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**INVESTIGATING LEADERSHIP SUPPORT, TRAINING,
AND WORKPLACE CULTURE IN PREVENTING
GENDER-BASED VIOLENCE: A STUDY IN IFE
CENTRAL, NIGERIA**



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**MASTER OF HUMAN RESOURCE MANAGEMENT
UNIVERSITI UTARA MALAYSIA
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**INVESTIGATING LEADERSHIP SUPPORT, TRAINING, AND
WORKPLACE CULTURE IN PREVENTING GENDER-BASED VIOLENCE:
A STUDY IN IFE CENTRAL, NIGERIA**



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**Thesis Submitted to
School of Business Management,
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Management**



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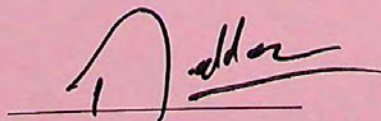
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ABSTRACT

This research investigates the role of leadership support, employee training, and workplace culture in reducing gender-based violence within IFE Central's local government in Nigeria. The study draws upon the existing literature on leadership, workplace culture, and gender-based violence prevention strategies. The focus is primarily on the relationship between effective leadership practices, an inclusive workplace culture, employee training and the prevalence of gender-based violence within IFE Central Local Government. A survey using a self-designed questionnaire was conducted at IFE Central, Nigeria. The survey involved 300 employees selected through multi-stage sampling. Descriptive statistics (percentages, means, and standard deviations) were used to analyze the data collected with SPSS software. The findings indicate that leadership support and a positive workplace culture have vital roles in the prevention of gender-based violence among employees. Such a supportive environment directly correlates with reduced instances of gender-based violence and improved employee performance. The study highlights the significance of leadership in fostering a culture of respect, equality, and safety, emphasizing that combating gender-based violence is both a leadership and organizational culture responsibility. This study contributes substantially to the existing knowledge on leadership practices, employee safety, employee training and well-being, whilst providing guidance to organizations in devising effective strategies for mitigating gender-based violence. The study recommends that organizations can implement strategies to strengthen leadership support, develop comprehensive training programs, and provide ongoing training and mentorship for both new and existing staff. These actions can significantly contribute to preventing and mitigating GBV in the workplace.

Keywords: leadership support, work culture, prevalence of gender-based violence employee training program.

ABSTRAK

Penyelidikan ini mengkaji peranan sokongan kepimpinan, latihan pekerja, dan budaya tempat kerja dalam mengurangkan keganasan berdasarkan jantina di dalam kerajaan tempatan IFE Central di Nigeria. Kajian ini merujuk kepada literatur sedia ada mengenai kepimpinan, budaya tempat kerja, dan strategi pencegahan keganasan berdasarkan jantina. Fokus utamanya adalah pada hubungan antara amalan kepimpinan yang berkesan, budaya tempat kerja yang inklusif, latihan pekerja, dan kekerapan keganasan berdasarkan jantina di dalam Kerajaan Tempatan IFE Central. Satu tinjauan menggunakan soal selidik yang direka sendiri telah dijalankan di IFE Central, Nigeria. Tinjauan ini melibatkan 300 pekerja yang dipilih melalui persampelan pelbagai peringkat. Statistik deskriptif (peratusan, min, dan sisihan piawai) digunakan untuk menganalisis data yang dikumpulkan dengan perisian SPSS. Hasil kajian menunjukkan bahawa sokongan kepimpinan dan budaya tempat kerja yang positif memainkan peranan penting dalam pencegahan keganasan berdasarkan jantina di kalangan pekerja. Sekitaran yang menyokong secara langsung berkaitan dengan pengurangan kes keganasan berdasarkan jantina dan peningkatan prestasi pekerja. Kajian ini menekankan kepentingan kepimpinan dalam memupuk budaya hormat, kesaksamaan, dan keselamatan, dengan menekankan bahawa memerangi keganasan berdasarkan jantina adalah tanggungjawab kepimpinan dan budaya organisasi. Kajian ini memberikan sumbangan yang besar kepada pengetahuan sedia ada mengenai amalan kepimpinan, keselamatan pekerja, latihan pekerja, dan kesejahteraan, sambil memberikan panduan kepada organisasi dalam merancang strategi berkesan untuk mengurangkan keganasan berdasarkan jantina. Kajian ini mencadangkan agar organisasi melaksanakan strategi untuk memperkuat sokongan kepimpinan, membangunkan program latihan yang komprehensif, dan menyediakan latihan dan mentorship berterusan untuk pekerja baru dan sedia ada. Tindakan-tindakan ini dapat memberikan sumbangan yang signifikan dalam mencegah dan mengurangkan Keganasan Berdasarkan Jantina (GBV) di tempat kerja

