

Cultivating a Culture of Safety: The Interplay of Employee Training, Employee Awareness, and Sexual Harassment Mitigation in the Hospitality Industry

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Abstract: *This research explores the complex dynamics of sexual harassment in the hospitality industry, specifically in five provinces in Indonesia known for their high concentration of hotels. It also examines a selection of star-rated hotels that have implemented training programs to address sexual harassment. This study delves into the relationship between employee training, awareness, and sexual harassment prevention. It adopts a quantitative approach with the participation of 140 HR managers from star-rated hotels. An analysis utilizing Partial Least Squares (PLS) was conducted on the data with WarpPLS version 6.0. The results highlight a strong connection between staff training and increased sexual harassment mitigation, underscoring the importance of thorough training programs. Employee awareness plays a vital role in influencing the effectiveness of preventative measures. Practical implications involve industry-wide efforts to promote a safety culture and enforce zero-tolerance policies via specialized training and public awareness campaigns. Although the study is focused on specific regions and establishments, it lays the groundwork for further exploration into sexual harassment in various hospitality settings, training techniques, cross-cultural factors, and changing regulations. Future research needs to delve deeper into the complexities of sexual harassment within the broad industry.*

Keywords: *sexual harassment, hospitality industry, employee training, employee awareness, mitigation.*

Abstrak: *Penelitian ini mengkaji dinamika kompleks terkait pelecehan seksual di industri perhotelan, khususnya di lima provinsi di Indonesia yang dikenal dengan konsentrasi hotel yang tinggi. Penelitian ini juga menelaah beberapa hotel berbintang yang telah menerapkan program pelatihan untuk menangani pelecehan seksual. Studi ini mengeksplorasi hubungan antara pelatihan karyawan, kesadaran karyawan, dan pencegahan pelecehan seksual. Pendekatan kuantitatif digunakan dengan partisipasi 140 manajer HR dari hotel berbintang. Analisis memanfaatkan Partial Least Squares (PLS) dilakukan pada data dengan WarpPLS versi 6.0. Hasil penelitian menunjukkan adanya hubungan yang kuat antara pelatihan staf dan peningkatan mitigasi pelecehan seksual, yang menegaskan pentingnya program pelatihan yang menyeluruh. Kesadaran karyawan berperan penting dalam mempengaruhi efektivitas tindakan pencegahan. Implikasi praktis dari penelitian ini adalah perlunya upaya industri secara luas untuk mempromosikan budaya keselamatan dan menerapkan kebijakan tanpa toleransi melalui pelatihan khusus dan kampanye kesadaran publik. Meskipun penelitian ini berfokus pada*

wilayah dan hotel tertentu, studi ini membuka jalan untuk penelitian lebih lanjut mengenai pelecehan seksual di berbagai konteks perhotelan, teknik pelatihan, faktor lintas budaya, serta perubahan regulasi. Penelitian mendatang perlu menggali lebih dalam mengenai kompleksitas pelecehan seksual di industri yang lebih luas.

Kata Kunci: *pelecehan seksual, industri perhotelan, pelatihan karyawan, kesadaran karyawan, mitigasi.*

INTRODUCTION

The hospitality industry, an essential and continually evolving sector within the tertiary economy, provides non-stop 24-hour services. However, this sector is susceptible to various threats, including an increase in sexual harassment incidents, due to its round-the-clock operational nature and constant engagement with customers. This situation does not exclude Indonesia, a developing country with relatively immature foundations for protecting against sexual harassment. Data from the Indonesian National Commission on Violence Against Women in 2023, which recorded 457,895 complaints, indicates that sexual harassment remains a significant issue in Indonesia (Swarizona & Lubis, 2023). This underscores the urgent need for targeted interventions, particularly in the hospitality industry, to address this pressing issue promptly.

The vulnerability of the hospitality industry to sexual harassment incidents is examined in studies conducted by Jung and Yoon (2020) and La Lopa and Gong (2020). The other factor contributing to the high vulnerability of the industry is the nature with which it operates. The industry often involves constant interaction between employees and clients and being in a state of operation around the clock. Indonesia has enacted what is known as legislating on sexual harassment in 2022; however, there is little effort towards enforcing the operating procedure laws, specifically within the undertakings in the hospitality sector. The

focused actions have been merely reporting and judicially adjudicating the matter of the event. There exists a very huge market for coercive interventions beyond preventive measures. Nonetheless, the possibility of complex action interventions must remain optional. It is crucial also to explore and introduce preventive measures. These must involve frequent sensitization campaigns to the workers while also establishing harsh standard operating procedures in terms of how the employees interact. These actions are essential in the early stages of addressing and preventing sexual harassment.

Considering the inadequacy of existing laws and the consequences of establishing a secure atmosphere that does not tolerate sexual harassment, the hotel industry must adopt resolute measures to address this problem. Specific measures such as public education and employee training are crucial to achieving this goal (Cortina & Areguin, 2021). Adequate employee comprehension is essential to establish clear workplace rules against sexual harassment. Poor awareness can hinder employees from recognizing and addressing sexual harassment, potentially leading to negligence and even normalization of such behavior.

