543) = 141.73$, $p \leq .001$, $\eta_p^2 = .44$ (see Figure 7).

Contrast 1: Control vs. all other groups. A planned contrast revealed that participants in the control group had significantly higher scores on the measure of perceived gender bias (higher scores = lower perceived bias) compared to all other groups, $F(1, 543) = 183.88$, $p \leq .001$, $\eta_p^2 = .25$.

Contrast 2: Control vs. sexual harassment-no response condition. A planned contrast revealed that participants in the control group had significantly higher scores on the measure of perceived gender bias (higher scores = lower perceived bias) compared to the sexual harassment-no response condition, $F(1, 543) = 134.94$, $p \leq .001$, $\eta_p^2 = .20$.

Contrast 3: Control vs. sexual harassment-institutional betrayal condition. A planned contrast revealed that participants in the control group had significantly higher scores on the measure of perceived gender bias (higher scores = lower perceived bias) compared to the sexual harassment-institutional betrayal condition, $F(1, 543) = 346.41$, $p \leq .001$, $\eta_p^2 = .39$.

Contrast 4: Control vs. sexual harassment-institutional courage response. A planned contrast revealed that participants in the control group had significantly higher

scores on the measure of perceived gender bias (higher scores = lower perceived bias) compared to the institutional courage condition, $F(1,543) = 8.23$, $p = .004$, $\eta_p^{2.} = .02$.

Contrast 5: Sexual harassment-no response vs. sexual harassment-institutional betrayal. A planned contrast revealed that participants in the no response condition had significantly higher scores on the measure of perceived gender bias (higher scores = lower perceived bias) compared to the sexual harassment-institutional betrayal condition, $F(1, 543) = 51.04$, $p \leq .001$, $\eta_p^{2.} = .09$.

Contrast 6: Sexual harassment-no response vs. sexual harassment-institutional courage. A planned contrast revealed that participants in the sexual harassment-institutional courage condition had significantly higher scores on the measure of perceived gender bias (higher scores = lower perceived bias) compared to the no response condition, $F(1, 543) = 72.80$, $p \leq .001$, $\eta_p^{2.} = .12$.

Contrast 7: Sexual harassment-institutional betrayal vs. sexual harassment-institutional courage. A planned contrast revealed that participants in the sexual harassment-institutional courage condition had significantly higher scores on the measure of perceived gender bias (higher scores = lower perceived bias) compared to the institutional betrayal condition, $F(1, 543) = 238.45$, $p \leq .001$, $\eta_p^{2.} = .31$.

Demand for women's representation. The omnibus ANOVA examining the effect of experiment condition group on demand for women's representation was significant, $F(3, 9794.17) = 4.62$, $p = .003$, $\eta_p^{2.} = .03$ (see Figure 8).

Contrast 1: Control vs. all other groups. A planned contrast revealed that participants in the control group had significantly lower demand for women's

representation in the workplace compared to all other groups, $F(1, 12940.86) = 5.78$, $p = .016$, $\eta_p^{2.} = .01$.

Contrast 2: Control vs. sexual harassment-no response condition. A planned contrast revealed that participants in the control group had a lower demand for women's representation in the workplace at the trend level compared to the sexual harassment-no response condition, $F(1, 16927.1) = 3.05$, $p = .080$, $\eta_p^{2.} = .01$.

Contrast 3: Control vs. sexual harassment-institutional betrayal condition. A planned contrast revealed that participants in the control group had significantly lower demand for women's representation in the workplace compared to the sexual harassment-institutional betrayal condition, $F(1, 10562.98) = 12.16$, $p \leq .001$, $\eta_p^{2.} = .02$.

Contrast 4: Control vs. sexual harassment-institutional courage response. A planned contrast revealed that participants in the control group had no significant difference in their levels of demand for women's representation in the workplace compared to the institutional courage condition, $F(1, 44886.08) = 0.39$, $p = .531$, $\eta_p^2 = .001$.

Contrast 5: Sexual harassment-no response vs. sexual harassment-institutional betrayal. A planned contrast revealed that participants in the no response condition had lower scores at the trend level compared to the sexual harassment-institutional betrayal condition, $F(1, 17588.21) = 3.14$, $p = .076$, $\eta_p^2 = .01$.

Contrast 6: Sexual harassment-no response vs. sexual harassment-institutional courage. A planned contrast revealed that participants in the sexual harassment-institutional courage condition had no significant difference in levels of demand for

women's representation in the workplace compared to the no response condition, $F(1, 203806.1) = 1.20$, $p = .272$, $\eta_p^2 = .002$.

Contrast 7: Sexual harassment-institutional betrayal vs. sexual harassment-institutional courage. A planned contrast revealed that participants in the sexual harassment-institutional courage condition had significantly lower demand for women's representation in the workplace compared to the institutional betrayal condition, $F(1, 61211.99) = 8.02$, $p = .004$, $\eta_p^2 = .15$.

***Organizational attractiveness*.** The omnibus ANOVA examining the effect of experiment condition group on organizational attractiveness was significant, $F(3, 4353113.56) = 87.02$, $p \leq .001$, $\eta_p^2 = .33$ (see Figure 9).

Contrast 1: Control vs. all other groups. A planned contrast revealed that participants in the control group had significantly higher scores on the measure of organizational attractiveness compared to all other groups, $F(1, 2129370.34) = 116.77$, $p \leq .001$, $\eta_p^2 = .18$.

Contrast 2: Control vs. sexual harassment-no response condition. A planned contrast revealed that participants in the control group had significantly higher scores on the measure of organizational attractiveness compared to the sexual harassment-no response condition, $F(1, 4383991.73) = 102.31$, $p \leq .001$, $\eta_p^2 = .16$.

Contrast 3: Control vs. sexual harassment-institutional betrayal condition. A planned contrast revealed that participants in the control group had significantly higher scores on the measure of organizational attractiveness compared to the sexual harassment-institutional betrayal condition, $F(1, 3719557.1) = 199.61$, $p \leq .001$, $\eta_p^2 = .27$.

Contrast 4: Control vs. sexual harassment-institutional courage response. A planned contrast revealed that participants in the control group had significantly higher scores on the measure of organizational attractiveness compared to the institutional courage condition, $F(1, 7342252.38) = 4.63$, $p = .031$, $\eta_p^2 = .01$.

Contrast 5: Sexual harassment-no response vs. sexual harassment-institutional betrayal. A planned contrast revealed that participants in the no response condition had significantly higher scores on the measure of organizational attractiveness compared to the sexual harassment-institutional betrayal condition, $F(1, 428038889107.84) = 17.18$, $p \leq .001$, $\eta_p^2 = .03$.

Contrast 6: Sexual harassment-no response vs. sexual harassment-institutional courage. A planned contrast revealed that participants in the sexual harassment-institutional courage condition had significantly higher scores on the measure of organizational attractiveness compared to the no response condition, $F(1, 33881526111.96) = 60.558$, $p \leq .001$, $\eta_p^2 = .10$.

Contrast 7: Sexual harassment-institutional betrayal vs. sexual harassment-institutional courage. A planned contrast revealed that participants in the sexual harassment-institutional courage condition had significantly higher scores on the measure of organizational attractiveness compared to the institutional betrayal condition, $F(1, 6533195575.94) = 138.24$, $p \leq .001$, $\eta_p^2 = .20$.

Trust in management. The omnibus ANOVA examining the effect of experiment condition group on trust in management was significant, $F(3, 75230.146) = 110.211$, $p \leq .001$, $\eta_p^2 = .38$ (see Figure 10).

Contrast 1: Control vs. all other groups. A planned contrast revealed that participants in the control group had significantly higher scores on the measure of trust in management compared to all other groups, $F(1, 58353.5) = 189.203$, $p \leq .001$, $\eta_p^2 = .26$.

Contrast 2: Control vs. sexual harassment-no response condition. A planned contrast revealed that participants in the control group had significantly higher scores on the measure of trust in management compared to the sexual harassment-no response condition, $F(1, 73658.56) = 166.23$, $p \leq .001$, $\eta_p^2 = .24$.

Contrast 3: Control vs. sexual harassment-institutional betrayal condition. A planned contrast revealed that participants in the control group had significantly higher scores on the measure of trust in management compared to the sexual harassment-institutional betrayal condition, $F(1, 106774.37) = 262.712$, $p \leq .001$, $\eta_p^2 = .33$.

Contrast 4: Control vs. sexual harassment-institutional courage response. A planned contrast revealed that participants in the control group had significantly higher scores on the measure of trust in management compared to the institutional courage condition, $F(1, 100941.41) = 20.414$, $p \leq .001$, $\eta_p^2 = .04$.

Contrast 5: Sexual harassment-no response vs. sexual harassment-institutional betrayal. A planned contrast revealed that participants in the no response condition had significantly higher scores on the measure of trust in management compared to the sexual harassment-institutional betrayal condition, $F(1, 416158.5) = 12.08$, $p \leq .001$, $\eta_p^2 = .02$.

Contrast 6: Sexual harassment-no response vs. sexual harassment-institutional courage. A planned contrast revealed that participants in the sexual harassment-institutional courage condition had significantly higher scores on the measure of trust in

management compared the no response condition, $F(1, 173607.4)=66.50$, $p\leq.001$, $\eta_p^2=.11$.

Contrast 7: Sexual harassment-institutional betrayal vs. sexual harassment-institutional courage. A planned contrast revealed that participants in the sexual harassment-institutional courage condition had significantly higher scores on the measure of trust in management compared to the institutional betrayal condition, $F(1, 1009357.98) = 131.96$, $p \leq .001$, $\eta_p^2 = .20$.

Aim 3.2: Analyses of Variance and Planned Contrasts Examining Differences in Outcomes Among Experiment Conditions 4-6.

Analyses of variance and planned contrasts were computed to examine the effect of experiment condition group on each of four outcomes. The four condition groups were as follows: control group (general information about a fictitious company, same as in Aim 3.1), sexual harassment-institutional courage condition (same as the no response condition but with the company responding with institutional courage, same as in Aim 3.1), sexual harassment-institutional courage+incentive condition (same as the institutional courage condition but with a description of an incentive structure for reporting sexual harassment), and a sexual harassment-institutional courage+belief condition (same as the institutional courage condition but with a statement from the fictitious company that they believe the employee's sexual harassment report). The four outcomes examined were the same as those examined in Aim 3.1: perceived gender bias, demand for women's representation in the workplace, organizational attractiveness, and trust in management.

Perceived gender bias. The omnibus ANOVA examining the effect of experiment condition group on perceived gender bias was significant, $F(3, 48426169.24) = 4.012$, $p = .007$, $\eta_p^2 = .02$ (see Figure 11).

Contrast 1: Control vs. all other groups. A planned contrast revealed that participants in the control group had significantly higher scores on the measure of perceived gender bias (higher scores = lower perceived bias) compared to all other institutional courage groups, $F(1, 195502399.2) = 7.1$, $p = .007$, $\eta_p^2 = .01$.

Contrast 2: Control vs. institutional courage+incentive condition. A planned contrast revealed that participants in the control group had significantly higher scores on the measure of perceived gender bias (higher scores = lower perceived bias) compared to the institutional courage+incentive condition, $F(1, 110260420121.1) = 9.20$, $p = .002$, $\eta_p^2 = .02$.

Contrast 3: Control vs. institutional courage+belief condition. A planned contrast revealed that participants in the control group had scores on the measure of perceived gender bias that were not significantly different from the institutional courage+belief condition, $F(1, 3475162.14) = 0.76$, $p = .383$, $\eta_p^2 = .001$.

Contrast 4: Institutional courage response vs institutional courage+incentive condition. A planned contrast revealed that participants in the institutional courage group had scores on the measure of perceived gender bias that were not significantly different from the institutional courage+incentive condition, $F(1, 58835709755234.8) = 0.19$, $p = .665$, $\eta_p^2 = .000$.

Contrast 5: Institutional courage response vs institutional courage+belief condition. A planned contrast revealed that participants in the institutional courage group

had scores on the measure of perceived gender bias that were not significantly different from the institutional courage+belief condition, $F(1, 2964060.45) = 2.68$, $p = .101$, $\eta_p^2 = .000$.

Contrast 6: Institutional courage+incentive response vs institutional courage+belief condition. A planned contrast revealed that participants in the institutional courage+belief group had significantly higher scores on the measure of perceived gender bias (higher scores = lower perceived bias) compared to the institutional courage+incentive condition, $F(1, 2805452.5) = 4.30$, $p = .038$, $\eta_p^2 = .01$.

Demand for women's representation. The omnibus ANOVA examining the effect of experiment condition group on demand for women's representation in the workplace was not significant, $F(3, 41476.19) = 0.55$, $p = .645$, $\eta_p^2 = .003$. There appear to be no differences among the control group and institutional courage groups in levels of demand for women's representation in the workplace (see Figure 12).

Contrasts: None of the planned contrasts examining possible differences in levels of demand for women's representation in the workplace were significant.

Organizational attractiveness. The omnibus ANOVA examining the effect of experiment condition group on organizational attractiveness was not significant, $F(3, 30349388.43) = 1.89$, $p = .128$, $\eta_p^2 = .01$. There appear to be no differences among the control group and institutional courage groups in ratings of organizational attractiveness (see Figure 13).

Contrasts: None of the planned contrasts examining possible differences in ratings of organizational attractiveness were significant. However, while the omnibus ANOVA was not significant, both the omnibus ANOVA and planned contrasts were

computed simultaneously. As such, we observed that there was one contrast that was trending towards significance; this was for the comparison between the institutional courage condition and the institutional courage+belief condition, such that the courage+belief condition results in greater organizational attractiveness compared to the courage condition $F(1, 15090366944147.3) = 3.80$, $p = .051$, $\eta_p^2 = .01$.

Trust in management. The omnibus ANOVA examining the effect of experiment condition group on trust in management was significant, $F(3, 114091.87) = 6.19$, $p \leq .001$, $\eta_p^2 = .03$ (see Figure 14).

Contrast 1: Control vs. all other groups. A planned contrast revealed that participants in the control group had significantly higher trust in management compared to all other institutional courage groups, $F(1, 301615.85) = 15.98$, $p \leq .001$, $\eta_p^2 = .03$.

Contrast 2: Control vs. institutional courage+incentive condition. A planned contrast revealed that participants in the control group had significantly higher trust in management compared to the institutional courage+incentive condition, $F(1, 237093.02) = 10.87$, $p \leq .001$, $\eta_p^2 = .02$.

Contrast 3: Control vs. institutional courage+belief condition. A planned contrast revealed that participants in the control group had significantly higher trust in management compared to the institutional courage+belief condition, $F(1, 353911.89) = 5.62$, $p = .018$, $\eta_p^2 = .01$.

Contrasts 4-6: None of the planned contrasts examining possible differences in trust in management among the institutional courage conditions themselves were significant.

CHAPTER IV

DISCUSSION

The overall aim of the current study was to investigate the role of institutional courage in the workplace climate and to understand how institutional courage and institutional betrayal following workplace sexual harassment affects employees. In Aim 1, we found that institutional courage at the climate level is associated with employee workplace outcomes, including job satisfaction, organizational commitment, trust in management, and perceived gender bias, such that the greater the level of climate-level institutional courage, the better the outcomes are for employees. In Aim 2, of participants who experienced workplace sexual harassment, nearly 55% also experienced institutional betrayal and 76% also experienced institutional courage. Institutional betrayal and institutional courage appear to have tangible outcomes on employee workplace outcomes: institutional betrayal is associated with decreased job satisfaction, organizational commitment, and trust in management, whereas it is associated with increased one-year intentions to leave the organization. Institutional courage has the opposite effect on these outcomes. With respect to health outcomes, institutional betrayal is associated with an increase in depression, anxiety, somatic, and posttraumatic symptoms, while institutional courage is associated with a decrease in somatic symptoms. Furthermore, in the presence of institutional betrayal, institutional courage appears to attenuate negative outcomes in both the employee workplace and health domains. The results from the Aim 3 experiment suggest that institutions benefit reputationally from responses to workplace sexual harassment that are characterized by institutional courage. These benefits include reductions in perceived gender bias and demand for increasing women's representation in

the workplace and increases in trust in management and organizational attractiveness compared to responses characterized by institutional betrayal. In many cases, the institutional courage conditions differed from the control condition with either very small effect sizes or not at all. This suggests that responses characterized by institutional courage may be the most advantageous for institutions, but also that institutional courage responses can result in institutional outcomes that are not different from those of institutions that did not have an employee experience sexual harassment in the first place.

Reprise of Aims and Hypotheses

Exploratory Aim: Characterizing institutional courage and institutional betrayal in the workplace. The goal of this Aim was to determine the extent to which a climate of institutional courage is present in workplaces generally, as well as to determine the rates at which institutional betrayal and institutional courage occur following sexual harassment within the workplace.

On average, participants endorsed three items from the ICQ-Climate. Unsurprisingly, the two most commonly endorsed items were those assessing the presence of a workplace sexual harassment policy and the presence of a reporting process for sexual harassment. While nearly 70% of participants reported that their employer has a sexual harassment policy, 20% of participants reported that they didn't know if there employer has a policy. Similarly, while just over 50% reported that their employer has a sexual harassment reporting process, approximately 25% reported that they didn't know if such a process exists. Although it is encouraging that a majority of participants' employers do have a workplace sexual harassment policy, as well as a process for reporting sexual harassment, this area is one that can clearly benefit from intervention,

particularly to increase awareness of both policies and their associated procedures. One of the most interesting results was the item about sexual harassment climate surveys: approximately 76% of participants indicated that their current place of employment does not conduct at least annually a climate survey regarding sexual harassment. This result was at first surprising, given the proliferation of climate surveys on college and university campuses that assess both sexual assault and sexual harassment, including a White House Task Force that produced recommendations for climate surveys (White House Task Force to Protect Students from Sexual Assault, 2014). These types of surveys also are regularly conducted in military settings (i.e., the Department of Defense's Office of People Analytics Service Academy Gender Relations Surveys; Van Winkle et al., 2017). It seemed to be a logical extension that a good deal of workplaces, at least more than 25%, would also have such systems in place. One possible explanation might be that employers are reticent to even collect such data for fear of incurring liability. Another explanation is that although some employers might be interested in collecting such data, they lack employees with the skills to do so and, again in service of reducing perceived liability, are reticent to retain the services of an outside firm to deploy such a survey.