Kata kunci: sokongan kepimpinan, budaya kerja, kelaziman program latihan pekerja keganasan berasaskan jantina,

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LIST OF ABBREVIATIONS

GBV	gender-based violence.
LS	Leadership Support
WC	Work Culture
EPT	employee training programs
ILO	International Labour Organization
WHO	World Health Organization
UN	United Nations
UNGA	United Nations General Assembly
ETP	Employee Training Programs
OP	Organization Productivity



CHAPTER ONE

INTRODUCTION

1.1 Background of Study

The complexities of Gender-Based Violence (GBV) in Nigeria are amplified by the war's lasting impact, disproportionately affecting women and girls. Striking a balance between addressing diverse forms of violence against women, like ending impunity and encouraging their peacebuilding participation, becomes a crucial post-conflict challenge (Gender-based Violence, 2022).

Gender Norms as Barriers: Deep-rooted gender norms act as significant barriers to women's advancement. Unequal access to education and training, coupled with discriminatory practices during pregnancy, restrict women to lower-paying, lower-status occupations (World Bank, 2021; ILO, 2021). This confinement to unpaid care labor reinforces traditional gender roles and perpetuates an environment where exploitation is normalized (HRW, 2021).

GBV transcends specific locations, cultures, or socioeconomic statuses (UN, 1993; WHO, 2021). This research focuses on workplace violence, encompassing physical, psychological, and coercive acts against individuals (ILO, 2019). Furthermore, any kind of violence against women that results in physical, sexual, or psychological injury is referred to as gender-based violence. (OHCHR, 2021).

Despite increased female participation in politics and the workforce, GBV, particularly sexual harassment in workplaces, remains a pressing concern. While comprehensive data is scarce, human rights advocates report a rise in harassment incidents, ranging from verbal abuse to coerced sexual encounters (Sofiani, 2021). However, silencing and impunity for perpetrators prevail, leaving victims voiceless and seeking no recourse (Gender-based Violence, 2022).

Research confirms that while men can also experience GBV, women are disproportionately targeted (Statement: Call to Action – “UNiTE! Activism to End Violence against Women and Girls!” | UN Women – Headquarters, 2022). This vulnerability stems from deeply ingrained patriarchal norms, traditions, and legal frameworks that systematically discriminate against women, regardless of the sector (private, public, or informal) (UN Women, 2021). Such patriarchal structures shape interactions between genders, fostering cultural norms that normalize female subordination and silence (World Bank, 2021).

Employee training programs play a pivotal role in addressing gender-based violence (GBV) within organizations. These programs aim to enhance employees’ knowledge regarding GBV key concepts, their roles, and responsibilities in addressing GBV. For instance, the UNHCR’s online course on GBV provides a comprehensive understanding of GBV, including its causes, consequences, and various forms. It emphasizes the legal obligation to address GBV and the organization-wide responsibility for prevention, risk mitigation, and response. By completing this training,

colleagues gain the skills to respond to GBV disclosures in a safe and confidential manner (UNHCR, 2023). Additionally, other resources, such as the Devimpact Institute's training, deepen staff engagement in responsive programming to combat and respond to gender-based violence (Devimpact Institute, 2023). The Centre for Research & Education on Violence Against Women & Children (CREVAWC) also offers learning modules to effectively manage sexual harassment and violence at work, emphasizing risk assessment and domestic violence management (CREVAWC). These training initiatives contribute to creating safer and more informed workplaces, fostering a culture of respect and accountability.

Leadership support has been increasingly recognized as a pivotal factor in combating gender-based violence (GBV) within the workplace. An emergent study by Hillberg Jarl (2024) underscores the vital role that organizational leaders play in shaping environments that either inhibit or permit such behaviors. The research highlights how leadership commitment to fostering an inclusive and respectful workplace culture directly correlates with a significant reduction in incidents of GBV. Through clear policies, comprehensive training, and a zero-tolerance stance, leaders are instrumental in creating a safe organizational climate that protects all employees from gender-based discrimination and violence (Hillberg Jarl, 2024).

Workplace culture plays a significant role in the prevalence of gender-based violence. In recent years, there has been a marked increase in such incidents UN Women (2023). For instance, a report in 2023 highlighted a 43.27% increase in gender-based violence

cases from the previous year. The rise of technology-facilitated violence against women and girls has also been noted, with evidence collected at country and regional levels confirming high prevalence rates (Huq et al., 2023). Furthermore, the World Bank's Gender Strategy 2024-2030 emphasizes the need for innovation, financing, and collective action to end gender-based violence, elevate human capital, expand and enable economic opportunities, and engage women as leaders. These findings underscore the urgent need for comprehensive strategies to address gender-based violence in the workplace.