Ideally, thoroughly trained employees will be able to identify, prevent, and stop sexual harassment in a workplace where mental safety and respect are top priorities. Organizations commit to ethical behavior and professional development by investing in training (Waskito & Linansya, 2023). This comprehensive training enhances

workplace safety, increases customer satisfaction, and improves the company's reputation. Employee training must be prioritized to create a safe, respectful, and welcoming hospitality environment for employees and customers.

While the enactment of Law Number 22 of 2022 on Criminal Acts of Sexual Violence represents significant progress, its success heavily depends on the hospitality industry's adherence and enforcement. Hotels must thoroughly consider employee duties, operational complexities, and industry intricacies to address the distinct challenges faced. The efficacy of a strategy depends not only on rigorous compliance with the law but also on prioritizing accountability, thorough awareness, and proactive empowerment of all stakeholders. Practical strategies for combating sexual harassment encompass the creation of training initiatives, the implementation of equitable workplace procedures, and the cultivation of a culture that unequivocally condemns any form of physical or verbal sexual harassment (Agha & Thoyibi, 2021). The hotel industry is no exception; it must conform to legal norms while concurrently fostering employee consciousness. Maintaining ongoing compliance and implementing proactive measures are crucial for establishing a secure working environment for all hospitality services employees.

This research is motivated by the persistent problem of sexual harassment in the susceptible hospitality industry. This study explores how employee training affects the prevention and solving of sexual harassment claims in the workplace, focusing on the hospitality industry. As a result, the research may provide meaningful outcomes to improve the workplace environment in responsiveness, safety, and

respectfulness. Considering the research question, the outcomes may relate to how staff training programs affect the subsequent initiatives and responses to the claims of sexual harassment. In addition, this research may provide results on whether the non-occurrence of sexual harassment happens quickly or accrues due to the awakening of employee consciousness. Finally, it may seek to ensure better insight into organizational strategies in creating a patient cross-culture environment between employees at all organizational levels, employee-customer encounters and customer-customer interactions.

This study is distinctive as it explores the nexus between employee training, awareness, and sexual harassment mitigation in the vulnerable hospitality sector. Unlike previous studies, this research delves deeper into these three key elements, recommending proactive measures and enhanced organizational consciousness to enhance workplace safety against sexual harassment. The study aims not only to mitigate the alarming rise in sexual harassment cases but also to develop a comprehensive framework for ethical and effective business operations. This will be accomplished by fostering a workplace culture that unequivocally prohibits sexual harassment.

LITERATURE REVIEW

In the hospitality industry, it's important to make sure that employees feel safe and supported. Preventing sexual harassment is key because it ensures employee morale and productivity. Employee training on this issue is crucial. This research looks at past studies to find areas where there's not enough knowledge and suggests ways to make academic discussions and workplace decisions better.

Many studies highlight how important employee training is for developing skills and improving how well services are delivered (Nguyen & Malik, 2022; Waqanimaravu & Arasanmi, 2020). This research aims to address the lack of investigation into the link between sexual harassment prevention and employee training. Occupational safety culture has a more significant impact than supervision in improving performance, Rianawati, 2020.

As highlighted by Karami et al. (2021), Recent studies show that legal frameworks and procedures can help organizations prevent sexual harassment. However, it is imperative to ascertain the efficacy of these approaches for the hospitality industry's distinctive requisites. This segment will investigate hotels' ongoing endeavors to avert harassment, discern shortcomings in their methodologies, and proffer suggestions to relieve the industry's capacity to mitigate and diminish incidents of sexual harassment.

The forthcoming sections of this examination will delve into fundamental concepts by affiliating recent scholarship to formulate hypotheses. In particular, the examination will hub on the direct relationship between the effectiveness of Sexual Harassment Mitigation strategies within the Hospitality Industry and initiatives for Employee Training. Furthermore, the study will measure the correlation between Training Programs and Employee Awareness to assess their impact on the efficacy of initiatives to mitigate Sexual Harassment. The findings of this investigation will be climactic in enhancing comprehension of Sexual Harassment Mitigation within the hotel sector. By pinpointing limitations and advancing viable hypotheses, this research will aid in formulating practical recommendations for

preventing and addressing incidents of Sexual Harassment. Ultimately, this study aspires to foster a secure, wholesome, and inclusive work milieu for all personnel in the Hospitality Industry.

Employee Training

Training employees is an important element in cultivating a working culture that is safe and courteous in the hospitality industry. Training programs are crucial in improving employees' skills, understanding, and expertise, which in turn helps in reducing instances of sexual harassment (Marlow, 2020; Watanabe et al., 2023). Rathore (2023) and Waqanimaravu and Arasanmi (2020) underscore the significance of training programs in creating a courteous and safe work environment. The investigations pinpoint essential factors within the category of Employee Training, including training accessibility, procedural transparency, perceived advantages, and supportive systems. Nevertheless, the study conducted by Waqanimaravu and Arasanmi (2020) is constrained by several factors such as a cross-sectional design and a limited sample size, which impede the ability to determine causation. Moreover, the lack of a transfer construct indicates a deficiency in comprehending how learned skills and information may be applied in everyday work, neglecting the specific incorporation of Sexual Harassment Mitigation as a separate aspect or essential component of service quality.