Of those who reported experiencing sexual harassment, over half (nearly 55%) of participants reported experiencing institutional betrayal. This finding is in line with previous empirical research studies on institutional betrayal, which have observed prevalence rates of institutional betrayal of approximately 35% to 66% (Smidt & Hart, 2018). The current study is the first to report an estimate of prevalence with respect to workplace sexual harassment and institutional betrayal. Men and women did not different significantly in their rates of institutional betrayal (55% vs. 53%, respectively). However,

compared to men, women experienced a significantly greater number of types of institutional betrayal, reporting approximately one more type of institutional betrayal on average than men.

With respect to institutional courage following workplace sexual harassment, approximately three-quarters (76.17%) reported an experience of institutional courage. In contrast to the findings on gender differences in institutional betrayal, men and women experience institutional courage at significantly different rates, with approximately 82% of men compared to 71% of women reporting institutional courage following sexual harassment. Interestingly, women reported experiencing approximately one more type of institutional courage on average compared to men, but these differences were not statistically significant.

Aim 1: Determine how institutional courage at the institutional climate level is associated with employee workplace outcomes. The goal of this Aim was to understand how institutional courage at the climate level was associated with our variables of interest. Our hypothesis was that institutional courage at the climate level, as measured by the ICQ-Climate, would be associated with the following employee workplace outcomes: job satisfaction, trust in institutional management, perceived gender bias, affective organizational commitment, normative organizational commitment, continuance organizational commitment, work withdrawal behaviors, and one-year intentions to leave one's place of employment.

Our hypothesis for this Aim was largely supported. Institutional courage was positively associated with job satisfaction, trust in management, perceived gender bias (higher scores=less perceived bias), affective organizational commitment, and normative

organizational commitment. Conversely, institutional courage at the climate level was negatively associated with work withdrawal behaviors and one-year intentions to leave one's workplace. Normative organizational commitment, however, was not significantly correlated with institutional courage at the climate level.

An examination of the regression models, calculated for all outcomes of interest except for normative organizational commitment, revealed that institutional courage at the climate level accounts for between 2% and 6% of the variance in these outcomes. Taken together, these data suggest that an institutional climate characterized by institutional courage with respect to sexual harassment may result in better outcomes for employees. Employees appear to be more satisfied with their position, have more trust in supervisors and institutional management, perceive their places of employment to be lower in gender bias, are more committed to their organization both affectively and normatively, are more engaged with their work day-to-day, and are less likely to leave their jobs in the next year.

Aim 2: Determine how institutional courage and institutional betrayal following workplace sexual harassment are associated with employee workplace, psychological health, and physical health outcomes. The goal of this Aim was to determine if institutional courage and institutional betrayal following workplace sexual harassment are associated with employee workplace, psychological health, and physical health outcomes. Our hypothesis was that both institutional courage and institutional betrayal would be significantly associated with each of the outcomes of interest. This Aim is divided into Aim 2.1 and Aim 2.2. Aim 2.1 examined the associations between institutional courage and institutional betrayal and the employee workplace outcomes of

interest, while Aim 2.2 examined the psychological and physical health outcomes of interests.

Aim 2.1: Employee workplace outcomes. For Aim 2.1, our hypothesis was largely supported. There were significant correlations observed between institutional betrayal and the employee workplace outcomes of interests except for one (trust in management), and there were also significant correlations observed between institutional courage and the employee workplace outcomes of interest except for two (work withdrawal behaviors and continuance organizational commitment).

Subsequent hierarchical linear regression models allowed us to examine how institutional betrayal and institutional courage might interact to influence employee workplace outcomes. Job satisfaction, affective organizational commitment, and normative organizational commitment decrease as institutional betrayal increases, whereas each of these outcomes increases as institutional courage increases. The interaction term between institutional betrayal and institutional courage in these models was also significant. An examination of the interaction plots reveals that as the amount of institutional betrayal one experiences increases, institutional courage appears to buffer the effects of institutional betrayal. This appears to also be the case for perceived gender bias, or the "gender equity reputation" of the institution among its employees. As institutional betrayal increases, so too do perceptions of bias, but institutional courage moves perceptions in the other direction – with participants reporting perceptions of institutional equity rather than bias. With respect to their interaction in perceptions of institutional gender bias, institutional courage again appears to buffer the gender equity reputation of the institution among employees.

The final outcome of interest, work withdrawal behaviors, is an interesting finding. In line with our findings on affective organizational commitment (i.e., that institutional betrayal decreases affective commitment or one's positive affect about the institution), it is unsurprising that as institutional betrayal increases, so too do work withdrawal behaviors. And again, it is unsurprising that as institutional courage increases, work withdrawal behaviors decrease. The interaction plot, however, suggests an interesting pattern: as institutional courage increases, work withdrawal behaviors decrease. However, this appears to only be the case for employees who experience average or lower levels (-1*SD*) of institutional betrayal. Those employees who experiences higher levels of institutional betrayal (+1*SD*) appear to have similar levels of work withdrawal behaviors regardless of the level of institutional courage. Taken together, these findings suggest that institutional betrayal is associated with employees who are less satisfied with their jobs, less engaged with their organizations generally, and view such organizations as having more gender bias. With institutional courage, the opposite is true, with associations suggesting happier, more engaged employees. The interactions here suggest that institutional courage acts as a buffer in the presence of institutional betrayal.

There were also three outcomes with non-significant interactions that are also important to consider. The first of these is employee one-year leaving intentions. Institutional betrayal was associated with higher intentions to leave, while institutional courage was associated with lower intentions to leave. This is in line with the results above suggesting institutional betrayal and courage are associated with organizational commitment and job satisfaction. It's also important to consider this result in the context

of our continuance commitment result. Institutional betrayal was associated with greater continuance commitment. To some extent, this coheres with Meyer and Allen's (1991) conceptualization of continuance commitment as a recognition of the costs of continuing to engage with an organization and also the degree of necessity of engaging with the organization. Perhaps institutional betrayal results in greater *intentions* to leave, but when considering the *costs* and *necessity* of leaving the institution, the calculus changes. Future research should examine this longitudinally to further explicate the interplay between intentions to leave the institution, the costs/necessity calculus of remaining or leaving, and employees' actual actions (i.e., remaining or leaving). Lastly, institutional courage was associated with greater trust in management, although institutional betrayal was not associated with this particular outcome. While the association between institutional courage and trust in management does cohere with the above results on employee satisfaction and engagement, the lack of an association with institutional betrayal is a departure from this set of results, as well as from one study on patient trust in healthcare systems (Smith, 2017). This also represents an area for further study – to determine if level of trust in management changes over time with experiences of institutional betrayal and courage. It would also be useful to see if this non-association replicates with 1) another sample and 2) other measures of employee trust in management.

Aim 2.2: Psychological and physical health outcomes. For Aim 2.2, our hypothesis was partially supported. Significant positive correlations were observed between institutional betrayal and the outcomes of interest, whereas no significant correlations were observed between institutional courage and the outcomes of interest. Subsequent hierarchical linear regression models revealed that institutional betrayal is

associated with higher posttraumatic, depression, and anxiety symptoms, whereas institutional courage was either not a significant predictor (anxiety) or was significant at a trend level ($p < .10$; posttraumatic symptoms and depression) of these three outcomes. Additionally, the interaction terms were not significant for these three outcomes, suggesting that institutional betrayal and institutional courage do not interact with each other in their effect on posttraumatic, depression, or anxiety symptoms. The findings regarding institutional betrayal and its association with these three outcomes is in line with previous research on institutional betrayal (Monteith et al., 2016; Smidt et al., 2019; Smith & Freyd, 2013; Wright et al., 2017). Much of this research examined institutional betrayal following sexual assault, and these findings are an extension of the literature on institutional betrayal and psychological and physical health outcomes. Additionally, depression was found to be associated with institutional betrayal in only one other study (Monteith et al., 2016), a finding which has been replicated here in a different sample and victimization context (employees who have experienced workplace sexual harassment vs. veterans who have experienced military sexual trauma).

Our results with respect to somatic symptoms are also interesting. In the standard regression model, institutional betrayal was associated with a significant increase in somatic symptoms, whereas institutional courage was not a significant predictor. However, the interaction term in this model was significant. Probing this interaction revealed additional information about how institutional courage operates in this model. At +/-1*SD*s of institutional betrayal, institutional courage remained a non-significant predictor. However, at +/-1.5*SD*s of institutional betrayal, institutional courage became a significant predictor in the model. At lower levels of institutional betrayal, institutional

courage was associated with decreased somatic symptoms, whereas at higher levels of institutional betrayal, institutional courage was associated with increased somatic symptoms. This is contrary to our predictions that institutional courage would act as a buffer for the negative effects of institutional betrayal. A number of things could be driving this effect. First, it could be that at very high levels of institutional betrayal (+1.5*SD* above the mean), the negative outcomes associated with the institutional betrayal could not be buffered by institutional courage. This may be that at those high levels, the degree of betrayal may be so great that, when there are instances of institutional courage, they may be interpreted as disingenuous, given the existing degree of betrayal. Second, because the institutional betrayal data only extend to 2.1*SD* above the mean, it is possible that because the *n* decreases as one approaches the tails of the distribution of institutional betrayal, these outliers could be driving these effects. Given that the model containing somatic symptoms was the only one among the psychological and physical health outcomes that had a significant interaction effect, somatic symptoms presents an area for further investigation.

Aim 3: Determine if responses to workplace sexual harassment characterized by institutional courage result in more positive institutional appraisals compared to institutional betrayal responses. The goal of this Aim was to 1) conduct a quasi-replication of Gündemir's (2018a) four-condition experiment and 2) to extend this experiment with additional institutional courage conditions that tap key facets of institutional courage (i.e., an incentive structure for reporting sexual harassment and a statement that the institution believes the report of sexual harassment). This Aim is divided into Aims 3.1 and 3.2; Aim 3.1 contains the quasi-replication of Gündemir's

(2018a) study, and Aim 3.2 contains the extension of the experiment with additional institutional courage conditions.

Aim 3.1: Conditions 1-4. Our hypothesis regarding perceived gender bias was largely supported and replicates Gündemir's (2018a) findings. Additionally, effect sizes in the current study were quite similar to Gündemir's results. Broadly, those in the institutional courage conditions perceived less gender bias compared to the institutional betrayal and no response conditions. Importantly, the smallest effect size observed was for the contrast comparing the institutional courage and the control condition ($\eta_p^2 = .02$), suggesting that although the control condition – the condition without mention of a sexual harassment claim – had statistically significantly lower ratings of perceived gender bias compared to the institutional courage condition, an institutionally courageous response mitigates a substantial "hit" to the institution's reputation regarding gender bias, compared to no response or an institutional betrayal response.

The results for the level of demand for women's representation in the workplace partially supported our hypothesis. Participants in the control condition had the lowest demand for women's representation in the workplace. The no response condition was, at the trend level, lower in demand compared to the institutional betrayal condition, and was statistically identical to the institutional courage condition. Interestingly, the control condition and institutional courage condition were statistically identical in terms of the demand for women's representation. At the same time, those in the institutional betrayal condition had a significantly higher demand compared to those in the institutional courage condition. This suggests that, in line with the results on perceived gender bias, an

institutional courage response might mitigate a public demand for action regarding women's representation in the workplace.

The results regarding organizational attractiveness are in line with the pattern observed with perceived gender bias. Participants rated the institutional betrayal condition as less attractive compared to the control, no response, and institutional courage conditions. As in the perceived gender bias results, although the control condition was rated as significantly more attractive than the institutional courage condition, the effect size was similarly very small ($\eta_p^2 = .01$). Organizational attractiveness entails both one's interest in working for a given company as well as the effort one would put towards actually seeking employment in that company. These results suggest that although employers might experience negative consequences in prospective employee interest following an incident of sexual harassment, it is to their benefit to have a response characterized by institutional courage in terms of how potential employees view their organization. This may then, by extension, have possible implications for recruitment of talent, particularly women and other groups who disproportionately face sexual harassment. While Gündemir (2018a) did not report each separate contrast for this outcome or that of the demand for women's representation in the workplace, our findings appear to echo their indirect effects models suggesting that the no response and institutional betrayal conditions generally had the most negative outcomes compared to the control and institutional courage conditions.

Lastly, we added trust in management as an additional outcome variable for Aim 3.1. For these results, we see approximately the same pattern observed with the perceived gender bias and organizational attractiveness results. The effect sizes observed for the

trust results are quite large and are similar to those observed in the gender bias results. Here, again, although the control condition was statistically significantly higher than the institutional courage condition, the effect was, like perceived gender bias, demand for women's representation, and organizational attractiveness, quite small relative to the effect sizes of the other comparisons. Taken together, these results echo those of Gündemir (2018a) and extend them to include an additional outcome variable: trust in management. Our results also demonstrate that the lack of an institutional response or a response characterized by institutional betrayal results in negative institutional outcomes following a sexual harassment report. However, a response characterized by institutional courage can buffer these negative effects, including both in terms of institutional reputation (i.e., perceived gender bias and trust in management) and attractiveness to potential employees.

Aim 3.2: Conditions 4-6. Our hypothesis for this Aim was partially supported. Broadly, the institutional courage+belief condition had slightly more positive outcomes compared to the institutional courage+incentive condition. With respect to perceived gender bias, the belief condition was not significantly different from the control condition. When taken with the results presented earlier that control condition was perceived as having less gender bias than both the institutional courage and institutional courage+incentive conditions, this suggests that a statement of belief can buffer an organization's gender bias reputation against negative effects of a sexual harassment claim.

There were no differences among the institutional courage conditions in terms of a demand for increasing women's representation. It appears that, regardless of the

institutional courage strategy used, at least among those tested here, institutions who have an employee who experienced sexual harassment do not have a greater demand for women's representation compared to an institution without such an incident. This presents an important area for future research. Gündemir and colleagues (2018a) suggest that perceived gender bias is the link between institutional response type and a demand for increasing women's representation in the workplace. However, an alternative explanation may be that participants are connecting institutional betrayal following sexual harassment with a lack of procedural fairness, or the idea that the processes and procedures are fair an unbiased, in workplace sexual harassment matters (Kaiser et al., 2013). While the measure we used to assess perceived gender bias did include questions about whether or not processes and procedures generally were fair and free of gender bias, it may be useful to compare participant perceptions of the procedural fairness of processes and procedures that are specifically related to workplace sexual harassment (e.g., the decision to launch a human resources investigation or not).

Similar to our findings regarding a demand for women's representation, there were no significant differences observed among the institutional courage conditions for organizational attractiveness. Given that the control condition was rated as more attractive than the institutional courage condition, these findings suggest that the behaviors described in either the institutional courage+belief or institutional courage+incentive condition allow an institution to remain as attractive to prospective employees as if they had not had an employee experience sexual harassment. Finally, our results regarding trust in management were aligned with those for women's representation and organization attractiveness. Although there were no significant

differences among the institutional courage conditions, there were differences between the control condition and the belief and incentive conditions. It seems that while the institutional courage conditions do result in trust in management that is close to the control condition (i.e., the condition without a description of an employee experiencing workplace sexual harassment), institutional management and leadership is still perceived as less trustworthy despite actions taken to be responsive to the employee's claim.

Practical and Clinical Implications

The results presented here confirm that both institutional betrayal and institutional courage are not unusual events in the context of workplace sexual harassment. While it is heartening to see that just over three-quarters of employees who experienced sexual harassment also experienced institutional courage, it is discouraging – although unsurprising – to see that over half of employees experience institutional betrayal. In fact, these rates of institutional betrayal are higher than those observed in the context of sexual assault in some studies (e.g., Smidt et al., 2019; Smith & Freyd, 2013). These findings thus have implications for the education of professionals and practitioners in a wide variety of fields, including management executives, human resources professionals, and mental health professionals. Education about the frequency and forms of institutional betrayal and institutional courage is the first step to identifying these phenomena, as well as their effects within institutions at both the structural and individual levels.

Our results regarding the effects of institutional betrayal and institutional courage on employee workplace outcomes and health outcomes suggest multiple domains of impact. In previous research on institutional betrayal, the focus has largely been – and with good reason – on the negative psychological and physical health effects that result

from these types of experiences (for a brief review, see Smidt & Hart, 2018). Consider this the "first argument" for reducing institutional betrayal and increasing institutional courage; in other words, because institutional betrayal is associated with psychological and physical harm, it is worth reducing institutional betrayal and increasing institutional courage. Much in the way that research on institutional betrayal in the healthcare system has focused on disengagement from healthcare (Smith, 2017; Tamaian & Klest, 2018), this study similarly presents a "second argument" both regarding the effects of institutional betrayal, that of negative employee workplace outcomes and institutional health, and for replacing institutional betrayal with institutional courage. Although we did not explore possible downstream economic and institutional effectiveness outcomes (i.e., the degree to which an organization achieves its stated goals, which may include profit benchmarks, production targets, or donations received) as associated with institutional betrayal, institutional courage, and employee outcomes, it is important to recognize that these employee workplace outcomes can have a substantial impact on organizations (e.g., Koys, 2001; Meyer et al., 2002).

Lastly, our results from Aim 3 have implications particularly for human resources professionals, individuals in managerial and supervisory roles, public relations and communications professionals, and C-suite executives. Companies who responded to an incident of sexual harassment with institutional betrayal were worse off on important metrics compared to those who responded with institutional courage. These outcomes included not only reputational outcomes (i.e., perceived gender bias and trust in management), but also ones that might particularly impact recruitment (i.e., organizational attractiveness). This adds perhaps a "third argument" for replacing

institutional betrayal with institutional courage – institutions will save face reputationally (and in some cases have no statistical difference than if there was no sexual harassment at all) and maintain status as an attractive employer. This third argument – a reputational and recruitment one – likely varies in the rank-order of importance depending on one's position in the institution. From a psychological perspective, the first argument – one regarding psychological harm – would hopefully take precedence. However, for those who are concerned perhaps more so with either the reputational/recruitment or employee workplace outcomes (and perhaps the associated downstream effects), this study offers compelling evidence that replacing institutional betrayal with institutional courage is worthy of consideration and of resources.

Limitations

There are a few limitations to consider with respect to this study. First, we collected data at only one timepoint. This was in line with the Aims of the study, which included characterizing institutional courage and institutional betrayal with respect to workplace sexual harassment – the first empirical examination of these phenomena in this context, and the first empirical examination of institutional courage. This design does limit our ability to examine the time-course of events in Aim 1 and Aim 2, especially as it is likely that institutional betrayal and institutional courage occur over time and at different points following an incident of sexual harassment. A longitudinal design would be particularly useful for examining both employee workplace outcomes as well as psychological and physical health outcomes over time. Second, we had very small cell sizes for non-gender-binary individuals (i.e., those that do not identify as "man" or "woman"). This limits the generalizability of our results to individuals who are gender

minorities, who have been found to experience very high rates of sexual harassment and other types of victimization (Badgett, Lau, Sears, & Ho, 2007; Stotzer, 2009). Similarly, future investigations may benefit from oversampling individuals who identify as racial and ethnic minorities, given that racial and ethnic minorities often experience greater rates, and more severe types, of both workplace sexual and general harassment in the workplace (Berdahl & Moore, 2006; Buchanan, Settles, & Woods, 2008; Krieger et al., 2006). Finally, we examined only individuals who were working full-time. Future investigations may benefit from broadening this inclusion criterion to capture other types of employees.