Women experiencing sexual violence face heightened risks of unintended pregnancies, sexually transmitted infections (STIs) like HIV/AIDS, and social stigma, hindering their access to support and restricting their ability to secure livelihoods, healthcare, and political participation (UN Women, 2021). The economic impact of GBV extends beyond individuals, affecting healthcare, law enforcement, and court systems, leading to lost wages and diminished food security for society (World Bank, 2021).

1.2 Problem Statement

In Nigeria, gender-based violence (GBV) in the workplace is a significant issue that affects many women. A survey of university women in Enugu, South-East Nigeria, found 63.8%, 53.5%, and 40.5% workplace incivility, bullying, and sexual harassment. The study also found that women aged 35-49 years and those over 50 were particularly susceptible to workplace incivility. Furthermore, women with temporary appointments or casual/contract employment status were more likely to experience workplace bullying.

According to a study by Solidarity Center (2021), Nigeria boasts the status of Africa's largest economy and hosts a burgeoning population exceeding 200 million individuals. Additionally, it houses the continent's largest trade union movement, led by the Nigeria Labour Congress (NLC). Despite its mineral-rich resources, the country's labor landscape is marked by prevalent gender-based violence and harassment (GBVH), posing significant challenges to human rights and workplace health and safety within its industries.

Gender-based violence in Nigerian workplaces presents a unique panorama, given the country's socio-economic and cultural contours. The National Population Commission (NPC) of Nigeria and ICF (2019) reported an alarming prevalence of violence against women, with 30% of women aged 15-49 having experienced physical violence since the age of 15. However, this data represents only a fraction of the actual problem because of the considerable underreporting spawned by fear and stigmatization (NPC [Nigeria] and ICF, 2019).

The workplace is not exempt from these realities. According to a report from ActionAid Nigeria (2021), 47% of respondents affirmed they had encountered one form of GBV or another in their workplace. The report further elucidated that nearly a quarter of the victims did not report these incidents, corroborating fears regarding retaliation or social stigma. Regrettably, even as the pervasiveness of GBV garners realization, data on its occurrence within specific sectors, such as local government contexts, are sparse.

Gender-based violence (GBV) in the workplace is a global epidemic, impacting the safety, dignity, and economic security of women (International Labour Organization, 2023). Economic downturns exacerbate this already concerning issue, particularly in sectors like local governments where women hold a significant share of positions (UN Women, 2022). These downturns often lead to job cuts, disproportionately affecting women and increasing their vulnerability to GBV (Ugwuzor, 2022). Unfortunately, the fear of retaliation and a lack of robust legal protections create a chilling effect, discouraging victims from reporting incidents (International Labour Organization, 2023). Furthermore, austerity measures during economic hardships frequently target social assistance and violence prevention programs, further weakening the safety net for victims (United Nations, 2021).

Social Learning Theory (SLT), developed by Albert Bandura (2022), proposes that individuals learn through observing and imitating the behavior of others. In the context of GBV, witnessing or experiencing violence in a workplace setting can normalize such behavior and increase the likelihood of its occurrence (Bandura, 2022).

Organizational Culture theory can be applied to gender-based violence by examining how an organization's culture may implicitly or explicitly allow for such violence. If an organization's culture is characterized by gender inequality or acceptance of violence, it may foster an environment where gender-based violence is prevalent. A recent study found a strong correlation between an organization's culture and the prevalence of gender-based violence within it (Brown & Brown, 2022).

transformational leaders play a crucial role in shaping organizational cultures that strictly oppose violence by promoting equality, respect, and safety for all employees, regardless of gender (Almaududi Ausat et al., 2022). These leaders are instrumental in driving positive change, advocating for policies, and fostering an environment that discourages GBV, thereby nurturing a culture of inclusivity and respect.

This study focuses on IFE Central Local Government in Osun State, Nigeria. While research indicates a strong link between economic downturns and increased GBV in workplaces (McPhail et al., 2021) more specific data on the factors contributing to GBV within Nigerian local governments is scarce. Understanding the interplay between leadership support, employee training, and workplace culture within IFE Central is critical. For women working in public sector domains, the economic downturns and public employment cutbacks starkly increase the susceptibility to GBV, impacting their professional pathways and personal dignity (McPhail et al., 2021) this study aims to bridge that gap by analyzing the dynamics within the local government. By doing so, we hope to identify key areas for intervention. This could include developing leadership training programs focused on GBV prevention, creating comprehensive training modules for all employees, and fostering a workplace culture that promotes open communication and zero tolerance for GBV. Ultimately, the goal is to develop data driven strategies to prevent and address GBV in IFE Central, creating a safer and more equitable work environment where all employees, particularly women, can feel secure and empowered.