The study conducted by Roehling et al. (2022) examines the impacts of sexual harassment training, emphasizing important aspects of Employee Training. The factors include the scope of training, duration, instructional techniques, distribution medium, trainees' gender, and the training venue. The meta-analytic study highlights

the importance of further research on comprehensive interactions in the prevention of sexual harassment. This involves studying combinations of non-training policies and behaviors that can support the effectiveness of training programs. The study emphasizes the need of longitudinal or multi-method methods for obtaining a more profound understanding of the connection between training and service quality. According to existing research, a comprehensive grasp of Employee Training is crucial for formulating approaches to foster a safety-oriented culture and reduce incidents of sexual harassment in the hotel industry.

Employee Awareness

Employee awareness plays a crucial role in cultivating a safe and secure work environment, especially in dealing with matters of sexual harassment. Various studies (Hardt et al., 2023; Mousa & Abdelgaffar, 2022; Perry et al., 2021) have emphasized the need to comprehend the causes and outcomes of employee awareness in order to formulate successful solutions. This literature study explores critical indicators related to employee awareness, extracting knowledge from studies across several disciplines.

Within a systematic study centered on sexual harassment directed at female workers (Azizul et al., 2023), the level of employee awareness was assessed using criteria including employee emotions (anger, happiness, and melancholy) and the subsequent measures taken following episodes of harassment. The study effectively highlighted workplace harassment difficulties and offered important solutions, but encountered constraints associated with the sensitivity of the topic. In order to overcome these

constraints, further studies should explore strategies to minimize response distortion, promote participant inclusivity, and enhance comprehension of the operational obstacles encountered by institutions while enacting preventive measures.

In a similar vein, a comprehensive analysis conducted on sexual harassment within higher education (Bondestam & Lundqvist, 2020) pinpointed employee awareness markers as knowledge of policies and patterns of reporting. The study underscored the necessity of adopting a broader, intersectional viewpoint when examining matters of sexual harassment within the realm of higher education. The text emphasized the influence of harassment on the quality of research and education, prompting a need for more assessment of current preventative strategies. Subsequent studies ought to integrate intersectional methodologies, evaluate preventive strategies, and investigate the repercussions of harassment on the caliber of research and instruction.

Moreover, research conducted by Saleem et al. (2020) delved into the relationship between workplace violence and employee engagement, shedding light on factors such as self-motivation, assertive communication, and effective use of resources among employees. Although the study primarily examined workplace violence, it highlighted the need for employee awareness across all situations. Nevertheless, the study was limited by its only concentration on workplace violence, indicating a necessity for further targeted research within the hotel industry. This underscores the need to recognize the distinct characteristics of the hospitality industry, especially in relation to staff training, awareness, and specific measures to reduce instances of sexual harassment.

Sexual Harassment Mitigation

Addressing sexual harassment in the hospitality industry is a complex challenge that requires a thorough grasp of preventative measures. The research indicates that it is essential to implement both proactive and reactive strategies to effectively tackle sexual harassment within the hospitality industry (Choi, 2021; Clarke, 2020; Hollander & Cunningham, 2020). The study by Jenner et al. (2022) highlights the significance of personal and organizational preventive strategies, including customized treatments for both victims and perpetrators, emotional and physical distancing as initial actions, and strong support networks provided by coworkers and superiors. Moreover, organizational strategies encompass destigmatizing sexual harassment, promoting open cross-disciplinary communication, assigning leadership duties, and implementing conveniently accessible and transparent complaint procedures.

Jenner et al. (2022) research primarily examines the academic medical setting, offering unique perspectives on both individual and institutional techniques for prevention. Nevertheless, the constraints in extrapolating results to the hotel sector underscore the necessity for more study to formulate preventative tactics tailored to the business. The widespread occurrence of workplace sexual harassment and discrimination highlights the necessity of tailoring these approaches to other sectors, especially considering the distinct characteristics of the hospitality industry.

Chilonga and Daka (2021) have provided further insights into the mitigation of sexual harassment through their examination of institutional mechanisms in secondary schools. Key elements include reporting procedures, community

engagement, and the execution of policies. The research underscores the need for transparent and efficient reporting systems, the involvement of the community, and well-documented policy enforcement in dealing with incidents of sexual harassment. Nevertheless, the study's concentration on male instructors and restricted examination of non-educational personnel provide opportunities for more research.

Upon combining these data, it is clear that a comprehensive approach is necessary to address and reduce sexual harassment in the hospitality industry. This includes individual and institutional tactics, systems for reporting, engagement with the community, and the execution of policies. The constraints present in existing literature necessitate more study to explore the significance of employee training, employee awareness, and varied viewpoints in developing efficient and situation-specific strategies within the hospitality sector.

Employee Training and Sexual Harassment Mitigation

There is a noticeable connection between the quality of employee training programs and the effectiveness of sexual harassment mitigation efforts in the hospitality industry. Previous research has acknowledged the need for training in preparing employees to recognize and address instances of sexual harassment (Mishra & Davison, 2020; Rawski et al., 2020; Zelin & Magley, 2021). Further study is necessary to comprehensively understand the intricate mechanisms by which employee training influences sexual harassment mitigation.

This section aims to establish hypotheses that clarify the relationship between employee training and the effectiveness of sexual harassment

mitigation methods by synthesizing existing material. The investigation will go further into the specific aspects of training, such as information transfer, skill development, and attitude formation, that contribute to improved mitigation efforts. The research aims to provide valuable insights into the hospitality sector by establishing a clear link between employee training and the prevention of sexual harassment. This information is intended to assist organizations in enhancing their training programs strategically.