Future Directions

There are many avenues for future research on institutional betrayal and institutional courage. First, at the climate level, it would be interesting to determine the extent to which either groups of institutions (e.g., Fortune 100 companies or universities within the American Association of Universities) or different industries or sectors differ with respect to the 11 core facets of climate-level institutional courage. Second, and similarly, examining the rates at which institutional courage and institutional betrayal occur following workplace sexual harassment by employment industry and sector would also add to these findings. As part of this second future direction and as noted above, longitudinal research will provide additional evidence regarding the effects of institutional betrayal and institutional courage. The time course of such events will be particularly useful in determining both proximal and distal employee workplace and health outcomes. Additionally, examining institutional courage and institutional betrayal within one organization could be useful for examining multilevel effects, such as

individuals nested within teams nested within units. Such models would provide a better understanding of these effects at different levels within organizations, which in turn could further delineate targets for intervention.

Interventions to replace institutional betrayal with institutional courage should start with education – by training employees, supervisors, human resources professionals, executives, and so on – to first identify institutional betrayal and institutional courage when they happen. Institutions can enact policies and procedures designed to reduce institutional betrayal (e.g., allowing victims to have a say in how their case is handled, such as opting for victim-centered policies rather than policies of mandatory reporting/compelled disclosure; Holland, Cortina, & Freyd, 2018), and promote institutional courage (e.g., an incentive structure that rewards reporting sexual harassment). In either of these forms of intervention – and many others exist too – data should be gathered throughout the process of intervention design, implementation, and dissemination. Consider here our results from the ICQ-Climate: 20% of employees did not know if their place of employment had a policy about sexual harassment and 25% did not know if there was a process for reporting sexual harassment. Policies and procedures cannot help anyone if they are not effectively implemented and disseminated. Included in this broad category of dissemination and implementation include issues like availability (i.e., where can the policy be found and is it easily found), user experience (i.e., an institution deploys a climate survey, but it is difficult to complete or is otherwise confusing), and implementation reach (i.e., is a policy or procedure implemented uniformly across supervisors/teams/units). Policies, procedures, climate surveys, trainings, and so on cannot be effective – cannot achieve their stated goals of improving

the workplace with respect to sexual harassment – if they are not disseminated and implemented widely and with fidelity.

Conclusion

Underlying all research on institutional betrayal and institutional courage is the idea that how one responds to a negative event – whether sexual harassment, sexual assault, and other types of victimization – is often as important or more important for future outcomes as the original event itself. In other words, it's not only about what happens, it's also about what happens next. We have continued to investigate this idea here in this study. In Aim 1, we found that institutional courage at the climate level is associated with better employee workplace outcomes, including job satisfaction and organizational commitment. In Aim 2, of participants who experienced workplace sexual harassment, nearly 55% also experienced institutional betrayal, and 76% experienced institutional courage. Institutional betrayal and institutional courage appear to have tangible effects on employee workplace and health outcomes: institutional betrayal decreases job satisfaction, organizational commitment, and somatic symptoms, whereas institutional courage increases these variables. Furthermore, institutional courage appears to attenuate negative outcomes in both the employee workplace and health domains. The results from the Aim 3 experiment suggest that institutions benefit reputationally from responses to workplace sexual harassment that are characterized by institutional courage, including reductions in perceived gender bias and increases in trust in management, compared to responses characterized by institutional betrayal. These Aim 3 results replicated and extended previous work by Gündemir and colleagues (2018a).

While we once again find that institutional betrayal is harmful, this study indicates that institutional courage can buffer against those harms. The ultimate goal of this research is to eliminate institutional betrayal at all levels of institutions by replacing it with institutional courage. The current study provides a starting point to achieving that goal by introducing two new measures of institutional courage to be used in future investigations and by reporting findings that demonstrate the power of institutional courage with respect to workplace sexual harassment.

Table 1. *Demographic information: Age, gender identity, and sexual orientation*

Variable			
Age	*M* = 36.25	*SD* = 10.18	*Range* = 19 – 77
Gender Identity	***N***	**% / 805**	
Woman	378	47	
Man	411	51.1	
Transwoman	5	.6	
Transman	2	.2	
Genderqueer	4	.5	
Non-binary gender	4	.5	
Another gender	1	.1	
Gender Identity At Birth			
Same GID now as at birth	98.1	790	
Different GID now as at birth	15	1.9	
Sexual Orientation			
Heterosexual	703	87.3	
Bisexual	39	4.8	
Lesbian	23	2.9	
Gay	16	2.0	
Asexual	7	.9	
Another sexual orientation	7	.9	
Queer	6	.7	
Questioning	4	.5	

Table 2. *Demographic information: Race and ethnicity*

Variable	***N***	**% / 805**
Race		
Caucasian	608	75.5
Black/African American	63	7.8
Asian/Asian American	47	5.8
Latino American	44	5.5
Multiracial	37	4.6
Another racial identity	2	.2
American Indian/Native American	2	.2
Native Hawaiian/Pacific Islander	1	.1
Middle Eastern	1	.1
Ethnicity		
Non-Hispanic/Spanish/Latino	736	91.4
Hispanic	45	5.6
Latino	14	1.7
Hispanic and Latino	5	.6
Spanish	3	.4
Hispanic and Spanish	2	.2

Table 3. *Demographic information: Education and income*

Variable	*N*	% / 805
Education		
Bachelor's degree in college (4-year)	332	41.2
Some college but no degree	159	19.8
Master's degree	97	12
High school diploma/GED	85	10.6
Associate degree in college (2-year)	81	10.1
Vocational/technical school (2-year)	26	3.2
Doctoral degree	11	1.4
Professional degree (JD, MD)	9	1.1
Less than high school degree	5	0.6
Income		
$50,000 to $59,999	113	14
$30,000 to $39,999	112	13.9
$60,000 to $69,999	86	10.7
$40,000 to $49,999	85	10.6
$100,000 to $149,999	84	10.4
$20,000 to $29,999	77	9.6
$70,000 to $79,999	67	8.3
$10,000 to $19,999	53	6.6
$90,000 to $99,999	44	5.5
$80,000 to $89,999	39	4.8
$150,000 or more	37	4.6
Less than $10,000	8	1

Table 4. *Employer information: Number of employees*

Variable	***N***	**% / 805**
Number of employees		
100-249	114	14.2
50-99	107	13.3
20-49	105	13
250-499	101	12.5
More than 5000	82	10.2
500-999	75	9.3
1000-5000	71	8.8
10 to 19	61	7.6
five to 9	47	5.8
two to 4	29	3.6
1	13	1.6

Table 5. *Employer information: Industries*

Variable	***N***	**% / 805**
Employment industry		
Profession, Scientific, and Technical Services	96	11.9
Retail Trade	89	11.1
Health Care and Social Assistance	78	9.7
Finance and Insurance	75	9.3
Education Services	69	8.6
Information	61	7.6
Administrative and Support	48	6
Manufacturing	47	5.8
Arts, Entertainment, and Recreation	40	5
Hotel Accommodation and Food Services	38	4.7
Other Services (except Public Administration)	34	4.2
Construction	26	3.2
Transportation and Warehousing	24	3
Real Estate and Rental and Leasing	17	2.1
Public Administration	16	2
Wholesale Trade	15	1.9
Utilities	10	1.2
Management of Companies and Enterprises	9	1.1
Military	7	0.9
Agriculture, Forestry, Fishing and Hunting	5	0.6

Table 6. *Employer information: Department*

Variable	***N***	**% / 805**
Department at place of employment		
Customer Service	152	18.9
Other	110	13.7
IT	105	13
Administrative	98	12.2
Sales	72	8.9
Product	35	4.3
Finance	33	4.1
Research & Development	33	4.1
Manufacturing	31	3.9
Marketing Operations	24	3
Engineering	24	3
Accounting	23	2.9
Human Resources	21	2.6
Legal	16	2
Public Relations	14	1.7
Business Intelligence	11	1.4
International	3	0.4

Table 7. *Employer information: Employment sector*

Variable	*N*	% / 805
Employment sector		
Private for-profit company, business or individual, for wages, salary or commissions	610	75.8
Private not-for-profit, tax-exempt, or charitable organization	56	7
Public education (including K-12 and higher education/college/university)	39	4.8
Self-employed in own not incorporated business, professional practice, or farm	25	3.1
Federal government employee	23	2.9
Local government employee (city, county, etc.)	19	2.4
State government employee	18	2.2
Private education (including K-12 and higher education/college/university)	11	1.4
Self-employed in own incorporated business, professional practice, or farm	4	0.5

Table 8. *Employer information: Job level*

Variable	***N***	**% / 805**
Job level		
Individual contributor (non-management)	460	57.1
Manager (more than 3 years experience)	155	19.3
Manager (less than 3 years experience)	94	11.7
Other	57	7.1
Leader (looks after a region or business area);	24	3
Executive/C-Suite	15	1.9

Table 9. *Institutional Courage Questionnaire-Climate*

Items	No%	Yes%	I don't know%
1. Does your employer have a sexual harassment policy?	11.8	68.7	19.5
2. Does your employer have a process for reporting an experience of sexual harassment? For example, this process could be outlined in a document, website, or some other means.	19.8	53.5	26.7
3. Does your employer conduct a regular (i.e., at least annually) training course or seminar on issues related to sexual harassment?	49.8	41.4	8.7
4. Does your employer commit resources to combatting/reducing workplace sexual harassment?	44.5	27	28.6
5. Does your employer have an internal committee charged with addressing issues related to sexual harassment (such as organizational climate/culture and responses surrounding sexual harassment)?	50.8	26.7	22.3
6. Does your employer compile de-identified data (i.e., with identifying information removed to protect the privacy of individuals who have reported experiences of sexual harassment) about incidents of sexual harassment that occur at your employer?	16.1	26	57.9
7. Does your employer conduct regular (i.e., at least annually) focus groups on issues related to sexual harassment (such as addressing organizational climate and responses surrounding sexual harassment)?	61.9	24.3	13.8
8. In its hiring and recruitment processes, does your employer ask potential employees if they were previously disciplined related to an incident of sexual harassment?	55.8	13.5	30.2
9. Does your employer, in checking the references of potential employees, ask a prospective employee's previous employers about previous incidents of workplace sexual harassment for which the potential employee was disciplined?	37	11.3	51.4
10. Does your employer conduct regular (i.e., at least annual) surveys about issues related to sexual harassment, such as asking about employee experiences of sexual harassment, organizational responses to those experiences, and/or organizational climate surrounding sexual harassment?	76.4	11.1	12.5
11. Does your employer reward reporters of sexual harassment (i.e., employees who report that they have been sexually harassed)?	55.9	8.6	35.4

Table 10. *Mean number of ICQ-Climate items endorsed by industry*

Variable			
Industry	***M*#**	***SD***	**%**
Administrative and Support	2.98	2.87	6.00%
Agriculture, Forestry, Fishing and Hunting	2.50	0.58	0.50%
Arts, Entertainment, and Recreation	2.63	3.11	5.00%
Construction	1.50	2.37	3.30%
Education Services	3.61	2.42	8.30%
Finance and Insurance	3.54	2.64	9.30%
Health Care and Social Assistance	2.95	2.44	9.70%
Hotel Accommodation and Food Services	2.55	2.54	4.80%
Information	2.74	2.83	7.70%
Management of Companies and Enterprises	3.75	2.60	1.00%
Manufacturing	4.09	2.59	5.90%
Military	7.00	2.71	0.90%
Other Services (except Public Administration)	2.29	2.99	4.30%
Profession, Scientific, and Technical Services	3.49	3.01	12.10%
Public Administration	3.88	2.55	2.00%
Real Estate and Rental and Leasing	2.75	3.51	2.00%
Retail Trade	2.83	3.03	11.10%
Transportation and Warehousing	2.88	2.31	3.00%
Utilities	3.60	3.44	1.30%
Waste Management and Remediation Services	8.00	.	0.10%
Wholesale Trade	2.50	3.25	1.80%

total number of ICQ-Climate items = 11

Table 11. *Mean number of ICQ-Climate items endorsed by employment sector*

Variable			
Employment sector	***M*#**	***SD***	**%**
Federal government employee	6.22	2.43	2.90%
Local government employee (city, county, etc.)	4.39	2.68	2.30%
Private education (including K-12 and higher education/college/university)	3.45	2.30	1.40%
Private for-profit company, business or individual, for wages, salary or commissions	2.90	2.78	76.00%
Private not-for-profit, tax-exempt, or charitable organization	3.45	2.95	7.00%
Public education (including K-12 and higher education/college/university)	3.79	1.91	4.80%
Self-employed in own incorporated business, professional practice, or farm	7.75	5.25	0.50%
Self-employed in own not incorporated business, professional practice, or farm	1.54	2.73	3.00%
State government employee	3.47	2.12	2.10%

total number of ICQ-Climate items = 11

Table 12. *Mean number of ICQ-Climate items endorsed by job level*

Variable			
Job level	***M*#**	***SD***	**%**
Executive/C-Suite	1.50	2.14	1.80%
Individual contributor (non-management)	2.92	2.78	57.50%
Leader (looks after a region or business area);	4.21	3.23	3.00%
Manager (less than 3 years experience)	3.09	2.93	11.40%
Manager (more than 3 years experience)	3.86	2.85	19.10%
Other	2.65	2.49	7.20%

total number of ICQ-Climate items = 11

Table 13. *Mean number of ICQ-Climate items endorsed by gender*

Variable				
Gender		***M*#**	***SD***	**%**
	Transwoman	4.80	3.35	0.60%
	Man	3.13	2.83	50.90%
	Woman	3.11	2.83	47.00%
	Genderqueer	2.25	1.89	0.50%
	Non-binary	1.75	2.22	0.50%
	Transman	1.00	1.41	0.30%
	A gender not listed here	0.00	.	0.10%

total number of ICQ-Climate items = 11

Table 14. *Bivariate correlations between ICQ-Climate and employee workplace outcomes*

Variable	
Outcome of interest	***r***
Work withdrawal behaviors (WJW)	-.123***
Job satisfaction (aJIG)	.242***
Trust in management (TIM)	.177***
One-year intention to leave (SLI)	-.188***
Perceived gender bias (PGB)	.168***
Affective organizational commitment (OCQ)	.219***
Continuance organizational commitment (OCQ)	-.041
Normative organizational commitment (OCQ)	.212***

***$p \leq .001$

Table 15. *Linear regression models predicting employee workplace outcomes from the ICQ-Climate*

Predictor				
	B	*SE*	β	R^2
Work withdrawal behaviors	-.80	0.23	-.12***	.02
Job satisfaction	.68	.10	.24***	.06
Trust in management	.64	.13	.18***	.03
One-year leaving intentions	-.21	.04	-.19***	.04
Perceived gender bias	.08	.02	.17***	.03
Affective organizational commitment	.13	.02	.22***	.05
Normative organizational commitment	.12	.02	.21***	.04

***$p \leq .001$

Table 16. *Bivariate correlations between IBQ, ICQ-Specific and employee workplace outcomes*

Variable		***r***
Outcome of interest	**IBQ**	**ICQ-Specific**
Work withdrawal behaviors (WJW)	.145*	-.001
Job satisfaction (aJIG)	-.370***	.236***
Trust in management (TIM)	.02	.173**
One-year intention to leave (SLI)	.317***	-.152**
Perceived gender bias (PGB)	-.351***	.169**
Affective organizational commitment (OCQ)	-.346***	.233***
Continuance organizational commitment (OCQ)	.166**	.031
Normative organizational commitment (OCQ)	-.180**	.272***

***$p \leq .001$; **$p \leq .01$; *$p < .05$

Table 17. *Hierarchical multiple linear regressions models predicting job satisfaction, affective organizational commitment, and normative organizational commitment.*

Predictor	Step 1				Step 2				
	B	*SE*	*β*	ΔR^2	*B*	*SE*	*β*	ΔR^2	R^2
Job satisfaction									
IBQ	-.89	.13	-.34***	.25***	-.88	.13	-.33***	.017**	.27**
ICQ-Specific	.50	.08	.34***		.50	.07	.34***		
IBQ x ICQ-Specific					.06	.02	.13**		
Affective organizational commitment									
IBQ	-.15	0.03	-.31***	.22***	-.15	.03	-0.31***	.02**	.24**
ICQ-Specific	.09	0.01	.32***		.09	.01	0.32***		
IBQ x ICQ-Specific					.01	.004	0.15**		
Normative organizational commitment									
IBQ	-.07	.03	-.16**	.12***	-.07	.03	-.15**	.02**	.14**
ICQ-Specific	.08	.01	0.29***		.08	.01	.29***		
IBQ x ICQ-Specific					.01	.004	.16**		

***$p \leq .001$; **$p \leq .01$; *$p < .05$

Table 18. *Hierarchical multiple linear regressions perceived gender bias, one-year leaving intentions, and work withdrawal behaviors*

Predictor	Step 1				Step 2				
	B	*SE*	*β*	ΔR^2	*B*	*SE*	*β*	ΔR^2	R^2
Perceived gender bias									
IBQ	-.16	.03	-.33***	.18***	-.16	.03	-0.32***	.03***	.21***
ICQ-Specific	.07	.02	.24***		.07	.02	0.24***		
IBQ x ICQ-Specific					.01	.004	0.18***		
One-year leaving intentions									
IBQ	.32	.06	.30***	.15***	.32	.06	.30***	.001	.15***
ICQ-Specific	-.13	.03	-.22***		-.13	.03	-.22***		
IBQ x ICQ-Specific					-.01	.01	-.03		
Work withdrawal behaviors									
IBQ	.73	.33	.13*	.04**	.76	.33	.13*	.02**	.06**
ICQ-Specific	-.43	.19	-.13*		-.43	.18	-.13*		
IBQ x ICQ-Specific					.14	.05	.16**		

***$p \leq .001$; **$p \leq .01$; *$p < .05$

Table 19. *Hierarchical multiple linear regressions predicting continuance organizational commitment and trust in management*

