

How to Access E-Journals

Go to **Library Portal**. Type **"perpustakaan.unisza.edu.my"**

1

$\leftarrow \frac{1}{2}$	C	🔒 per	🖻 ★ 🕈 🗊 🖪										
	We	elcome to t	Direktori Staf \rightarrow										
			Q Search										
	*	HOME	PROFILE R	ESOURCES	SERVICES	RESEARCH SUP	PORT LIBCA	ATALOG DOWNLOAD					
\checkmark	1 № /	WERTY	2 ZERO HUNGER	3 GOOD HEALTH AND WELL-BEING	4 QUALITY EDUCATION	5 EQUALITY	6 CLEAN WATER AND SAMITATION						
	7	HORDABLE AND	8 DECENT WORK AND ECONOMIC GROWTH	9 ADDUSTRY, INNOVATION AND INFRASTRUCTURE	10 REDUCED INEQUALITIES		12 RESPONSIBLE CONSUMPTION AND PRODUCTION	SUSTAINABLE	يونيۈرسىتۇسلكان _ۇ ين الھابدىن				
	13	CLIMATE ACTION	14 LIFE BELOW WATER		16 PEACE, JUSTICE AND STRONG INSTITUTIONS	17 PARTNERSHIPS FOR THE GOALS		GGALS	UNIVERSITI SULTAN ZAINAL ABIDIN				
	PWB, UniSZA supports the sustainable development goals												

Go to "**RESOURCES**" Menu. Click "**SUBSCRIBED E-RESOURCES**"





Lists of E-Journals appear. Select & Click **"Journal of Management"**

Λ

E-JOURNALS



	HOME PROFILE RESOURCES S	ERVICES RESEARCH SUPPORT	LIBCATALO	DG DOWNLOAD		
	Radiology (access articles from 1988 - current)	sultan zainal abidin			1	
	SAGE JOURNALS					
	Anthropological Theory (access articles from 2001 - current)					
	Communication Research (access articles from 2021 - current)					
	Ergonomics in Design (access articles from 1999 - current)					
	European Journal of Communication (access articles from 2021 - current)	https://journals-sagepub- com.unisza.idm.oclc.org/ Anthropological Theory				
	Empirical studies of the arts (access articles from 2021 - current)	Communication Research Ergonomics in Design				
	Human Factors (access articles from 2009 - current)	European Journal of Communication				
	Journal of Management (access articles from 2009 - current)	Human Factors				
	Journal of Marketing (access articles from 2004 - current)	Journal of Management				
	Journal of Marketing Research (access articles from 2004 - current)	Journal of Marketing Research				
23.	Journal of Research in Nursing (access articles from 2021 - current)	Journal of Research in Nurses	FBK SSG	Click Her	re (either c	off
	Language Testing (access articles from 1997 - 2022)	Language and Literature:LL: Journal of the Poetics and Linguistics Association		campu	s link OR ir	1
. 1				cam	pus link)	

List of Journal of Management appear.

Enter **"search terms".** For example: Computer Systems. Then, click button **"Search".**

Universiti Sultan 8 Å **Sage** Journals Search this journal < Computer Systems nave access via: Zainal Abidin Access/Profile Cart (UNiSZA) Advanced searc Information for Journal of Management S-M-A JOURNAL HOMEPAGE SUBMIT PAPER Impact Factor: 13.5 / 5-Year Impact Factor: 17.3 Browse journal Journal of Management (JOM) peer-reviewed and published bi-monthly, is ЮМ committed to publishing scholarly empirical and theoretical research articles that have a high impact on the management field as a whole. JOM covers Current issue Journal of MANAGEMENT domains such as business strategy and policy, entrepreneurship, human OnlineFirst resource management, organizational ... | View full journal description All issues This journal is a member of the Committee on Publication Ethics (COPE). Free sample Journal information Browse by Journal description Videos Most recent Most read Most cited Trending Collections Aims and scope Editorial board Articles most recently published online for this journal. Submission guidelines Available access Research article First published Oct 26, 2023 Journal indexing and metrics Presumed Patriarchy: How a CEO's Masculine Appearance Affects Perceptions of Sexual Harassment in Reprints **Organizations** Journal permissions J. Jeffrey Gish 💿 , Christopher M. Barnes 💿 , Abhinav Gupta , Krishnan Nair Subscribe



patriarchy increases the perceived tolerance for sexual harassment, which yields more observations of

sexual harassment in the workplace.