Employee Training, Awareness and Sexual Harassment Mitigation

The close connection between employee awareness, training, and sexual harassment mitigation in the hospitality industry cultivates an intricate network of relationships. Previous research has acknowledged the significance of these components separately. However, further exploration is required to gain a comprehensive understanding of the intricate dynamics and their collective impact on the prevention and management of sexual harassment (Cortina & Areguin, 2021; Hayes et al., 2020; Tinkler & Zhao, 2020).

This part thoroughly examines existing literature and offers theoretical frameworks that elucidate the connections among sexual harassment mitigation, employee awareness, and training. The text delves into the potential impact of a meticulously designed training program on enhancing an employee's consciousness and how this heightened awareness might contribute to a more effective decrease in incidents of sexual harassment (Fitzgerald, 2020; Mousa & Abdelgaffar, 2022; Roehling et al., 2022). The primary objective is to offer an advanced

understanding of the dynamic interaction among these components and their eventual impact on developing a safety culture within the hospitality sector.

The study offers a solid foundation for preventing and handling sexual harassment in the workplace, highlighting the crucial need for a comprehensive approach that includes strategies for mitigating sexual harassment, raising awareness, and providing employee training. Comprehensive training for employees not only aids in identifying inappropriate behavior but also contributes to cultivating an environment that promotes and upholds positive behavioral norms.

The significance of employee awareness cannot be overstated. Increased awareness involves more than simply understanding the definition of sexual harassment; it also involves being aware of the precise steps that may be taken to report incidents and support colleagues who may be victims. Therefore, a comprehensive comprehension of the intricate relationships between sexual harassment mitigation, employee awareness, and training is essential for establishing a robust and supportive safety culture in the hospitality industry. Businesses may establish an environment that prioritizes safety and respect by adopting a thorough approach to these encounters. This can lead to developing more effective strategies for preventing and addressing sexual harassment in the workplace.

By analyzing these subsections within the literature review, the study aims to enhance the existing body of knowledge by filling in gaps and providing a strong foundation for the subsequent analysis of the survey data. Based on the above dialogue, the subsequent theories are put forth:

Hypothesis 1: Employee training affects employee awareness.

Hypothesis 2: Employee training affects sexual harassment mitigation.

Hypothesis 3: Employee awareness affects sexual harassment mitigation.

Hypothesis 4: Employee awareness mediates the relationship between employee training and sexual harassment mitigation.

METHODOLOGY

Population, Samples and Data Collection

Within the dataset provided by the Ministry of Tourism and Creative Economy of the Republic of Indonesia, 4219 star-rated hotels are documented. Among these, five provinces stand out due to their notable abundance of such establishments. Specifically, West Java leads with 552 units, followed closely by Bali with 434 units, DKI Jakarta with 402 units, Central Java with 339 units, and East Java with 333 units. The combined presence of these star-rated hotels within these provinces contributes to a significant portion of the study's population, totalling 2060 units. In determining the appropriate sample size, various factors were considered, including a maximum variance of 0.25 within each stratum, a margin of error set at 5%, and the proportional distribution of star-rated hotels in each province (Pratiwi & Trisnawati, 2020). Consequently, the calculated sample size stands at 412 star-rated hotels.

Given the circumstance wherein only 140 hotels have actively participated in the training, socialization sessions, seminars, or workshops aimed at mitigating sexual harassment—a prerequisite for this study—the necessity arises to conduct a T-Test to compare hotels that have participated within the past five years against those that have

not. This statistical analysis yields a T-statistic value of 3.12 and a P-value of 0.0022, indicating a statistically significant difference below the threshold of 0.005. Thus, the observed disparity is not a mere coincidence. Consequently, selecting a sample comprising 140 Human Resource Managers (HRMs) from star-rated hotels meeting the specified criteria is deemed fitting, having undergone careful and comprehensive deliberation.

Measurement of Variabels

Within this research, three primary factors are utilized to evaluate the progression of sexual harassment prevention in the hospitality industry: Employee training (ET), employee awareness (EA), and sexual harassment mitigation (SHM). The measuring tools for each variable are carefully crafted to capture subtle details associated with their corresponding concepts.

Employee Training

The assessment of the employee training factor within the hotel industry, aimed at promoting a safety culture and reducing instances of sexual harassment, involves 10 detailed indications. Referencing the research conducted by Waqanimaravu and Arasanmi (2020), participants will assess the accessibility and availability of training resources (Access to Training), the clarity of training instructions and materials (Procedural Clarity), the perceived benefits of engaging in training programs (Benefits of Training), and the extent of organizational backing for employees partaking in training (Support for Training). The indications outlined represent key elements essential to successful employee training, highlighting the need for well-defined processes, concrete

advantages, and durable organizational support.

Moreover, findings from Roehling et al. (2022) introduce six additional aspects to consider while evaluating employee training. Participants will evaluate the extent and comprehensiveness of the training content (training scope), the length of training sessions (training duration), the efficiency of instructional methods used (instructional method), the method of presenting training content (delivery media), possible differences in training results depending on gender (gender of trainees), and the influence of the training environment (training setting). This extensive collection of indicators not only encompasses the multiple characteristics of employee training but also guarantees a nuanced comprehension of the many elements that foster a culture of safety within the hospitality industry.