Predictor	Step 1				Step 2				
	B	*SE*	*β*	ΔR^2	*B*	*SE*	*β*	ΔR^2	R^2
Continuance commitment									
IBQ	.06	.02	.17**	.03*	.06	.02	.17**	.01	.04*
ICQ-Specific	-.01	.01	-.04		-.01	.01	-.04		
IBQ x ICQ-Specific					.01	.003	.08		
Trust in management									
IBQ	.04	.07	.03	.02*	.04	.07	.04	.01	.03*
ICQ-Specific	.10	.04	.15**		.10	.04	.15**		
IBQ x ICQ-Specific					.01	.01	.07		

***$p \leq .001$; **$p \leq .01$; *$p < .05$

Table 20. *Bivariate correlations between IBQ, ICQ-Specific and employee psychological and physical health outcomes*

Variable	***r***				
Outcome of interests	**IBQ**	**ICQ-Specific**	**BBTS-LB**	**BBTS-MB**	**BBTS-HB**
Trauma symptoms (TSC-40)	.327***	.014	.187**	.457***	.496***
Somatic symptoms (PHQ)	.247***	.015	.197**	.386***	.382***
Depression symptoms (PHQ)	.280***	-.009	.149*	.364***	.403***
Anxiety symptoms (PHQ)	.224***	.025	.151*	.329***	.391***

***$p \leq .001$; **$p \leq .01$; *$p < .05$

Table 21. *Hierarchical multiple linear regressions predicting trauma symptoms and somatic symptoms*

Predictor	Step 1				Step 2				
	B	*SE*	*β*	ΔR^2	*B*	*SE*	*β*	ΔR^2	R^2
Trauma symptoms									
IBQ	1.31	.34	.22***	.31***	1.32	.34	.22***	.002	.32***
ICQ-Specific	-.34	.19	-.10^		-.34	.19	-.10^		
BBTS-HB	5.78	.70	.46***		5.81	.70	.46***		
IBQ x ICQ-Specific					.04	.06	.05		
Somatic symptoms									
IBQ	.207	.08	.16**	.17***	.21	.08	.17**	.02**	.19***
ICQ-Specific	-.001	.04	-.001		-.002	.04	-.003		
BBTS-HB	.91	.16	.35***		.91	.16	.35***		
IBQ x ICQ-Specific					.03	.01	.15**		

***$p \leq .001$; **$p \leq .01$; *$p < .05$; ^$p < .10$

Table 22. *Hierarchical multiple linear regressions predicting depression symptoms and anxiety symptoms*

Predictor	Step 1				Step 2				
	B	*SE*	*β*	ΔR^2	*B*	*SE*	*β*	ΔR^2	R^2
Depression symptoms									
IBQ	.26	.09	.186**	.22***	.26	.09	.19**	.001	.22***
ICQ-Specific	-.08	.05	-.10^		-.08	.05	-.11^		
BBTS-HB	1.10	.18	.37***		1.10	.18	.37***		
IBQ x ICQ-Specific					.01	.01	.02		
Anxiety symptoms									
IBQ	.17	.08	.14*	.17***	.17	.08	.14*	.001	.18***
ICQ-Specific	-.02	.04	-.03		-.02	.04	-.02		
BBTS-HB	.93	.17	.36***		.93	.17	.36***		
IBQ x ICQ-Specific					-.01	.01	-.02		

***$p \leq .001$; **$p \leq .01$; *$p < .05$; ^$p < .10$

Table 23. *Descriptives for Aim 1*

Measure	***M***	***SD***
Perceived gender bias (PGB)	5.52	1.42
Job satisfaction (aJIG)	17.47	7.90
Organizational commitment (OCQ)		
Affective organizational commitment	4.35	1.63
Continuance organizational commitment	4.30	1.34
Normative organizational commitment	3.87	1.53
One-year leaving intentions (SLI)	5.10	3.14
Work withdrawal behaviors (WJW)	44.46	18.40
Trust in management (TIM)	27.82	10.18

Table 24. *Descriptives for Aim 2*

Measure		***M***	***SD***
Perceived gender bias (PGB)		4.85	1.62
Job satisfaction (aJIG)		15.89	8.37
Organizational commitment (OCQ)			
	Affective organizational commitment	4.12	1.54
	Continuance organizational commitment	4.50	1.20
	Normative organizational commitment	3.78	1.48
One-year leaving intentions (SLI)		5.87	3.31
Work withdrawal behaviors (WJW)		49.10	18.45
Trust in management (TIM)		24.92	11.30
Institutional betrayal (IBQ)		2.36	3.16
Institutional courage (ICQ-Specific)		5.78	5.71
Posttraumatic symptoms (TSC-40)		23.84	19.58
Depression (PHQ-Depression)		5.12	4.55
Anxiety (PHQ-Anxiety)		4.54	3.90
Somatic symptoms (PHQ-Somatic)		4.55	4.10
Lifetime trauma history (BBTS)			
	Low betrayal trauma	1.02	1.38
	Medium betrayal trauma	2.10	2.97
	High betrayal trauma	1.23	1.56

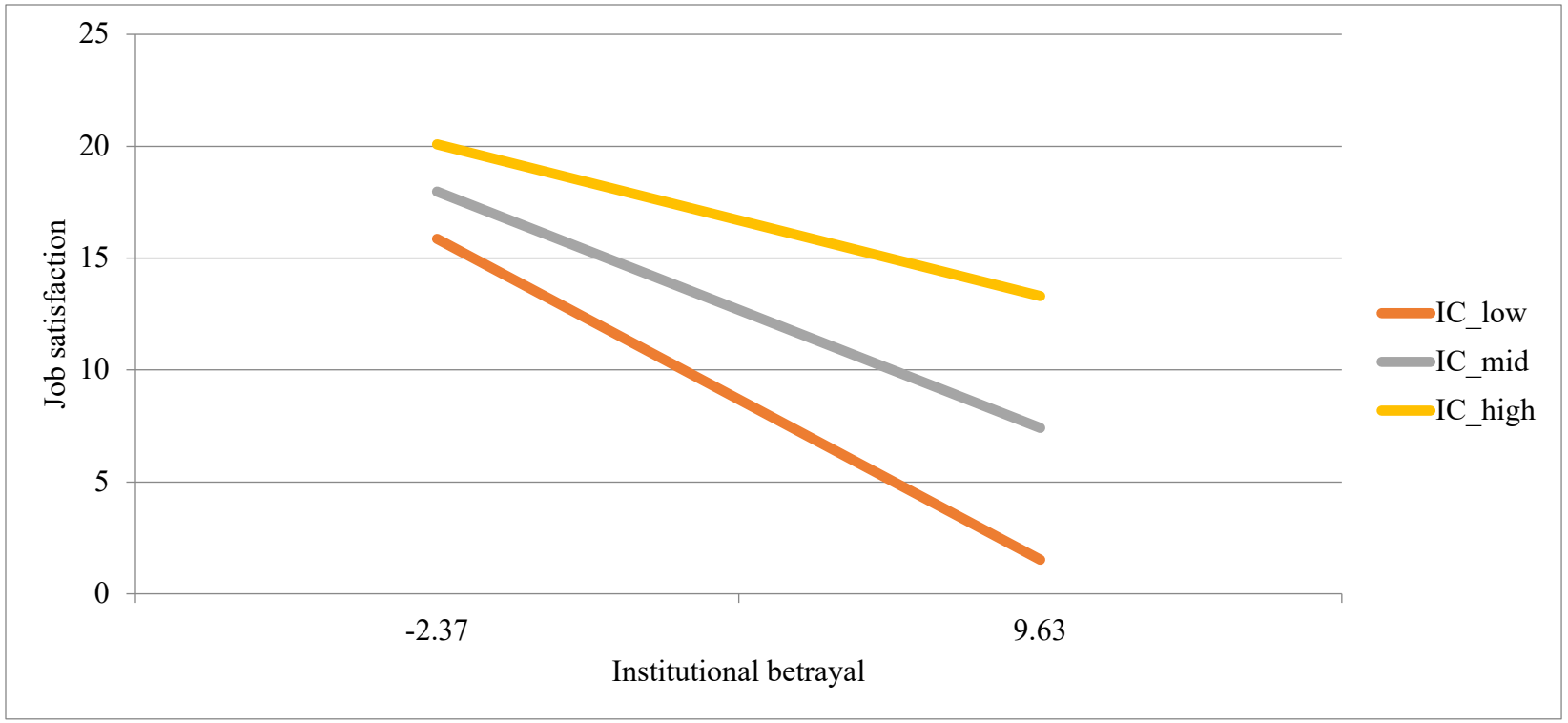


Figure 1. Effect of different levels of institutional courage (at -1*SD*, the mean, and +1*SD*) on job satisfaction at different levels of institutional betrayal (at -1*SD* and +1*SD*). Y-axis is mean-centered institutional betrayal from -1*SD* to +1*SD*.

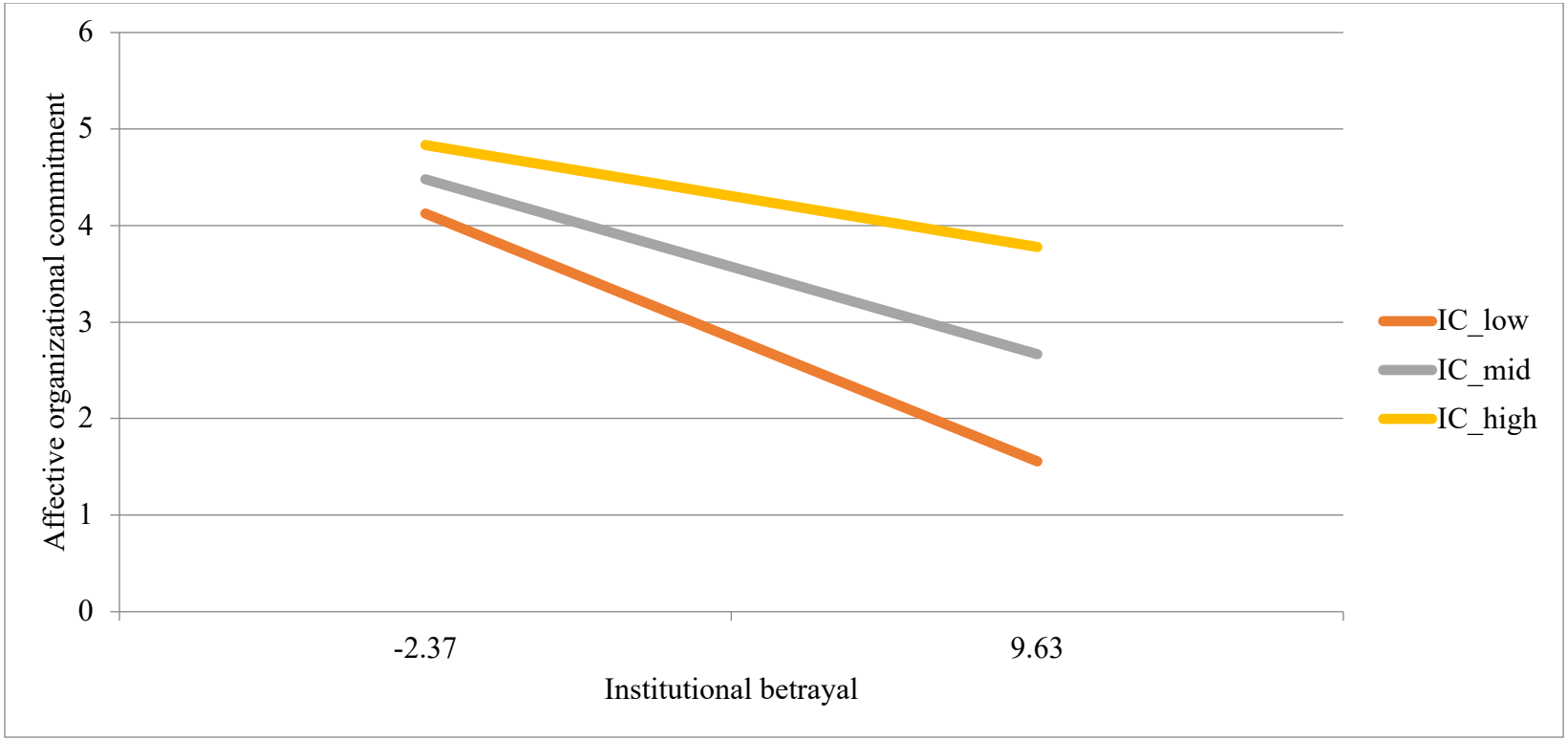


Figure 2. Effect of different levels of institutional courage (at -1*SD*, the mean, and +1*SD*) on affective organizational commitment at different levels of institutional betrayal (at -1*SD* and +1*SD*). Y-axis is mean-centered institutional betrayal from -1*SD* to +1*SD*.

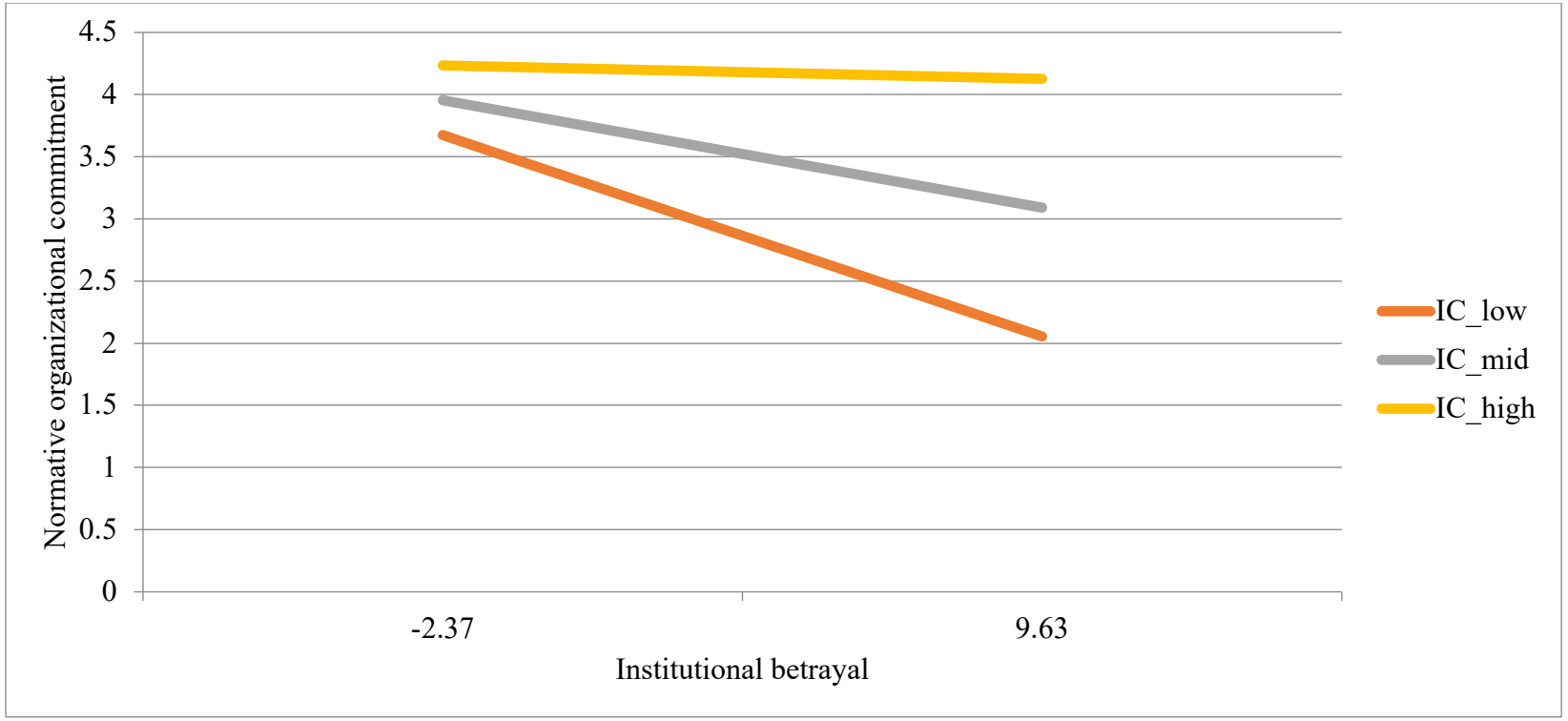


Figure 3. Effect of different levels of institutional courage (at -1*SD*, the mean, and +1*SD*) on normative organizational commitment at different levels of institutional betrayal (at -1*SD* and +1*SD*). Y-axis is mean-centered institutional betrayal from -1*SD* to +1*SD*.

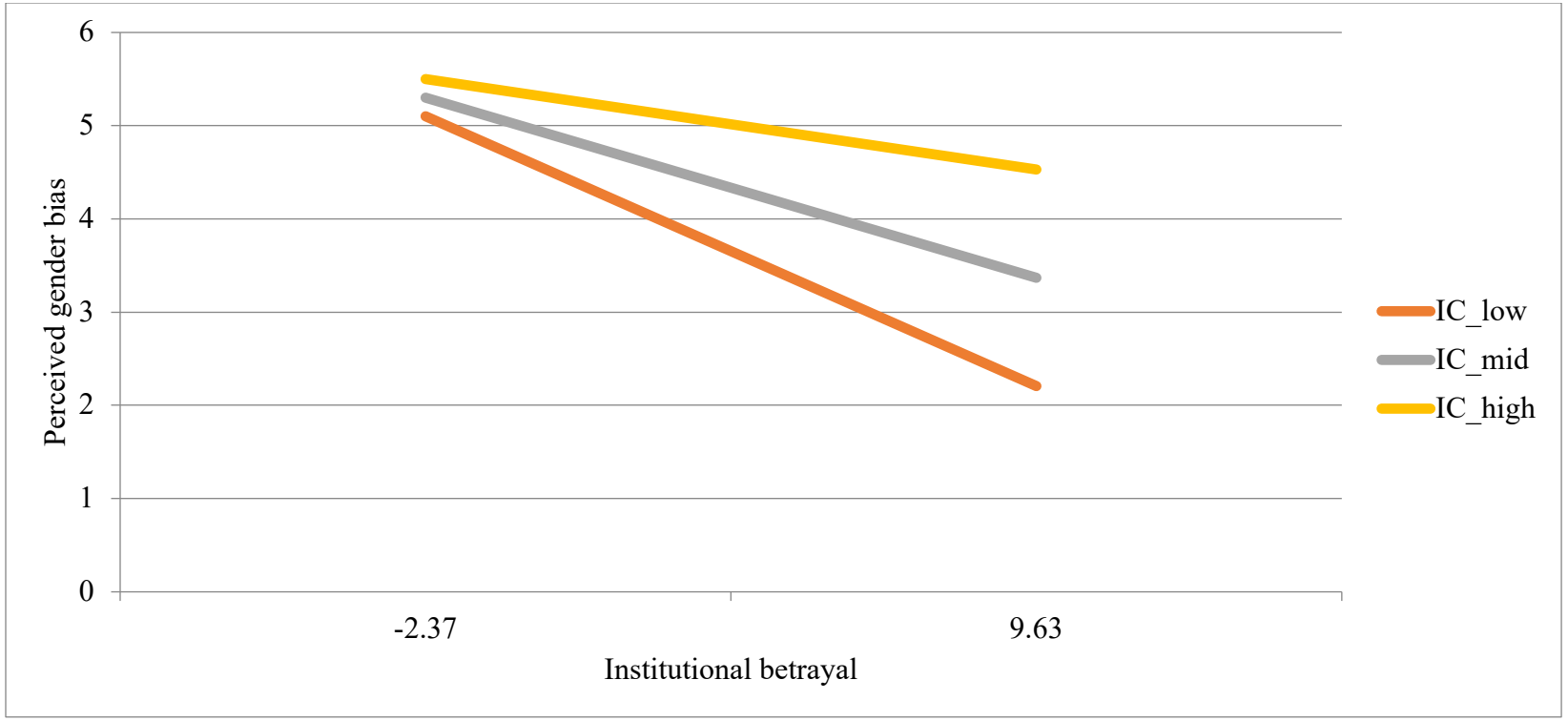


Figure 4. Effect of different levels of institutional courage (at -1*SD*, the mean, and +1*SD*) on perceived gender bias at different levels of institutional betrayal (at -1*SD* and +1*SD*). Y-axis is mean-centered institutional betrayal from -1*SD* to +1*SD*.