Click "PDF/ePub" to access full text of article.

EPUB 🗸 🕺 🕂

Journal of Management © The Author(s) 2023, Article Reuse Guidelines https://doi.org/10.1177/01492063231206351

Sage Journals

Q +2, ...

Original Research

Presumed Patriarchy: How a CEO's Masculine Appearance Affects Perceptions of Sexual Harassment in Organizations

J. Jeffrey Gish 🕞 ¹, Christopher M. Barnes 🕞 ², Abhinav Gupta³, and Krishnan Nair⁴

Abstract

OnlineFirst

Workplace sexual harassment remains an insidious yet pervasive component of organizational life. Building on research that has established that leaders play an important role in condoning or revoking sexual harassment, we theorize that a CEO's appearance-specifically, the extent to which their face is prototypically masculine-can influence employee assumptions about the patriarchal nature of organizational hierarchy, which, in turn, influences their perceptions of the degree to which sexual harassment will be tolerated. We test these ideas in three complementary studies. Study 1 observes that employees in large organizations headed by a CEO with a more masculine face report more instances of sexual harassment in online reviews. Study 2 uses an experiment to show that CEO facial masculinity drives followers' perceptions that sexual harassment is tolerated in an organization by increasing the presumption that the organization is patriarchal. Study 3 affirms these results with a sample of new employees both before and after their first day on the job. Together, these studies provide evidence that a presumption of patriarchy increases the perceived tolerance for sexual harassment, which yields more observations of sexual harassment in the workplace.

Keywords

sexual harassment, presumed patriarchy, CEO masculinity, symbolic leadership, facial trait perception, scale development

¹University of Central Florida ²University of Washington ³University of Washington ⁴University of Illinois

Supplemental material for this article is available at http://jom.sagepub.com/supplemental Corresponding author(s): J. Jeffrey Gish, College of Business Administration, University of Central Florida, 12744 Pegasus Drive, Orlando, FL 32816, USA. Email: jgish@ucf.edu

The result will appear in the screen.

Q +2: ···

Sage Journals EPUB 🗸 τT Details Journal of Management OnlineFirst © The Author(s) 2023, Article Reuse Guidelines Journal of Management ЮМ := https://doi.org/10.1177/01492063231206351 Volume 0: Ahead of Print Journal of MANAGEMENT Original Research **Presumed Patriarchy: How a CEO's Masculine Appearance** Ð Affects Perceptions of Sexual Harassment in Organizations S-M-A ARTICLE Presumed Patriarchy: How a CEO's Abstract Masculine Appearance Affects Perceptions of Sexual Harassment in Organizations View article page J. Jeffrey Gish, Christopher M. Barnes, Abhinav Gupta and Krishnan Nair Check for updates **77** CITE

© The Author(s) 2023 https://doi.org/10.1177/01492063231206351

Sage Journals

J. Jeffrey Gish (D¹, Christopher M. Barnes (D², Abhinay Gupta³, and Krishnan Nair⁴

Workplace sexual harassment remains an insidious yet pervasive component of organizational life. Building on research that has established that leaders play an important role in condoning or revoking sexual harassment, we theorize that a CEO's appearance-specifically, the extent to which their face is prototypically masculine-can influence employee assumptions about the patriarchal nature of organizational hierarchy, which, in turn, influences their perceptions of the degree to which sexual harassment will be tolerated. We test these ideas in three complementary studies. Study 1 observes that employees in large organizations headed by a CEO with a more masculine face report more instances of sexual harassment in online reviews. Study 2 uses an experiment to show that CEO facial masculinity drives followers' perceptions that sexual harassment is tolerated in an organization by increasing the presumption that the organization is patriarchal. Study 3 affirms these results with a sample of new employees both before and after their first day on the job. Together, these studies provide evidence that a presumption of patriarchy increases the perceived tolerance for sexual harassment, which yields more observations of sexual harassment in the workplace.