Employee Awareness

The assessment of employee awareness on the prevention of sexual harassment utilizes a thorough structure that includes seven essential indicators. Based on information from previous studies, the first aspect evaluates emotional reactions, such as anger, happiness, and sadness, that employees experience when faced with incidents of harassment. The emotional aspect, as highlighted in comprehensive analysis by Azizul et al. (2023), offers a detailed insight into the psychological effects of harassment occurrences on staff members.

Successive aspects revolve around employees' reactions to instances of harassment. Referencing Saleem et al.'s (2020) research on workplace violence and employee engagement, these aspects encompass self-motivation and self-guided,

assertive communication, and efficient resource management. Termed as indicators, these dimensions measure the proactive actions that workers may display when faced with instances of harassment, providing a realistic view on employee awareness.

Policy awareness is a critical aspect that evaluates the extent to which workers are knowledgeable of the corporate rules and procedures concerning sexual harassment. As outlined in the systematic study by Bondestam and Lundqvist (2020) in the realm of higher education, this metric focuses on the impact of institutional policies on employee consciousness. In addition, the factors of policy awareness and reporting behavior assess employees' comprehensive comprehension of the occurrence and effects of harassment, preventative actions, as well as their readiness and effectiveness in reporting events.

Sexual Harassment Mitigation

The assessment of the variable "Sexual Harassment Mitigation" in this study includes six primary indicators that have been identified from two pertinent research papers. Jenner et al. (2022) offer valuable perspectives on personal and institutional preventive measures. Personal preventive measures involve specific actions designed for both individuals who experience harm and those who cause harm. These strategies highlight the need of creating emotional and physical distance as early measures, as well as cultivating networks of support from coworkers and supervisors. Organizational preventative measures encompass the eradication of taboos related to sexual harassment, fostering open communication across different disciplines, strengthening leadership responsibilities, and guaranteeing

accessible and clear procedures for lodging complaints.

Furthermore, Chilonga and Daka (2021) provide insights on the implementation of institutional strategies aimed at reducing incidents of sexual harassment, particularly within secondary educational settings. The initial indication pertains to the establishment of transparent and efficient reporting systems, highlighting the need of taking resolute measures in response to infractions. The second indication emphasizes the importance of community participation, encouraging the involvement of key stakeholders including directors, community groups, and governmental entities in order to address and prevent instances of sexual harassment. The third indication focuses on the enforcement of rules, highlighting the importance of well-documented policy implementation designed to tackle and deter sexual harassment inside the business.

Although Jenner et al.'s (2022) research is on the healthcare industry and Chilonga and Daka's (2021) work is based on secondary schools, both offer useful perspectives on holistic strategies to address sexual harassment. Nevertheless, it is essential to consider the constraints, such as the particular characteristics of the groups under study and the requirement for adjusting to the specific setting of the hospitality sector. Through the combination of these indicators, the study seeks to provide a detailed comprehension of sexual harassment prevention in the hotel industry, which will aid in the formulation of successful mitigation measures. The six indications together create a thorough framework for evaluating and dealing with sexual harassment in the workplace, taking into account both individual and organizational aspects.

Participants must assess their degree of agreement or disagreement on a 7-point Likert scale, with 1 indicating significant disagreement and 7 indicating strong agreement. This scale enables a more detailed evaluation of thoughts and perceptions, facilitating a more profound analysis of the relationships between the variables (Hair et al., 2017). Participants can express their level of agreement or disagreement with the logically and objectively provided statements via the Likert scale.

Data Analysis

An analysis utilizing Partial Least Squares (PLS) was conducted on the data with WarpPLS version 6.0. PLS uses elements or modifications to represent structural equations (Chin, 1998). Due to its dependence on critical assumptions, particularly the capacity of warp PLS to assess latent variables, PLS is a highly powerful analytical method (van Bork et al., 2021). Using indicators is appropriate due to their formative and reactive nature, and possible variables must follow a normal distribution.

RESULT AND DISCUSSION

The 412 distributed online questionnaires revealed that 140 human resource managers in hotels stated they had previously organized or participated in training, socialization, seminars, or workshops related to the mitigation of sexual harassment or similar issues. In contrast, 272 respondents indicated they had not been involved in or organized such activities, leading to an inability to analyze the collected data further. Consequently, this necessitates a limitation in generalizing the findings concerning the interplay of employee training, awareness, and sexual

harassment mitigation limited to the hotel sector across the five provinces with the highest number of star-rated hotels in Indonesia, specifically focusing on those who have participated in or organized training, socialization, seminars, or workshops addressing the mitigation of sexual harassment. Human Resource Development (HRD) Managers from the five provinces with the highest number of star-rated hotels in Indonesia who have participated in or organized training, socialization, seminars, or workshops addressing the mitigation of sexual harassment or similar issues, provided data for this study through their participation in online surveys. Out of the 140 distributed surveys, all were completed and returned, resulting in a response rate of 100.00%. No responses were omitted from this research since all were considered comprehensive. Therefore, the ultimate study data is based on all 140 responses.