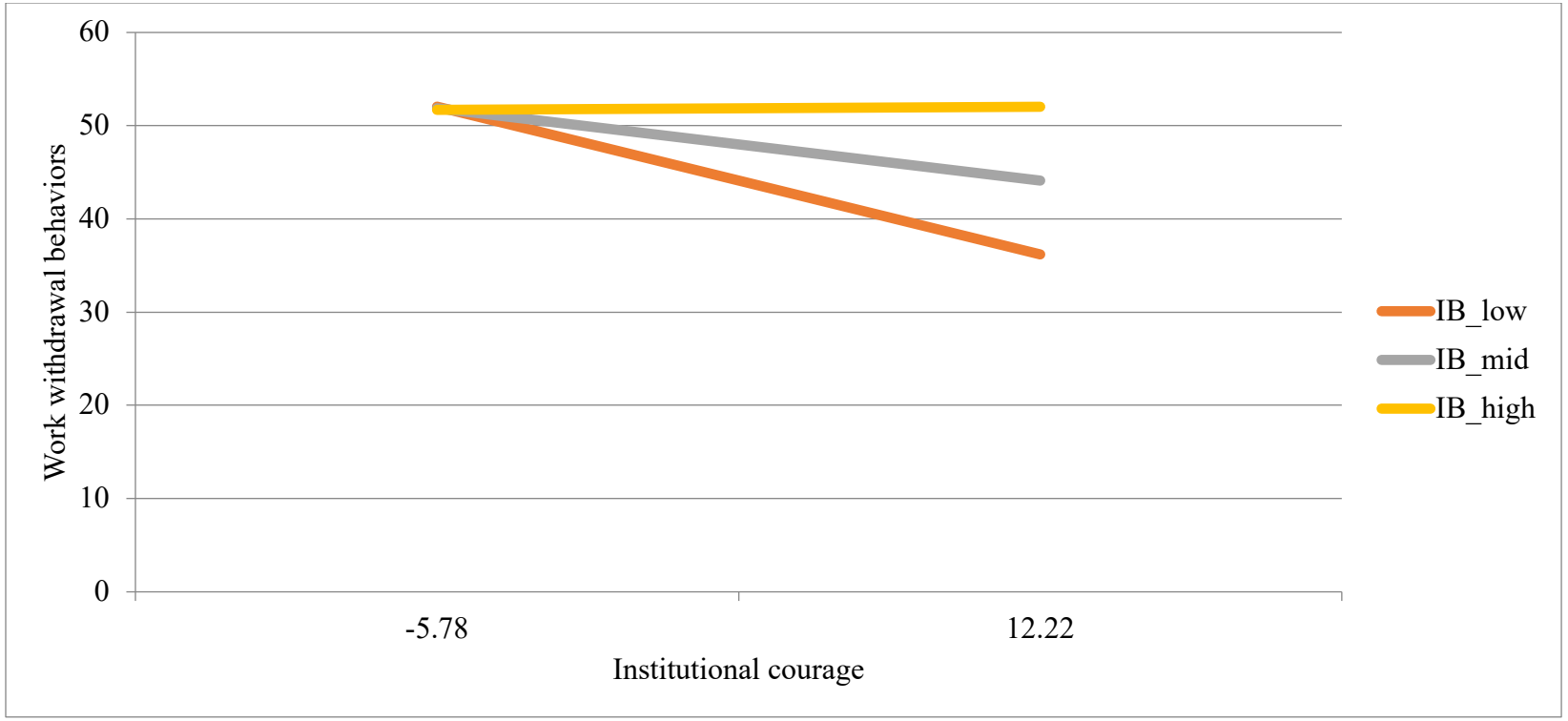


Figure 5. Effect of different levels of institutional betrayal (at -1*SD*, the mean, and +1*SD*) on work withdrawal behaviors at different levels of institutional courage (at -1*SD* and +1*SD*). Y-axis is mean-centered institutional courage from -1*SD* to +1*SD*.

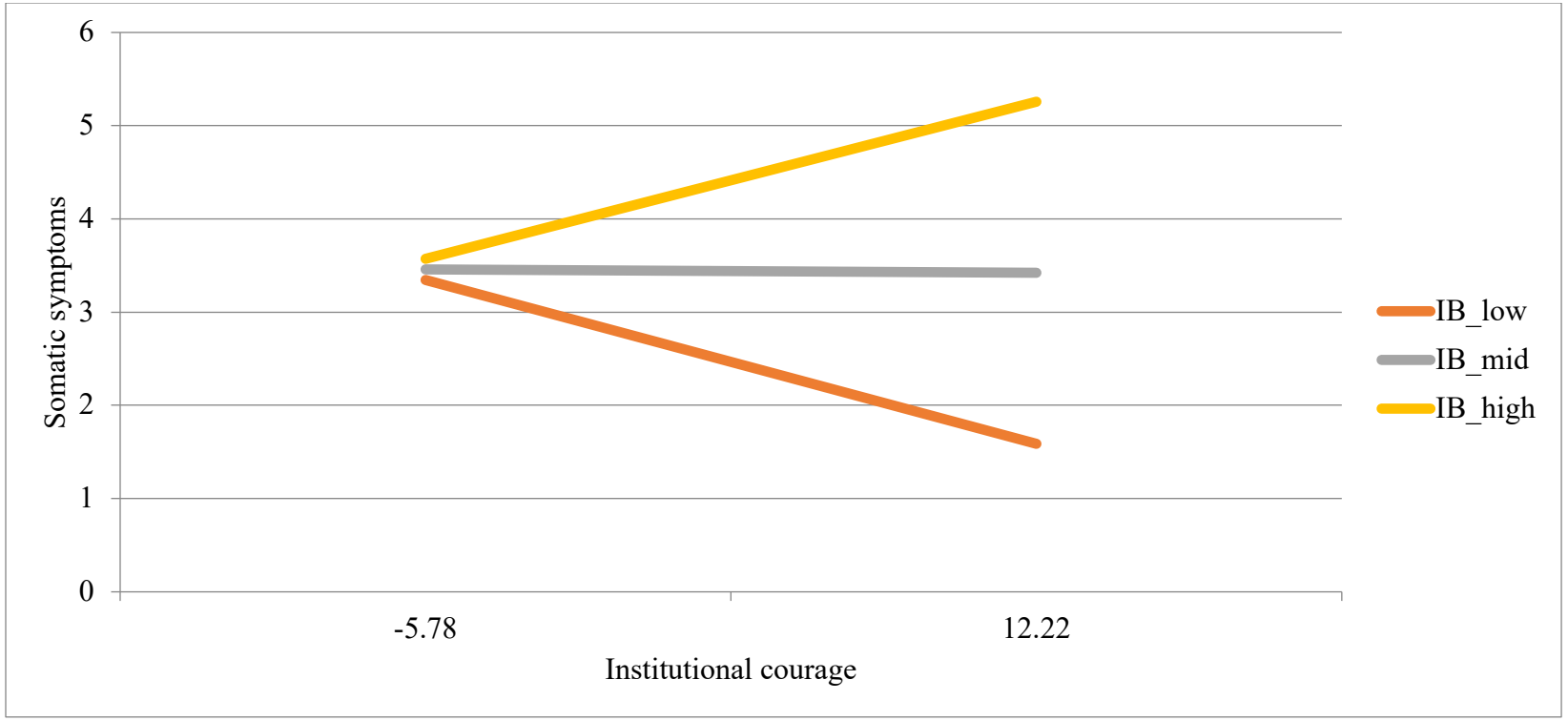


Figure 6. Effect of different levels of institutional betrayal (at -1.5*SD*, the mean, and +1.5*SD*) on somatic symptoms at different levels of institutional courage (at -1*SD* and +1*SD*). Y-axis is mean-centered institutional courage from -1*SD* to +1*SD*.

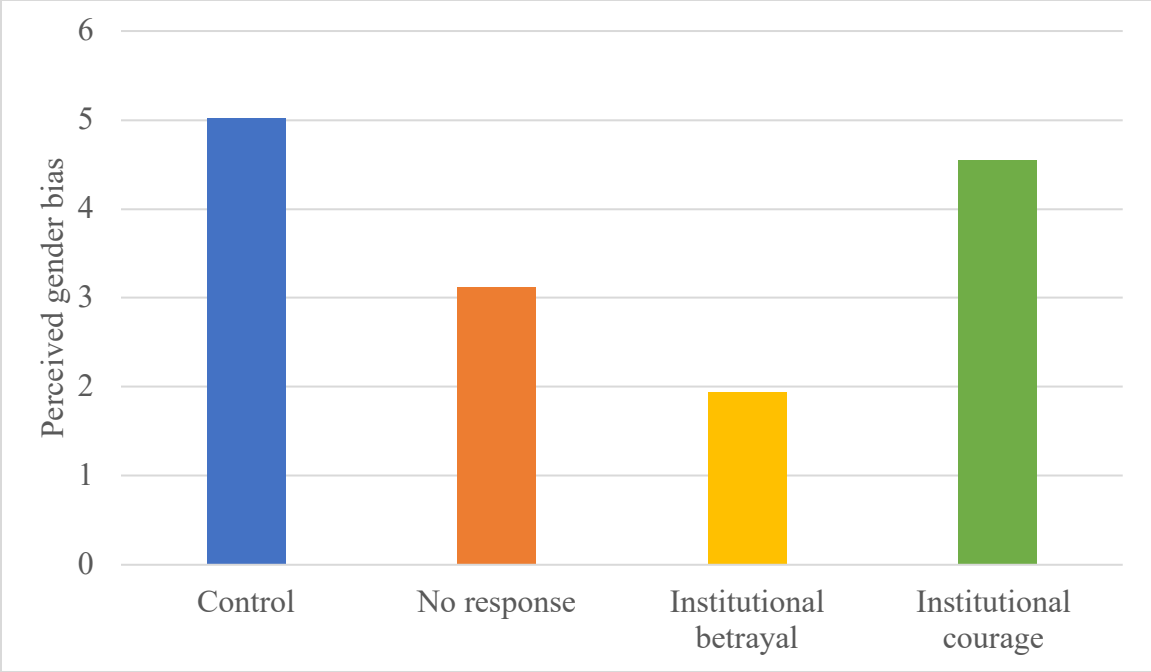


Figure 7. Aim 3.1 – Perceived gender bias by condition

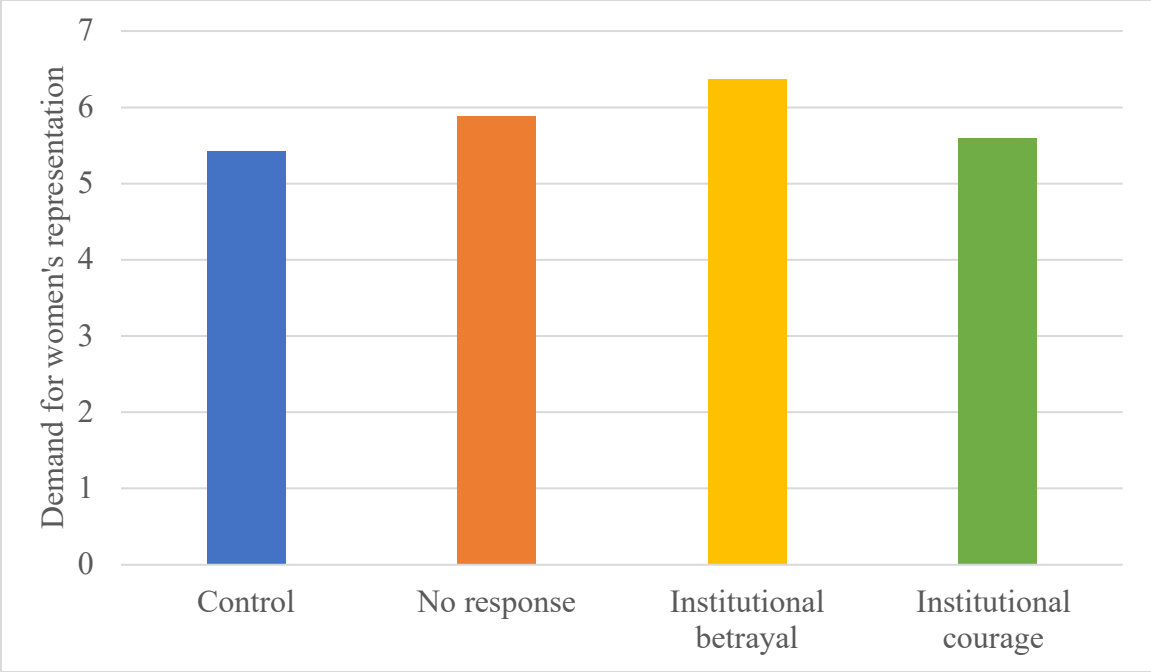


Figure 8. Aim 3.1 – Demand for women's representation in the workplace by condition

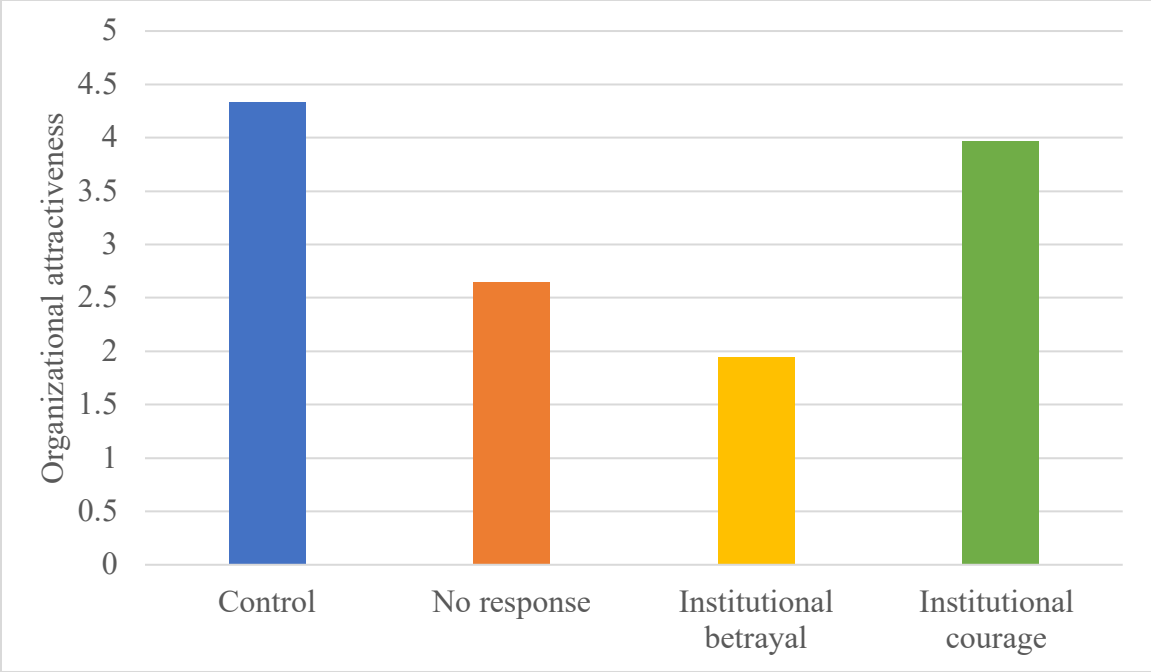


Figure 9. Aim 3.1 – Organizational attractiveness by condition

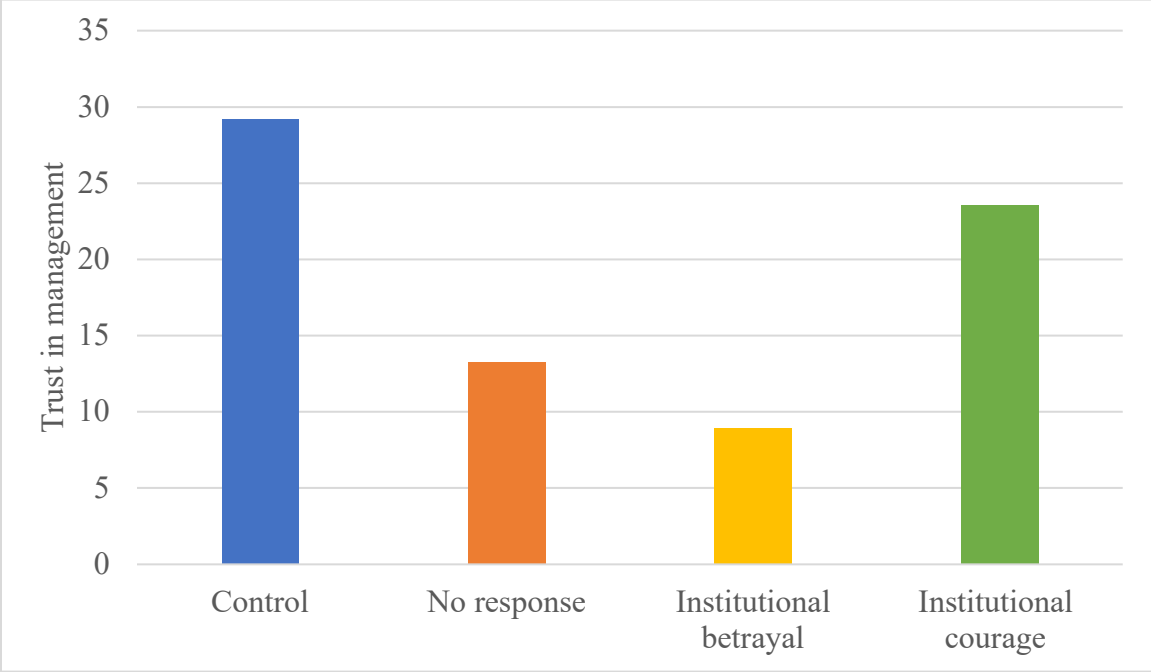


Figure 10. Aim 3.1 – Trust in management by condition

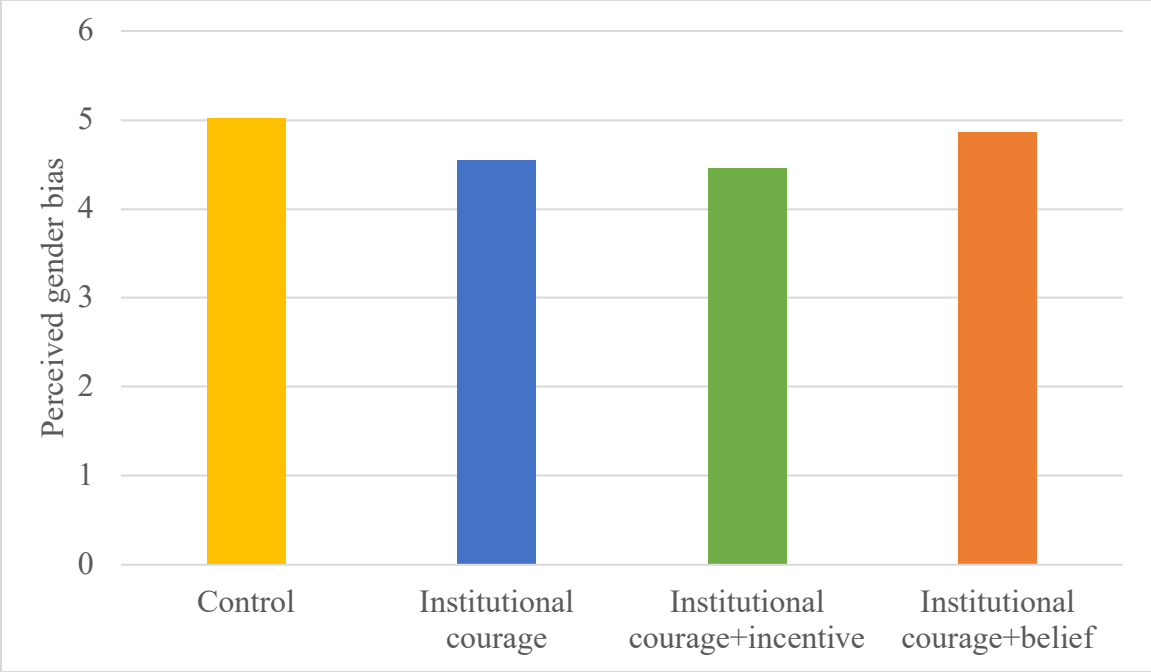


Figure 11. Aim 3.2 – Perceived gender bias by condition

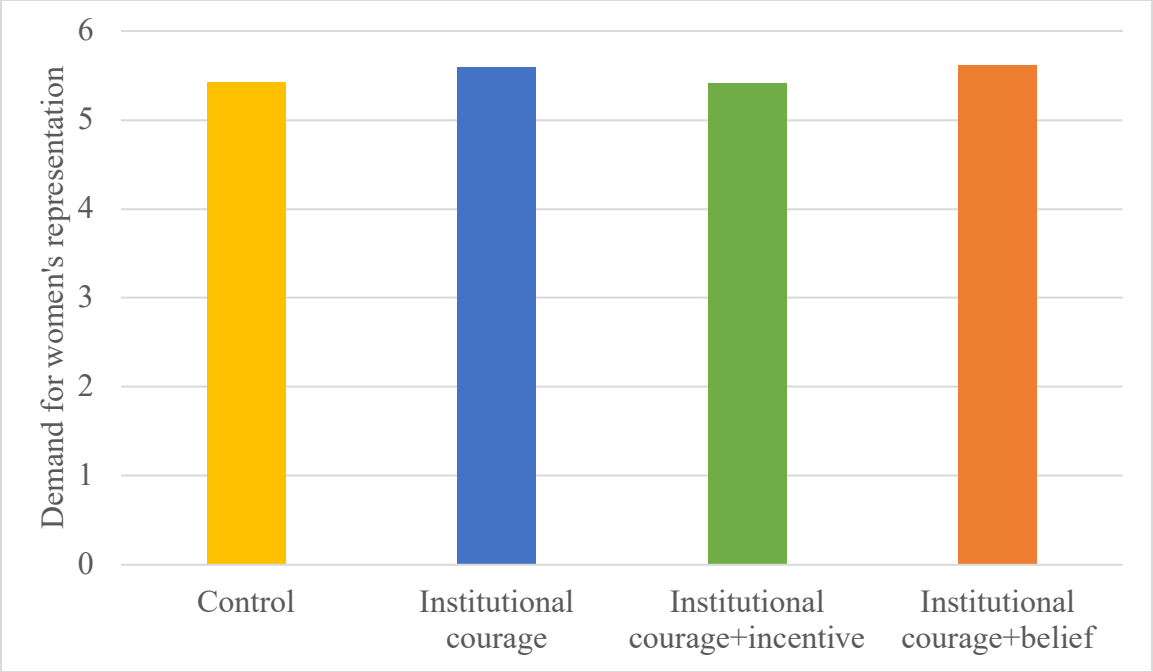


Figure 12. Aim 3.2 – Demand for women's representation in the workplace by condition

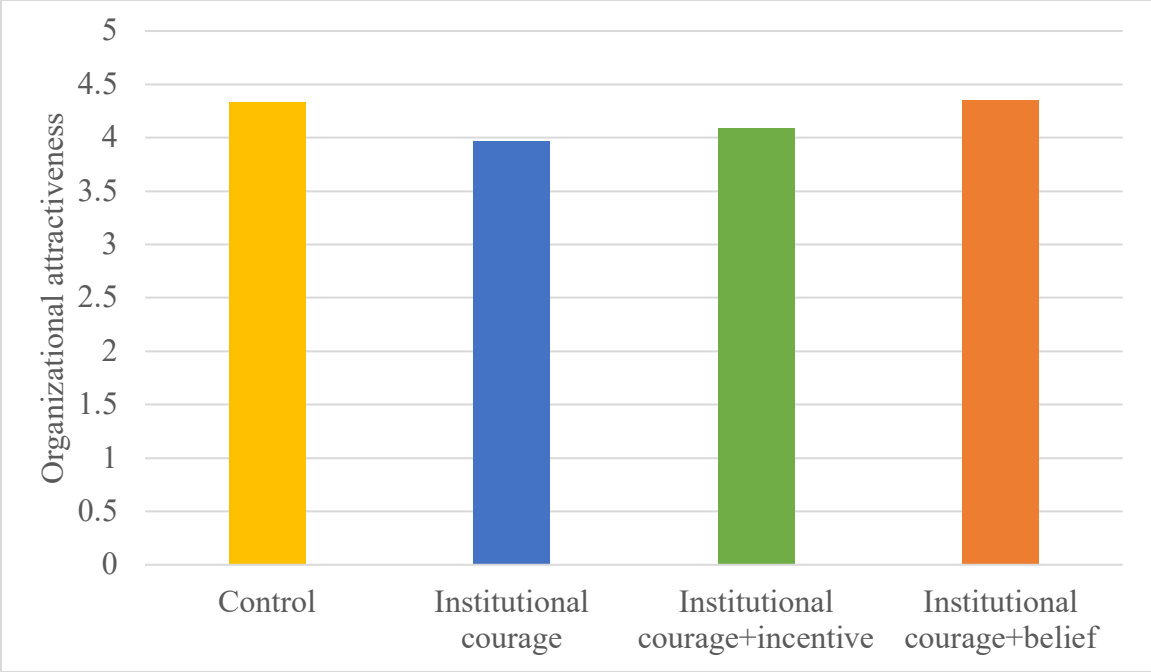


Figure 13. Aim 3.2 – Organizational attractiveness by condition

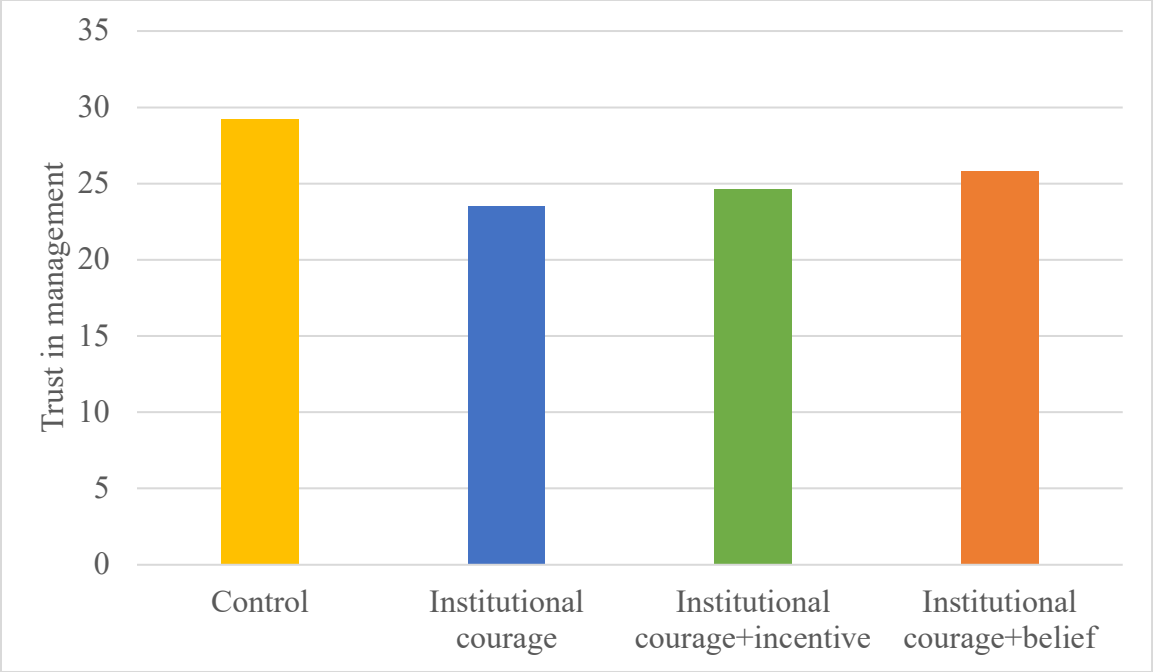


Figure 14. Aim 3.2 – Trust in management by condition

APPENDIX A

VPN/PROXY DETECTION INFORMATION

Welcome! You have successfully arrived at the full study.

If you have not already done so, please accept HIT (this is so you can enter the validation code at the end).

Warning!

This survey uses a protocol to check that you are responding from inside the U.S. and not using a Virtual Private Server (VPS), Virtual Private Network (VPN), or proxy to hide your country. In order to take this survey, please turn off your VPS/VPN/proxy if you are using one and also any ad blocking applications. Failure to do this might prevent you from completing the HIT.

For more information on why we are requesting this, see this post from TurkPrime (https://goo.gl/WD6QD4)

If you are not using a VPS/VPN/proxy (or have disabled yours), please click the arrow to continue.

APPENDIX B

INFORMED CONSENT FORM

Informed Consent

Thank you for your interest in our research project. The following is a summary of the project:

Purpose: The purpose of this study is to better understand the experiences of individuals in their workplaces. You will be asked questions about past experiences, including some potentially difficult experiences, such as sexual history and interpersonal violence, as well as experiences you may have currently.

Participation: To participate in this study, you must meet the following characteristics: aged 18 or older, currently employed full-time for at least 6 months, based in the United States, not using a Virtual Private Server (VPS)/Virtual Private Network (VPN)/ proxy to conceal your country location, have a HIT approval rate of greater than or equal to 95%, and at least 50 approved HITs. This study is expected to take no more than 45 minutes to complete and must be completed in one session. You will be paid $5 for your participation and completion of the entire study. If you discontinue participating in the middle of this study, you will not receive compensation. You are also able to print a copy of this screen, should you like it for your records, or may email the researcher below for a copy as well.

When responding to items in this survey, you may leave any individual items blank that you do not wish to answer. This will not affect your payment.

There will be a series of items scattered throughout the survey to check that you are devoting attention and care to your survey responses. Such items may ask, “For this question, select 5”. If you incorrectly answer a certain number of these questions, the survey program will end your participation and you will not be compensated. If you understand, please click “Yes” below (you must select “Yes” if you wish to continue).

- Yes
- No

Read the following information carefully. The "Next" arrow will appear in just a few moments. Your participation is voluntary. If you decide to participate, you are free to withdraw your consent and discontinue participating at any time without penalty.

No information you provide in this survey will be linked to your identity in any way. However, at the completion of the survey–or if a pre-determined number of data integrity questions are answered incorrectly–the survey program will generate a code that indicates the length of time spent on the survey. This code will be then entered on the “HIT” page on the Amazon MTurk website. This code is not, in any way, used to link your responses with your identity but is used solely for paying you for your participation.

The data from this study will be stored in a de-identified fashion. That is, we will not have any information regarding your identity stored with the data. We will keep the data on laboratory and investigator computers and back-up devices. Only researchers will have access to this de-identified data. This de-identified data will be kept indefinitely to allow for additional analyses. At such a time when the researchers determine they will no longer use this data, the data will be securely erased. Additionally, while there are risks of a breach of confidentiality in all research studies, the provisions we have taken for data security and integrity ensure that this risk is extremely low.

Potential Risks or Discomforts: You may experience some discomfort or boredom in answering some of these questions. While there are risks of a breach of confidentiality in all research studies, the provisions we have taken for data security and integrity ensure that this risk is extremely low.

Potential Benefits: You will not receive any direct benefits by participating in this study. In a broader sense, by becoming involved in this project, you will be contributing to the advancement of scientific research to help us understand and prevent mental health problems.

If you have questions about your rights as a participant in this research project, please contact the University of Oregon Research Compliance Services at (541) 346-2510 or ResearchCompliance@uoregon.edu.
Should you have any questions about the study itself, feel free to contact the principal investigator, Alec M. Smidt, M.S., at thmhstudy@gmail.com.

I have read the above information about the study (or it was read to me). I understand the possible risk. I understand that my participation is voluntary and I can stop participating at any time, and that I may print a copy of this consent form or contact the researcher listed above. I also certify that I am at least 18 years of age.

- I have read this form and agree to participate
- I do not agree to participate

The "Next" arrow will appear in just a few moments. Please review the information on this page carefully.

APPENDIX C

VPN/PROXY WARNING MESSAGES

Our system has detected that you are using a Virtual Private Server (VPS) or proxy to mask your country location. As has been widely reported, this has caused a number of problems with MTurk data (https://goo.gl/WD6QD4).

Because of this, we cannot let you participate in this study. If you are located in the U.S., please turn off your VPS the next time you participate in a survey-based HIT, as we requested in the warning message at the beginning. If you are outside the U.S., we apologize, but this study is directed only toward U.S. participants.

Thank you for your interest in our study.

Our system has detected that you are attempting to take this survey from a location outside of the U.S. Unfortunately, this study is directed only towards participants in the U.S. and we cannot accept responses from those in other countries.

Thank you for your interest in our study.

For some reason we were unable to verify your country location.

Once you click Next, you will be taken to the survey (and you are certifying that you are taking this survey from the U.S., and not using a VPS/VPN). We will be checking locations manually for those who reach this point to see if these requirements were violated.

APPENDIX D

DEMOGRAPHICS QUESTIONS

What is your age?

_____

What is your current gender identity?

- Woman
- Man
- Transwoman
- Transman
- Genderqueer
- Gender non-conforming
- Non-binary
- Agender
- A gender not listed here

_____

Is your current gender identity the SAME as the sex assigned to you at birth?

If "male" was written on your birth certificate when you were born and you still identify as "male," you would answer YES to this question. Likewise, if "female" was written on your birth certificate when you were born and you still identify as "female," you would also answer YES to this question.

On the other hand, if "female" was written on your birth certificate when you were born and you now identify as "male" (or "non-binary/gender non-conforming/genderqueer/other") you would answer NO to this question. Likewise, if "male" was written on your birth certificate when you were born and you now identify as "female" (or "non-binary/gender non-conforming/genderqueer/other") you would answer NO to this question.

- YES, my current gender identity is the SAME as the sex assigned to me at birth/written on my birth certificate
- NO, my current gender identity is DIFFERENT than the sex assigned to me at birth/written on my birth certificate

What is your sexual orientation?

- Lesbian
- Gay
- Heterosexual/straight
- Bisexual
- Queer
- Questioning
- Asexual
- A sexual orientation not listed here:

_____

Are you Spanish, Hispanic, Latino, or none of these?

- [ ] Spanish
- [ ] Hispanic
- [ ] Latino
- [ ] None of these

Race/Ethnicity (Check all that apply):

- [ ] American Indian/Alaska Native
- [ ] Asian or Asian American
- [ ] Black/African American
- [ ] Hispanic/Latino American
- [ ] Middle Eastern
- [ ] Native Hawaiian/Other Pacific Islander
- [ ] Caucasian/White European
- [ ] A race/ethnicity not listed here: _____

What is your primary language?

- ○ English
- ○ Spanish
- ○ Other _____

What is the highest level of school you have completed or the highest degree you have received?

- Less than high school degree
- High school graduate (high school diploma or equivalent including GED)
- Some college but no degree
- Vocational/technical school (2-year)
- Associate degree in college (2-year)
- Bachelor's degree in college (4-year)
- Master's degree
- Doctoral degree
- Professional degree (JD, MD)
- Other _____

What is your current ***household*** income in U.S. Dollars?

- Less than $10,000
- $10,000 to $19,999
- $20,000 to $29,999
- $30,000 to $39,999
- $40,000 to $49,999
- $50,000 to $59,999
- $60,000 to $69,999
- $70,000 to $79,999
- $80,000 to $89,999
- $90,000 to $99,999
- $100,000 to $149,999
- $150,000 or more

Have you ever served on active duty in the US Armed Forces?