Descriptive Statistics

The data presented in Table 1 illustrates that human resource managers in star-rated hotels in Indonesia prioritize staff

training to a significant extent. Concurrently, there were noted low levels of staff knowledge and efforts to mitigate sexual harassment. These disclosures provide fresh opportunities for exploring the mechanisms of preventing sexual harassment in the hospitality sector.

The descriptive statistics in Table 1 further emphasize the varying levels of employee training (ET), employee awareness (EA), and sexual harassment mitigation (SHM) among the surveyed hotels. While the mean score for employee training is relatively high (47.81), indicating a substantial focus on staff development, the awareness of employees and the efforts to mitigate sexual harassment are less pronounced, with mean scores of 29.45 and 24.75, respectively. These disparities suggest a potential gap in the overall effectiveness of sexual harassment prevention strategies, particularly in raising awareness among employees. Further analysis of the underlying causes and development of more targeted interventions could be crucial for improving the overall mitigation efforts in the hospitality industry.

Table 1. Descriptive Statistics

	<i>N</i>	Min	Max	Mean	Std. Deviation
ET	140	36.00	57.00	47.8054	5.6723
EA	140	22.00	35.00	29.4543	3.8191
SHM	140	18.00	30.00	24.7521	4.1347

Note(s): ET: Employee Training, EA: Employee Awareness, SHM: Sexual Harassment Mitigation

Analysis of PLS

Table 2 indicates that the construct validity of employee training, employee awareness, and sexual harassment mitigation is greater than 0.7, with a p-value of less than 0.001 (Chin, 1998). This suggests that each indicator for a variable has a significant correlation with that variable and does not show any relationship

with other variables. When assessing a variable construct, the absence of overlapping indication occurs if the indicator shows no correlation with other variables.

A study of the structural and inner models is displayed in Table 3, showcasing the R-Square values for the constructs. The results suggest that employee awareness

accounts for around 22.5% of the variability in its related construct, with the remaining 77.5% being impacted by unspecified variables that were not included in the model. Employee training, lacking a defined R-Square value, indicates that other factors in the existing model cannot account for its variability. Regarding the reduction of sexual harassment, the joint impact of

Employee Awareness and Employee Training accounts for approximately 19.8% of the variability, with the remaining 80.2% being attributed to other unidentified causes. The results emphasize the necessity for more research and illuminate the intricate relationship between several factors that impact the constructs examined in the management of the hospitality sector.

Table 2. Results for Outer Model and Combined Loading and Cross-loading

Indicator	ET	EA	SHM	Type(a)	SE	p value
ET1	0.813	-0.032	0.045	Reflect	0.076	<0.001
ET2	0.789	0.021	-0.027	Reflect	0.076	<0.001
ET3	0.825	0.005	0.039	Reflect	0.076	<0.001
ET4	0.802	0.012	-0.014	Reflect	0.076	<0.001
ET5	0.789	0.018	0.056	Reflect	0.076	<0.001
ET6	0.811	-0.025	-0.033	Reflect	0.076	<0.001
ET7	0.792	0.014	0.025	Reflect	0.076	<0.001
ET8	0.808	0.009	-0.022	Reflect	0.076	<0.001
ET9	0.804	-0.028	0.037	Reflect	0.076	<0.001
ET10	0.817	0.026	-0.043	Reflect	0.076	<0.001
EA1	-0.035	0.742	-0.014	Reflect	0.076	<0.001
EA2	0.012	0.781	0.021	Reflect	0.076	<0.001
EA3	0.004	0.802	-0.027	Reflect	0.076	<0.001
EA4	0.018	0.798	0.036	Reflect	0.076	<0.001
EA5	0.022	0.815	-0.045	Reflect	0.076	<0.001
EA6	-0.031	0.792	0.014	Reflect	0.076	<0.001
EA7	0.014	0.808	0.025	Reflect	0.076	<0.001
SHM1	0.049	-0.016	0.725	Reflect	0.077	<0.001
SHM2	-0.025	0.021	0.711	Reflect	0.077	<0.001
SHM3	0.038	-0.027	0.749	Reflect	0.077	<0.001
SHM4	-0.014	0.012	0.732	Reflect	0.077	<0.001
SHM5	0.056	0.018	0.718	Reflect	0.077	<0.001
SHM6	-0.033	-0.025	0.705	Reflect	0.077	<0.001

Note(s): ET: Employee Training, EA: Employee Awareness, SHM: Sexual Harassment Mitigation.

Table 3. Composite Reliability and R-square

	Composite reliability	R-square
ET	0.814	
EA	0.802	0.225
SHM	0.769	0.198

Hypothesis Testing

An essential aspect of empirical studies is the process of hypothesis testing, especially when employing structural equation modeling (SEM) to explore complex relationships among latent

variables. Within this research, the framework employs an internal model to illustrate the causal relationships among latent variables (van Bork et al., 2021). This inner model encompasses inner relations, structural models, and substantive theories,

offering a comprehensive perspective on the relationships under investigation (Hair Jr et al., 2014).

The study utilizes a methodological approach that includes progressive structural testing conducted within the WarpPLS 6.0 software. This recurrent procedure is crucial for methodically analyzing the postulated connections between variables (Kock, 2018). The primary examination is centered on establishing if there exists a direct correlation between employee training and sexual harassment mitigation, as suggested by Hypothesis 1 (H1) in Figure 1. Further examinations, as seen in Figure 2, are carried out to assess the remaining hypotheses (H2, H3, and H4), considering employee awareness as a mediating factor.