- Yes

- ○ No

Are you now serving in the Armed Forces?

- ○ Yes
- ○ No

When did you serve in the armed forces?

- ☐ September 2001 or later
- ☐ August 1990 to August 2001
- ☐ May 1975 to July 1990
- ☐ Vietnam Era (August 1964-April 1975)
- ☐ February 1955 to July 1964
- ☐ Korean War (July 1950 to January 1955)
- ☐ January 1974 to June 1950
- ☐ World War II (December 1941 to December 1946)
- ☐ November 1941 or earlier

Where do you currently reside?

- United States
- Canada
- India
- EU Country
- A country that is not the United States

_____

APPENDIX E

CURRENT EMPLOYMENT QUESTIONS

Which of the following best describes your current employment status?

- ○ Full-time
- ○ Part-time
- ○ Temporarily laid off
- ○ Unemployed
- ○ Retired
- ○ Permanently disabled
- ○ Homemaker
- ○ Student
- ○ Other _____

For how many employers do you currently work?

- ○ 1
- ○ 2
- ○ 3
- ○ 4 or more

You indicated on the previous page that you work for more than one employer. Please pick one "primary employer" and, when completing the remainder of the questions in this survey that pertain to your current employer, keep this "primary employer" in mind.

How many employees work at your current place of employment?

- 1
- 2-4
- 5-9
- 10-19
- 20-49
- 50-99
- 100-249
- 250-499
- 500-999
- 1000-5000
- More than 5000

Where are you employed?

- PRIVATE-**FOR**-PROFIT company, business or individual, for wages, salary or commissions
- PRIVATE-**NOT-FOR**-PROFIT, tax-exempt, or charitable organization
- Local GOVERNMENT employee (city, county, etc.)
- State GOVERNMENT employee
- Federal GOVERNMENT employee
- SELF-EMPLOYED in own NOT INCORPORATED business, professional practice, or farm
- SELF-EMPLOYED in own INCORPORATED business, professional practice, or farm
- Working WITHOUT PAY in family business or farm
- PUBLIC education (including K-12 and higher education/college/university)
- PRIVATE education (including K-12 and higher education/college/university)

Please tell us what industry you work in. If you work in multiple industries, please choose the one that best describes your field of work.

- Agriculture, Forestry, Fishing and Hunting
- Mining
- Utilities
- Construction
- Manufacturing
- Wholesale Trade
- Retail Trade
- Transportation and Warehousing
- Information
- Finance and Insurance
- Real Estate and Rental and Leasing
- Profession, Scientific, and Technical Services
- Management of Companies and Enterprises
- Administrative and Support
- Waste Management and Remediation Services
- Education Services
- Health Care and Social Assistance
- Arts, Entertainment, and Recreation
- Hotel Accommodation and Food Services
- Other Services (except Public Administration)
- Public Administration
- Military

Which of the following departments do you work in? If you work in multiple departments, choose the one where you do the majority of your work.

- Accounting
- Administrative
- Customer Service
- Marketing Operations
- Human Resources
- Sales
- Finance
- Legal
- IT
- Engineering
- Product
- Research & Development
- International
- Business Intelligence
- Manufacturing
- Public Relations
- Other (specify) _____

What is your job title?

- Individual contributor (non-management)
- Manager (less than 3 years experience)
- Manager (more than 3 years experience)
- Leader (looks after a region or business area);
- Executive/C-Suite
- Other (specify) _____

On average, how many hours do you work each week?
Please move the slider below to indicate, on average, how many hours you work each week.

0 10 20 30 40 50 60 70 80 90 100

How long have you been employed at your current place of employment?

	Length of employment	
	Number of years	Number of months

How long have you been **in your current ROLE** at your place of employment?

	Time in current role	
	Number of years	Number of months

At your current place of employment, what is your yearly salary in US Dollars? Please enter without commas or "$" (e.g., $33,200 would be 33200).

APPENDIX F

ORGANIZATIONAL COMMITMENT QUESTIONNAIRE

Please rate the extent to which you agree/disagree with each item.

	Strongly disagree 1	Disagree 2	Somewhat disagree 3	Neither agree nor disagree 4	Somewhat agree 5	Agree 6	Strongly agree 7
My profession is important to my self-image.	○	○	○	○	○	○	○
I regret having entered my profession.	○	○	○	○	○	○	○
I am proud to be in the profession I am in.	○	○	○	○	○	○	○
I dislike being in the profession I am in.	○	○	○	○	○	○	○
I do not identify with the profession I am in.	○	○	○	○	○	○	○
I am enthusiastic about the profession I am in.	○	○	○	○	○	○	○
I have put too much into the profession I am in to consider changing now.	○	○	○	○	○	○	○
Changing professions now would be difficult for me to do.	○	○	○	○	○	○	○
Too much of my life would be disrupted if I were to change my profession.	○	○	○	○	○	○	○
It would be costly for me to change my profession now.	○	○	○	○	○	○	○
There are no pressures to keep me from changing professions.	○	○	○	○	○	○	○
Changing professions now would require considerable personal sacrifice.	○	○	○	○	○	○	○
I believe people who have been trained in a profession have a responsibility to stay in that profession for a reasonable period of time.	○	○	○	○	○	○	○
I do not feel any obligation to remain in the profession I am in.	○	○	○	○	○	○	○
I feel a responsibility to my profession to continue in it.	○	○	○	○	○	○	○
Even if it were to my advantage, I do not feel that it would be right to leave my profession now.	○	○	○	○	○	○	○
I would feel guilty if I left the type of profession I am in.	○	○	○	○	○	○	○

I am in my type of profession because of a sense of loyalty to it.							
I would be very happy to spend the rest of my career with my current place of employment.							
I really feel as if my place of employment's problems are my own.							
I do not feel a strong sense of "belonging" to my place of employment.							
I do not feel "emotionally attached" to my place of employment.							
I do not feel like "part of the family" at my place of employment.							
My place of employment has a great deal of personal meaning for me.							
Right now, staying with my place of employment is a matter of necessity as much as desire.							
It would be very hard for me to leave my place of employment right now, even if I wanted to.							
Too much of my life would be disrupted if I decided I wanted to leave my place of employment now.							
I feel that I have too few options to consider leaving my place of employment.							
If I had not already put so much of myself into my place of employment, I might consider working elsewhere.							
One of the few negative consequences of leaving my place of employment would be the scarcity of available alternatives.							
I do not feel any obligation to remain with my current place of employment.							
Even if it were to my advantage, I do not feel it would be right to leave my place of employment now.							
Please choose "Disagree" for this item.							
I would feel guilty if I left my place of employment now.							
My place of employment deserves my loyalty.							
I would not leave my place of employment right now because I have a sense of obligation to the people in it.							
I owe a great deal to my place of employment.							

APPENDIX G

ITEMS FROM THE STAYING OR LEAVING INDEX

How do you rate your chances of **still working** at your current place of employment...

	Definitely unlikely 1	Very unlikely 2	Unlikely 3	So-so 4	Likely 5	Very likely 6	Definitely 7
One year from now?	○	○	○	○	○	○	○

How do you rate your chances of **quitting** your current place of employment...

	Definitely unlikely 1	Very unlikely 2	Unlikely 3	So-so 4	Likely 5	Very likely 6	Definitely 7
One year from now?	○	○	○	○	○	○	○

APPENDIX H

WORK WITHDRAWAL ITEMS

In the following questions, please estimate as accurately as you can ***how frequently you have engaged in the behaviors in the past year in relation to your CURRENT WORKPLACE.*** Please select your response using ONE of the choices below.

	Never in the past year	Maybe once in the past year	Two or three times in the past year	Once every two months in the past year	About once a month in the past year	Two to three times a month in the past year	About once a week in the past year	More than once a week in the past year
Late for work or work assignments	○	○	○	○	○	○	○	○
Do poor quality work	○	○	○	○	○	○	○	○
Volunteer to help out your department or unit (e.g., serve on a committee, help a coworker with a project)	○	○	○	○	○	○	○	○
Wandering around looking busy so you do not have to do your work	○	○	○	○	○	○	○	○
Give work to others that you really should have done yourself	○	○	○	○	○	○	○	○
Work more than 60 hours a week	○	○	○	○	○	○	○	○
Talk to co-workers about non-work related issues when you should have been attending to your work	○	○	○	○	○	○	○	○
Make compromises in your work tasks because of the amount of time it would have taken you to do it the best way	○	○	○	○	○	○	○	○
Absent from your job or work tasks when you should have been there	○	○	○	○	○	○	○	○
Constantly look at your watch or clock	○	○	○	○	○	○	○	○
Drink alcohol or use drugs after work primarily because of things that occurred at work	○	○	○	○	○	○	○	○
Read/send personal emails or surf the web when you should have been working	○	○	○	○	○	○	○	○
Take responsibility for initiating needed changes in your work	○	○	○	○	○	○	○	○

Think about resigning or retiring from your job because of work-related issues	○	○	○	○	○	○	○	○
Make excuses to go somewhere to get out of work	○	○	○	○	○	○	○	○
Leave work or work-related activities (e.g., scheduled meetings) early	○	○	○	○	○	○	○	○
Do things that were not required on your job that made your place of employment a better place to work	○	○	○	○	○	○	○	○
Look forward to going to work	○	○	○	○	○	○	○	○
Staying late at work even when you would not have to	○	○	○	○	○	○	○	○
Take frequent or long breaks	○	○	○	○	○	○	○	○
Thought about quitting your job	○	○	○	○	○	○	○	○
Made plans to leave your place of employment	○	○	○	○	○	○	○	○
Wanted to leave work early	○	○	○	○	○	○	○	○
Did not work to the best of your ability	○	○	○	○	○	○	○	○

APPENDIX I

ABRIDGED JOB IN GENERAL SCALE

Think of your job in general. All in all, what is it like most of the time? For each word below, choose one of the following options:

-"Yes" if the word describes your job
-"No" if the word does not describe your job
-"?" if you cannot decide

	Answer Options		
	Yes	No	?
Good	○	○	○
Undesirable	○	○	○
Better than most	○	○	○
Disagreeable	○	○	○
Makes me content	○	○	○
Excellent	○	○	○
Enjoyable	○	○	○
Poor	○	○	○

APPENDIX J

TRUST IN MANAGEMENT SCALE

Think of the senior-level management and executives in the organization for which you work. How well does each of the following words or phrases describe the senior-level manager and executives? For each of the following words or phrases below, choose one of the following options:

-"Yes" if the word describes senior-level executives and managers
-"No" if the word does not describe senior-level executives and managers
-"?" if you cannot decide

	Answer Options		
	Yes	No	?
Qualified	○	○	○
Loyal to employees	○	○	○
Consistent	○	○	○
Dishonest	○	○	○
Incompetent	○	○	○
Concerned for employees' welfare	○	○	○
Change mind often	○	○	○
Unethical	○	○	○
Knows what's going on	○	○	○
Treat employees fairly	○	○	○
Unpredictable	○	○	○
Can't be trusted	○	○	○

APPENDIX K

PERCEIVED GENDER BIAS

Consider your current place of employment. Please indicate for each statement what extent you agree with each statement based on your experience working for your current employer.

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
I think women and men are treated the same way at my current place of employment.	○	○	○	○	○	○	○
I think my current place of employment applies personnel procedures consistently across all employees, irrespective of gender.	○	○	○	○	○	○	○
I think personnel decisions at my current place of employment are free of gender bias.	○	○	○	○	○	○	○
I think my current place of employment uses fair procedures when making salary decisions of employees, irrespective of gender.	○	○	○	○	○	○	○

Note: For the Aim 3 experiment, the instructions and item wording is changed to ask about "Company X" – the name of the fictitious company discussed in the experiment vignettes – rather than the participants' current place of employment.

APPENDIX L

SEXUAL EXPERIENCES QUESTIONNAIRE

During the PAST YEAR, has anyone associated with your CURRENT WORKPLACE (e.g., supervisors, coworkers, clients/customers, collaborators at other companies) done any of the following behaviors?

	Never	Once or twice	Sometimes	Often	Very often
Treated you "differently" because of your gender (for example, mistreated, slighted, or ignored you)?	○	○	○	○	○
Displayed, used, or distributed sexist or suggestive materials (for example, pictures, stories, or pornography which you found offensive)?	○	○	○	○	○
Made offensive sexist remarks (for example, suggesting that people of your gender are not suited for the kind of work you do)?	○	○	○	○	○
Put you down or was condescending to you because of your gender?	○	○	○	○	○
Repeatedly told sexual stories or jokes that were offensive to you?	○	○	○	○	○
Made offensive remarks about your appearance, body, or sexual activities?	○	○	○	○	○
Made gestures or used body language of a sexual nature which embarrassed or offended you?	○	○	○	○	○
Made unwanted attempts to establish a romantic sexual relationship with you despite your efforts to discourage it?	○	○	○	○	○
Continued to ask you for dates, drinks, dinner, etc., even though you said "No"?	○	○	○	○	○
Touched you in a way that made you feel uncomfortable?	○	○	○	○	○
Made unwanted attempts to stroke, fondle, or kiss you?	○	○	○	○	○
Made you feel like you were being bribed with some sort of reward or special treatment to engage in sexual behavior?	○	○	○	○	○
Made you feel threatened with some sort of retaliation for not being sexually cooperative (for example, by mentioning an upcoming review)?	○	○	○	○	○
Treated you badly for refusing to have sex?	○	○	○	○	○

Implied faster promotions or better treatment if you were sexually cooperative?	○	○	○	○	○
Whistled, called, or hooted at you in a sexual way?	○	○	○	○	○
Made unwelcome attempts to draw you into a discussion of sexual matters (for example, attempted to discuss or comment on your sex life)?	○	○	○	○	○
Made crude and offensive sexual remarks, either publicly (for example, in your workplace) or to you privately?	○	○	○	○	○
Stared, leered, or ogled you in a way that made you feel uncomfortable?	○	○	○	○	○
Exposed themselves physically (for example, "mooned" you) in a way that embarrassed you or made you feel uncomfortable?	○	○	○	○	○
Attempted to have sex with you without your consent or against your will, but was unsuccessful?	○	○	○	○	○
Had sex with you without your consent or against your will?	○	○	○	○	○
Made you afraid you would be treated poorly if you didn't cooperate sexually?	○	○	○	○	○
Referred to people of your gender in insulting or offensive terms?	○	○	○	○	○
Intentionally cornered you or leaned over you in a sexual way?	○	○	○	○	○
Made sexually suggestive comments, gestures, or looks (e.g., stared at your body)?	○	○	○	○	○
Other unwanted gender-related behavior? (unless you mark "Never," please describe below)	○	○	○	○	○

APPENDIX M

INSTITUTIONAL BETRAYAL QUESTIONNAIRE

In thinking about the events related to the experiences described above, did your employer play a role by (check all that apply)...

	Yes	No	Not applicable
Not taking proactive steps to prevent this type of experience?	○	○	○
Creating an environment in which this type of experience seemed common or normal?	○	○	○
Creating an environment in which this experience seemed more likely to occur?	○	○	○
Making it difficult to report the experience?	○	○	○
Responding inadequately to the experience, if reported?	○	○	○
Mishandling your case, if disciplinary action was requested?	○	○	○
Covering up the experience?	○	○	○
Denying your experience in some way?	○	○	○
Punishing you in some way for reporting the experience (e.g., loss of privileges or status)?	○	○	○
Suggesting your experience might affect the reputation of your place of employment?	○	○	○
Creating an environment where you no longer felt like a valued member of your place of employment?	○	○	○
Creating an environment where continued employment was difficult for you?	○	○	○

APPENDIX N

INSTITUTIONAL COURAGE QUESTIONNAIRE-SPECIFIC

In thinking about the events related to the experiences described above, did your employer play a role by (check all that apply)...

	Yes	No	Not applicable
Taking proactive steps to prevent this type of experience?	○	○	○
Making it easy to report the experience?	○	○	○
Responding adequately to the experience, if reported?	○	○	○
Handled your case well, if disciplinary action was requested?	○	○	○
Not covering up the experience?	○	○	○
Rewarding you in some way for reporting the experience (e.g., a public commendation, internal award, a raise in salary, a bonus, or some other type of formal or informal award [e.g., a supervisor or other individual in a leadership role saying, “that’s brave to do”] award)?	○	○	○
Suggesting that reporting your experience would help your place of employment better itself?	○	○	○
Creating an environment where you felt like a valued member of your place of employment?	○	○	○
Creating an environment where continued employment was no more difficult for you than **before you reported the experience**?	○	○	○
Supporting you with either formal or informal resources (e.g., counseling, meetings, phone calls, or other services) following your report of this experience?	○	○	○

One or more individuals at your place of employment apologized, either formally or informally, for what happened to you?	○	○	○
Creating an environment where continued employment was no more difficult for you than **before the experience occurred**?	○	○	○
One or more of your coworkers (who are not in a position of authority over you) with whom you shared the experience stated or demonstrated they believed you that the experience happened?	○	○	○
One or more supervisors/HR managers/higher management to whom you reported the experience stated or demonstrated they believed your report that the experience happened?	○	○	○
Your employer allowed you to have a say in how your report was handled?	○	○	○
Your employer met your needs for workplace support and accommodations (e.g., reassigning you to another supervisor if your supervisor perpetrated the sexual harassment; if your coworker perpetrated the sexual harassment and shared a cubicle/office space with you, the coworker was moved out of your shared space)?	○	○	○
Your employer created an environment where this type of experience was safe to discuss?	○	○	○
Your employer created an environment where this type of experience was recognized as a problem?	○	○	○

APPENDIX O

INSTITUTIONAL COURAGE QUESTIONNAIRE-CLIMATE (CORE FACETS)

Consider your current employer and how it operates with regard to sexual harassment. Then, please answer the following questions.

1. Does your employer have a sexual harassment policy?

- ○ Yes
- ○ No
- ○ I don't know

2. Does your employer **compile** de-identified data (i.e., with identifying information removed to protect the privacy of individuals who have reported experiences of sexual harassment) about incidents of sexual harassment that occur at your employer? In other words, does your employer track information about incidents of sexual harassment that occur?

- ○ Yes
- ○ No
- ○ I don't know

3. In its hiring and recruitment processes, does your employer ask potential employees if they were previously disciplined related to an incident of sexual harassment?

- ○ Yes
- ○ No
- ○ I don't know

4. Does your employer, in checking the references of potential employees, ask a prospective employee's previous employers about previous incidents of workplace sexual harassment for which the potential employee was disciplined?