The empirical results in Table 4, panel A demonstrate a statistically significant relationship (path coefficient: 0.349; $p < 0.001$) between employee training and sexual harassment mitigation. This provides evidence of accepting H1, indicating that employee training improves sexual harassment mitigation. Expanding on this point, Table 4, panel B, presents the function of employee awareness as a mediating factor. It can be shown that the significant positive correlation validates Hypothesis 2 (H2) (coefficient: 0.283; $p < 0.001$) found

between employee training and employee awareness.

Moreover, Hypothesis 3 (H3) is supported by the positive correlation (coefficient: 0.245; $p < 0.001$) seen between employee awareness and sexual harassment mitigation. It is noteworthy that even with the inclusion of employee awareness as an intermediary variable, the research results highlight a consistently significant relationship (coefficient: 0.269; $p < 0.001$) between employee training and sexual harassment mitigation. As a result, H2, H3, and H4 have been validated, suggesting that the connection between employee training and sexual harassment mitigation is somewhat influenced by employee awareness, acting as a partial mediating factor.

The study utilizes the results from WarpPLS 6.0 to measure the total indirect effect, calculated to be 0.269, as seen in Table 5. The Sobel test evaluates the mediating effect, revealing a statistically significant outcome of 12.45 ($p < 0.001$). The strong statistical evidence confirms H4, indicating that employee awareness is a mediating factor in the connection between employee training and sexual harassment mitigation.

Table 4. PLS Results (Path Coefficient, *t*-statistics and *p*-value)

<i>Panel A: Direct effect</i>		
Variable	Path to sexual harassment mitigation	
ET	0.349 $p < 0.001$	
<i>Panel B: Testing the mediating effect of employee awareness</i>		
Variable	Path to employee awareness	Sexual harassment mitigation
ET	0.283 $p < 0.001$	0.245 $p < 0.001$
EA		0.269 $p < 0.001$

Table 5. Indirect, direct and total effects

Indirect effect	0.269
Direct effect	0.314
Total effect	0.583

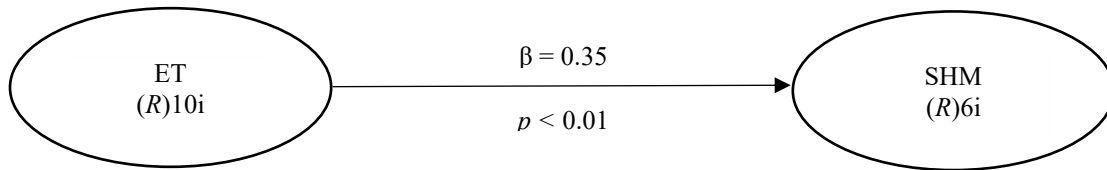


Figure 1. Direct model

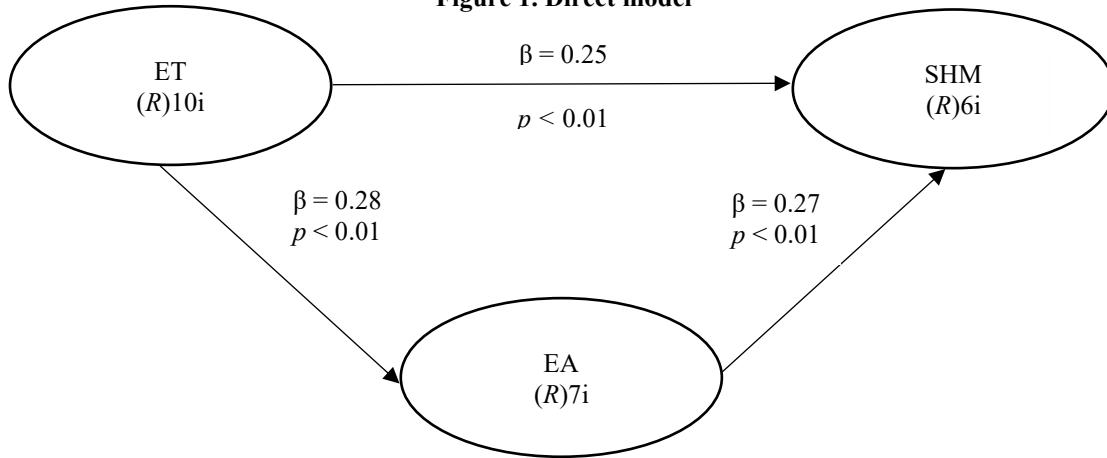


Figure 2. Indirect model

Employee Training and Awareness in Preventing Sexual Harassment

The urgent topic of sexual harassment in the hotel sector is examined in this research, which acknowledges that it is a widespread issue in need of thorough comprehension and focused remedies. The inquiry focuses on how employee awareness, staff training, and sexual harassment mitigation interact in complex ways. The commentary that follows tries to clarify the implications of the results, place them in the framework of previous research, and emphasize the importance of the study for both academic and practical uses.