- ○ Yes
- ○ No
- ○ I don't know

5. Does your employer commit resources to combatting/reducing workplace sexual harassment?

Examples include:

-Universities financially supporting research projects (e.g., paying summer salaries for researchers or for research participant compensation) looking at ways to reduce sexual harassment.
-A movie studio financing a documentary about employees' experiences with workplace sexual harassment.
-A web design company offering to create a free website for a non-profit organization that helps victims of sexual harassment.

- ○ Yes
- ○ No
- ○ I don't know

6. Does your employer reward reporters of sexual harassment (i.e., employees who report that they have been sexually harassed)?

A reward could include a public commendation, internal awards (like a plaque, certificate, etc.), a raise in salary, a bonus, or some other type of formal or informal reward (such as a supervisor or other individual in a leadership role saying, "that's brave to do")?

- ○ Yes
- ○ No
- ○ I don't know

	Yes	No	I don't know
7. Does your employer conduct regular (i.e., at least annually) focus groups on issues related to sexual harassment (such as addressing organizational climate and responses surrounding sexual harassment)?	○	○	○
8. Does your employer have an internal committee charged with addressing issues related to sexual harassment (such as organizational climate/culture and responses surrounding sexual harassment)?	○	○	○
9. Does your employer conduct a regular (i.e., at least annually) training course or seminar on issues related to sexual harassment?	○	○	○

10. Does your employer have a process for reporting an experience of sexual harassment? For example, this process could be outlined in a document, website, or some other means.

- ○ Yes
- ○ No
- ○ I don't know

11. Does your employer conduct regular (i.e., at least annual) surveys about issues related to sexual harassment, such as asking about employee experiences of sexual harassment, organizational responses to those experiences, and/or organizational climate surrounding sexual harassment?

- ○ Yes
- ○ No
- ○ I don't know

APPENDIX P

TRAUMA SYMPTOM CHECKLIST-40

How often have you experienced each of the following **in the last two months?**

	Never 0	1	2	Often 3
Insomnia (trouble getting to sleep)	○	○	○	○
Restless sleep	○	○	○	○
Nightmares	○	○	○	○
Waking up early in the morning & can't get back to sleep	○	○	○	○
Not feeling rested in the morning	○	○	○	○
Waking up in the middle of the night	○	○	○	○
Weight loss (without dieting)	○	○	○	○
Feeling isolated from others	○	○	○	○
Loneliness	○	○	○	○
Low sex drive	○	○	○	○
Sadness	○	○	○	○
"Flashbacks" (sudden, vivid, distracting memories)	○	○	○	○
"Spacing out" (going away in your mind)	○	○	○	○
Headaches	○	○	○	○
Stomach problems	○	○	○	○
Uncontrollable crying	○	○	○	○
Anxiety attacks	○	○	○	○

Trouble controlling your temper	○	○	○	○
Trouble getting along with others	○	○	○	○
Dizziness	○	○	○	○
Passing out	○	○	○	○
Desire to physically hurt yourself	○	○	○	○
Desire to physically hurt others	○	○	○	○
Choose "2"	○	○	○	○
Sexual problems	○	○	○	○
Sexual overactivity	○	○	○	○
Not feeling satisfied with your sex life	○	○	○	○
Having sex that you didn’t enjoy	○	○	○	○
Bad thoughts or feelings during sex	○	○	○	○
Being confused about your sexual feelings	○	○	○	○
Sexual feelings when you shouldn’t have them	○	○	○	○
Fear of men	○	○	○	○
Fear of women	○	○	○	○
Unnecessary or over-frequent washing	○	○	○	○
Feelings of inferiority	○	○	○	○
Feelings of guilt	○	○	○	○
Feelings that things are “unreal”	○	○	○	○

Memory problems	○	○	○	○
Feelings that you are not always in your body	○	○	○	○
Feeling tense all the time	○	○	○	○
Having trouble breathing	○	○	○	○

APPENDIX Q

PATIENT HEALTH QUESTIONNAIRE-SOMATIC SYMPTOM SUBSCALE

During the last **4 weeks**, how much have you been bothered by any of the following symptoms?

	Not bothered at all	Bothered a little	Bothered a lot
Stomach pain	○	○	○
Back pain	○	○	○
Pain in your arms, legs, or joints (knees, hips, etc.)	○	○	○
Pain or problems during sexual intercourse	○	○	○
Headaches	○	○	○
Chest pain	○	○	○
Dizziness	○	○	○
Fainting spells	○	○	○
Feeling your heart pound or race	○	○	○
Shortness of breath	○	○	○
Constipation, loose bowels, or diarrhea	○	○	○
Nausea, gas, or indigestion	○	○	○

APPENDIX R

PATIENT HEALTH QUESTIONNAIRE-DEPRESSION SYMPTOM SUBSCALE

Over the last **2 weeks**, how often have you been bothered by any of the following problems?

	Not at all	Several days	More than half the days	Nearly every day
Little interest or pleasure in doing things	○	○	○	○
Feeling down, depressed, or hopeless	○	○	○	○
Trouble falling or staying asleep, or sleeping too much	○	○	○	○
Feeling tired or having little energy	○	○	○	○
Poor appetite or overeating	○	○	○	○
Feeling bad about yourself – or that you are a failure or have let yourself or your family down	○	○	○	○
Trouble concentrating on things, such as reading or watching TV	○	○	○	○
Moving or speaking so slowly that other people could have noticed? Or the opposite - being so fidgety or restless that you have been moving around a lot more than usual	○	○	○	○
Thoughts that you would be better off dead or of hurting yourself in some way	○	○	○	○

APPENDIX S

PATIENT HEALTH QUESTIONNAIRE-ANXIETY SYMPTOM SUBSCALE

Over the last **2 weeks**, how often have you been bothered by any of the following problems?

	Not at all	Several days	More than half the days	Nearly every day
Feeling nervous, anxious or on edge	○	○	○	○
Not being able to stop or control worrying	○	○	○	○
Worrying too much about different things	○	○	○	○
Trouble relaxing	○	○	○	○
Being so restless that it is hard to sit still	○	○	○	○
Becoming easily annoyed or irritable	○	○	○	○
Feeling afraid as if something awful might happen	○	○	○	○

APPENDIX T

BRIEF BETRAYAL TRAUMA SURVEY

For each item below, please mark one response in the columns labeled "Before Age 18" AND one response in the columns labeled "Age 18 or Older."

	Before Age 18			Age 18 or Older		
	Never	One or Two Times	More Than That	Never	One or Two Times	More Than That
You were in a major earthquake, fire, flood, hurricane, or tornado that resulted in significant loss of personal property, serious injury to yourself or a significant other, the death of a significant other, or the fear of your own death.	○	○	○	○	○	○
You were in a major automobile, boat, motorcycle, plane, train, or industrial accident that resulted in similar consequences.	○	○	○	○	○	○
You witnessed someone **with whom you <u>were very close</u>** (such as a parent, brother or sister, caretaker, or intimate partner) committing suicide, being killed, or being injured by another person so severely as to result in marks, bruises, burns, blood, or broken bones. This might include a close friend in combat.	○	○	○	○	○	○
You witnessed someone **with whom you <u>were *not* so close</u>** undergoing a similar kind of traumatic event.	○	○	○	○	○	○
You witnessed someone **with whom you <u>were very close</u>** deliberately attack another family member so severely as to result in marks, bruises, blood, broken bones, or broken teeth.	○	○	○	○	○	○
You witnessed someone **with whom you <u>were *not* so close</u>** deliberately attack a family member so severely as to result in marks, bruises, blood, broken bones, or broken teeth.	○	○	○	○	○	○
You were deliberately attacked so severely as to result in marks, bruises, blood, broken bones, or broken teeth **by someone with whom you <u>were very close</u>.**	○	○	○	○	○	○
You were deliberately attacked so severely as to result in marks, bruises, blood, broken bones, or broken teeth **by someone with whom you <u>were *not* close.</u>**	○	○	○	○	○	○
You were made to have some form of sexual contact, such as touching or penetration, by someone **with whom you <u>were very close</u>** (such as a parent or lover).	○	○	○	○	○	○
You were made to have such sexual contact by someone **with whom you <u>were *not* close</u>**.	○	○	○	○	○	○
You were emotionally or psychologically mistreated over a significant period of time by someone **with whom you <u>were very close</u>** (such as a parent or lover).	○	○	○	○	○	○
You were emotionally or psychologically mistreated over a significant period of time by someone **with whom you <u>were *not* close</u>**.	○	○	○	○	○	○
You experienced the death of one of your own children.	○	○	○	○	○	○
You experienced a seriously traumatic event not already covered in any of these questions.	○	○	○	○	○	○

APPENDIX U

AIM 3 EXPERIMENT – CONTROL CONDITION

On the following pages you will receive information about a company. Please read the information carefully and form an impression of the company. The questions that will follow will be about this company. If you feel like you don't have enough information to answer a specific question, please just provide your best guess or estimation based on your first impressions of the company.

Imagine Company X, a mid-size U.S. company. It is an international stationary and gift brand with over 19 distribution centers all over the U.S. The company has about 17 thousand employees and has been in the business for 35 years.

APPENDIX V

AIM 3 EXPERIMENT – NO RESPONSE CONDITION

Imagine Company X, a mid-size U.S. company. It is an international stationary and gift brand with over 19 distribution centers all over the U.S. The company has about 17 thousand employees and has been in the business for 35 years.

Last month, one of Company X's employees claimed that her supervisor was sexually harassing her. The woman said her male supervisor had made several inappropriate comments, called her names like ' baby' and 'honey-pie' and tried to meet with her outside of business hours to 'get to know each other better'. The woman also indicated that her supervisor had "joked" that he would fire her if she would continue 'playing hard to get.' So, the woman made an appointment with a human resource manager at the company to report her supervisor's behavior.

APPENDIX W

AIM 3 EXPERIMENT – INSTITUTIONAL BETRAYAL CONDITION

Imagine Company X, a mid-size U.S. company. It is an international stationary and gift brand with over 19 distribution centers all over the U.S. The company has about 17 thousand employees and has been in the business for 35 years.

Last month, one of Company X's employees claimed that her supervisor was sexually harassing her. The woman said her male supervisor had made several inappropriate comments, called her names like ' baby' and 'honey-pie' and tried to meet with her outside of business hours to 'get to know each other better'.

The woman also indicated that her supervisor had "joked" that he would fire her if she would continue 'playing hard to get.' So, the woman made an appointment with a human resource manager at the company to report her supervisor's behavior.

After hearing her story, the human resources department indicated that they would not launch an investigation in the matter and informed the woman that her claims would be difficult to prove. They reminded the woman of the high status that her supervisor has in the company, and that a sexual harassment complaint could potentially hurt her career. They indicated that they would not be able to do much without any 'hard evidence' and advised the woman to 'lay low' for a while.

APPENDIX X

AIM 3 EXPERIMENT – INSTITUTIONAL COURAGE CONDITION

Imagine Company X, a mid-size U.S. company. It is an international stationary and gift brand with over 19 distribution centers all over the U.S. The company has about 17 thousand employees and has been in the business for 35 years.

Last month, one of Company X's employees claimed that her supervisor was sexually harassing her. The woman said her male supervisor had made several inappropriate comments, called her names like ' baby' and 'honey-pie' and tried to meet with her outside of business hours to 'get to know each other better'.

The woman also indicated that her supervisor had "joked" that he would fire her if she would continue 'playing hard to get.' So, the woman made an appointment with a human resource manager at the company to report her supervisor's behavior.

After hearing her story, the human resources department immediately launched an investigation into the matter and informed the woman of ways that she would be protected. They also informed her of her rights and the different scenarios she could expect should she decide to file a formal complaint and/or take legal action against the supervisor.

They indicated that the company could offer free counseling for any potentially negative psychological effects that might have been caused by this situation.

APPENDIX Y

AIM 3 EXPERIMENT – INSTITUTIONAL COURAGE+INCENTIVE CONDITION

Imagine Company X, a mid-size U.S. company. It is an international stationary and gift brand with over 19 distribution centers all over the U.S. The company has about 17 thousand employees and has been in the business for 35 years.

Last month, one of Company X's employees claimed that her supervisor was sexually harassing her. The woman said her male supervisor had made several inappropriate comments, called her names like ' baby' and 'honey-pie' and tried to meet with her outside of business hours to 'get to know each other better'.

The woman also indicated that her supervisor had "joked" that he would fire her if she would continue 'playing hard to get.' So, the woman made an appointment with a human resource manager at the company to report her supervisor's behavior.

After hearing her story, the human resources department immediately launched an investigation into the matter and informed the woman of ways that she would be protected. They also informed her of her rights and the different scenarios she could expect should she decide to file a formal complaint and/or take legal action against the supervisor. They indicated that the company could offer free counseling for any potentially negative psychological effects that might have been caused by this situation.

The human resource manager informed the woman that, if the company’s investigation supported her report, she would receive a 1% bonus on her next paycheck in recognition of the company’s appreciation of reporting her supervisor’s behavior.

APPENDIX Z

AIM 3 EXPERIMENT – INSTITUTIONAL COURAGE+BELIEF CONDITION

Imagine Company X, a mid-size U.S. company. It is an international stationary and gift brand with over 19 distribution centers all over the U.S. The company has about 17 thousand employees and has been in the business for 35 years.

Last month, one of Company X's employees claimed that her supervisor was sexually harassing her. The woman said her male supervisor had made several inappropriate comments, called her names like ' baby' and 'honey-pie' and tried to meet with her outside of business hours to 'get to know each other better'.

The woman also indicated that her supervisor had "joked" that he would fire her if she would continue 'playing hard to get.' So, the woman made an appointment with a human resource manager at the company to report her supervisor's behavior.

After hearing her story, the human resources department immediately launched an investigation into the matter and informed the woman of ways that she would be protected. The human resources manager told the woman they believed her report. They also informed her of her rights and the different scenarios she could expect should she decide to file a formal complaint and/or take legal action against the supervisor.

They indicated that the company could offer free counseling for any potentially negative psychological effects that might have been caused by this situation.

APPENDIX AA

ORGANIZATIONAL ATTRACTIVENESS ITEMS

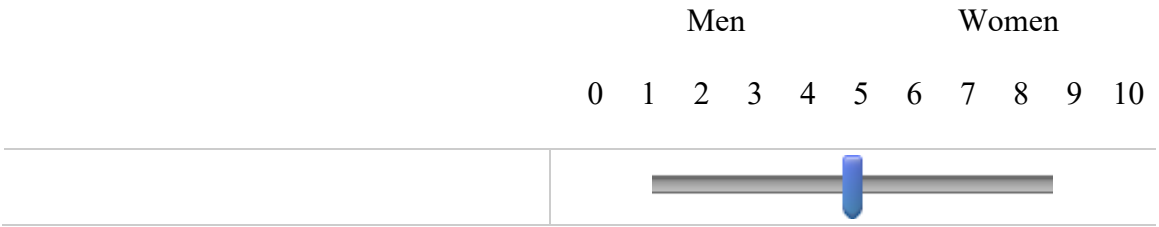
Please indicate per statement to what extent you agree based on your first impressions of the company.

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
I would exert a great deal of effort to work for Company X.	○	○	○	○	○	○	○
Company X would be one of my first choices as an employer.	○	○	○	○	○	○	○
I would definitely accept a job offer from Company X if I were offered one.	○	○	○	○	○	○	○

APPENDIX BB

DEMAND FOR INCREASING WOMEN'S REPRESENTATION ITEM

Imagine that Company X is looking to hire a lot of new employees in the coming period. Please move the slider below to indicate whether you think Company X should hire more men (left) or more women (right).



APPENDIX CC

ATTENTION CHECK ITEMS

Recent research on decision-making shows that choices are affected by context. Differences in how people feel, their previous knowledge and experience, and their environment can affect choices. To help us understand how people make decisions, we are interested in information about you. Specifically, we are interested in whether you actually take the time to read the directions; if not, some results may not tell us very much about decision making in the real world. To show that you have read the instructions, please ignore the question below about types of trees and select cheese. Thank you very much.

QUESTION: Please tell us your favorite type of tree.

- ○ Cedar
- ○ Oak
- ○ Maple
- ○ Elm
- ○ Fir
- ○ Dogwood
- ○ Juniper
- ○ Larch
- ○ Pine
- ○ Redwood
- ○ Spruce
- ○ Sycamore
- ○ Cheese
- ○ None of the above

Recent research on decision-making shows that choices are affected by context. Differences in how people feel, their previous knowledge and experience, and their environment can affect choices. To help us understand how people make decisions, we are interested in information about you. Specifically, we are interested in whether you actually take the time to read the directions; if not, some results may not tell us very much about decision making in the real world. To show that you have read the instructions, please ignore the question below about types of trees and select cheese. Thank you very much.

QUESTION: Please tell us your favorite type of tree.

- ○ Cedar
- ○ Oak
- ○ Maple
- ○ Elm
- ○ Fir
- ○ Dogwood
- ○ Juniper
- ○ Larch
- ○ Pine
- ○ Redwood
- ○ Spruce
- ○ Sycamore
- ○ Cheese
- ○ None of the above

Recent research on decision-making shows that choices are affected by context. Differences in how people feel, their previous knowledge and experience, and their environment can affect choices. To help us understand how people make decisions, we are interested in information about you. Specifically, we are interested in whether you actually take the time to read the directions; if not, some results may not tell us very much about decision making in the real world. To show that you have read the instructions, please ignore the question below about how you are feeling and instead check only scared as your answer. Thank you very much.

QUESTION: Please check all words that describe how you are currently feeling.

- ○ Interested
- ○ Distressed
- ○ Excited
- ○ Upset
- ○ Strong
- ○ Guilty
- ○ Scared
- ○ Hostile
- ○ Enthusiastic
- ○ Proud
- ○ Irritable
- ○ Active
- ○ Afraid
- ○ None of the above

APPENDIX DD

BRIEF SCREENING QUESTIONNAIRE

What is your age?

_____

What is your current gender identity?

- ○ Woman
- ○ Man
- ○ Transwoman
- ○ Transman
- ○ Genderqueer
- ○ Gender non-conforming
- ○ Non-binary
- ○ Agender
- ○ A gender not listed here

_____

How long have you been employed at your current place of employment?

- ○ Less than 6 months
- ○ 6 months - 1 year
- ○ 1-2 years
- ○ 3-4 years
- ○ 5 or more years

Which of the following best describes your current employment status?

- ○ Full-time
- ○ Part-time
- ○ Temporarily laid off
- ○ Unemployed
- ○ Retired
- ○ Permanently disabled
- ○ Homemaker
- ○ Student
- ○ Other _____

Where do you currently reside?

- ○ United States
- ○ Canada
- ○ India
- ○ UK
- ○ EU Country
- ○ A country not listed here

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