In order to minimize sexual harassment in the hospitality industry, staff

training is crucial, as the report emphasizes. Given that employee training and sexual harassment mitigation have a strong positive link (H1), it is important for formal training programs to provide employees with the information and skills they need to recognize, confront, and avoid sexual harassment. This emphasis on the hotel business is especially relevant because of its distinctive features, such continual client interaction and round-the-clock service availability, which increase employees' susceptibility to harassment occurrences.

An analysis of the relationship between employee training and the prevention of sexual harassment indicates that the lack of formalized Standard Operating Procedures (SOPs) makes business issues worse. Employees are

unprepared when there are unclear procedures in place, and they unintentionally contribute to a culture that accepts this kind of behaviour (Jung & Yoon, 2020; La Lopa & Gong, 2020). In addition to taking into account the many tasks that employees play, operational dynamics, and industry-specific traits, the paper promotes a comprehensive approach. This emphasizes how important it is to take preventative actions, such as thorough training programs, in order to create a culture that values safety above all else and has zero tolerance for harassment; legal frameworks by themselves are not enough to do this.

Most importantly, the study assesses how employee awareness functions as a mediator in the relationship between employee training and sexual harassment mitigation. The results show that training programs improve workers' technical proficiency as well as their knowledge of sexual harassment-related concerns. This is consistent with the hypothesis that training and employee awareness are positively correlated (H2). This plays a crucial role in fostering a preventive culture where workers recognize the need of establishing a safe work environment and are prepared to handle emergencies.

An important factor in the success of preventative measures is awareness, as demonstrated by the positive correlation (H3) between employee awareness and sexual harassment mitigation. By providing insight into the origins and consequences of employee awareness in the unique setting of the hotel sector, the research helps close gaps in the literature. Based on the findings, preventative actions can be greatly aided by proactive measures like early detection and intervention.

The research findings highlight the need for a comprehensive approach that goes beyond simple legal compliance and have significant consequences for the hospitality industry. A comprehensive strategy is necessary because of the industry's vulnerability to incidents of harassment (Mousa & Abdelgaffar, 2022; Russen et al., 2021). In order to promote employee accountability, comprehension, and empowerment, the research suggests customized training programs that address difficulties unique to the business. The mediating function of employee knowledge underscores the urgency with which hospitality businesses must assure staff technical competency and understanding of the nuances of sexual harassment prevention.

Creating a culture where safety comes first is critical, and the research emphasizes the need for industry-wide activities like awareness campaigns and training sessions. The persistent occurrence of sexual harassment in international economies emphasizes the ethical responsibility and future financial gains linked to tackling the problem in the hotel sector. Beyond legislative frameworks, the research offers perspectives that enhance the conversation on sexual harassment prevention by fostering a more sophisticated knowledge of the underlying mechanisms (Beaujoulais, 2023; Crann et al., 2022; Hollander & Cunningham, 2020).

Regarding hypothesis testing, the results of the study validate H1, indicating a noteworthy association between sexual harassment mitigation and employee training. Furthermore, it is believed that there is a favorable correlation between awareness and sexual harassment mitigation, awareness and employee training, and the mediating function of

awareness. The research offers a nuanced perspective that elevates the discourse on sexual harassment prevention and encourages industry stakeholders to

implement comprehensive and proactive actions to create a safer and more inclusive workplace.

CONCLUSIONS

Insights into the complex interactions between sexual harassment mitigation, employee awareness, and training are provided by this study, which explores the important problem of sexual harassment in the context of the hospitality sector. The results highlight how important employee training is in significantly lowering the rate of sexual harassment and highlight the need for proven training programs that are specifically designed to meet the special difficulties faced by the industry (Roehling et al., 2022; Waqanimaravu & Arasanmi, 2020). The study also highlights employee awareness's mediating function and emphasizes how important it is to the effectiveness of preventative actions.

One distinguishing aspect of this research lies in its specific focus on the hotel industry, providing nuanced information on the deficiencies within existing regulatory frameworks and advocating for the immediate development of industry-specific policies that are both comprehensive and innovative. The study underscores the urgency for proactive measures encompassing legal compliance, corporate responsibility, and empowerment, identifying the absence of standardized operating procedures as a major impediment (Bondestam & Lundqvist, 2020; Kahsay et al., 2020; Saleem et al., 2020).

Although the study recognizes that its focus on Indonesia's star-rated hotels

may restrict its generalizability, it also diligently notes additional limitations. It is recommended that future study projects expand the scope to include a variety of hospitality environments and investigate any cultural differences in sexual harassment rules.

The practical implications derived from this study advocate for industry-wide initiatives that prioritize safety and cultivate a zero-tolerance culture towards harassment. The establishment and implementation of targeted training programs and awareness campaigns are highlighted as crucial components. Recognizing the dual role of technical skill and awareness in effective sexual harassment prevention, employers in the hospitality sector are strongly urged to actively engage in the training of their staff.

In terms of future research directions, it is recommended that scholars investigate the effectiveness of diverse training approaches, considering cross-cultural implications and monitoring shifts in legal frameworks. This study serves as a foundational point, encouraging academics to delve deeper into the intricate dynamics of sexual harassment within the hotel sector, paving the way for more comprehensive and tailored interventions. As the industry evolves, ongoing research efforts should continue to explore the multifaceted dimensions of sexual harassment, contributing to the development of proactive strategies and policies that foster a safer and more equitable work environment.

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