1.3 Research Questions

- i) Does leadership support impact gender-based violence prevention in the workplace?
- ii) Does workplace culture impact gender-based violence in the workplace?
- iii) Does employee training programs impact gender-based violence in the workplace?

1.4 Objectives of the Study

The study's overarching goal is to get a better understanding of gender-based violence in the workplace by focusing on IFE Central Local Government in Osun State, Nigeria.

- i) To determine the impact of leadership support in preventing or mitigating gender-based violence.
- ii) To determine the impact of workplace culture in preventing or mitigating gender-based violence.
- iii) To determine the impact of employee training programs in preventing or mitigating gender-based violence.

1.5 Significance of the Study

This study delves into the critical issue of gender-based violence (GBV) within Nigerian workplaces. Its importance lies not only in highlighting the problem's prevalence but also in its potential to contribute to both theoretical and practical advancements.

On the theoretical side, the study builds upon existing research by Okafor and Akin-Akintayo (2020) that documented the alarmingly high rates of GBV in Nigeria. By exploring this issue within the specific context of Nigerian culture, the study can offer valuable insights to social learning theory (SLT) and transformational leadership theory. Examining how cultural norms and witnessed behavior influence GBV occurrences in Nigerian workplaces can contribute to the advancement of SLT (Bandura, 2022). Similarly, the study can inform transformational leadership theory by exploring how leadership styles within a Nigerian cultural context impact GBV prevalence (Bass & Avolio, 1994). This deeper understanding of the cultural nuances surrounding GBV can lead to more effective theoretical frameworks for addressing the issue.

The practical significance of this study lies in its potential to empower various stakeholders. Researchers, policymakers, and students stand to gain a richer understanding of GBV in Nigerian workplaces. This aligns with calls by Bowen et al. (2023) for research that informs strategies to foster inclusive work environments. By shedding light on the specific challenges faced within Nigeria, the study can pave the way for the development of culturally relevant interventions, training programs, and policies. This, in turn, can contribute to creating safer and more equitable work environments for all employees in Nigeria, aligning with recommendations for bystander intervention training and program design outlined by Gupta et al. (2023). The study's impact can extend beyond mere awareness-raising, potentially leading to concrete solutions for a pervasive problem.

1.6 Scope of the Study

The central premise of this research is concentrated on IFE Central Local Government Area (LGA) within IFE City, Osun State, Nigeria. This specific selection of the study area amplifies the distinct context within the larger setting of Nigeria, enabling an intricate and comprehensive investigation into workplace gender-based violence (GBV) within this region. The unit of analysis here comprises employees within IFE Central LGA, whose experiences underpin the foundation of this study. By honing on this demographic, researchers can gauge the specific challenges and lived realities of these employees while navigating GBV in their workplaces.

Furthermore, given its rich tapestry of diverse cultural and religious traditions, the IFE Central LGA mirrors the cultural amalgamation representative of several Nigerian regions. This furnishes an intriguing backdrop to scrutinize GBV, particularly examining how these intertwined cultural and religious norms potentially facilitate or hinder such harmful behavior.

The sector under examination in this study is the employees within IFE Central LGA, the intention is to thoroughly understand the dynamics of workplace GBV in formal organizations within this region and seek findings that could be significant for similar contexts across the country.

Implicit in this research is the aspiration of unearthing an all-encompassing understanding of the incidence, types, and ramifications of GBV at the workplaces

within the IFE Central LGA. The overarching goal of the study is to take steps toward establishing safer, more egalitarian workplaces that uphold gender equality and foster women's empowerment, not just within IFE Central LGA, but extending it as a model for all of Nigeria.

1.7 Definitions of Terms

The following terms were used during this study:

1.7.1 Gender-based violence

Gender-based violence (GBV) refers to acts of violence directed against a person or group of people because of their gender (United Nations Women, 2021). This violence can manifest in various forms, including physical, sexual, psychological, or economic harm or suffering (United Nations Office on Drugs and Crime, 2021).

1.7.2 Leadership support

Refers to the actions and behaviors leaders take to create a positive and empowering work environment for their followers (Bass & Avolio, 1994). It encompasses various aspects that contribute to employee well-being, motivation, and success.

1.7.3 Workplace Culture

Workplace culture refers to the shared values, beliefs, attitudes, and behaviors that characterize an organization (Schein, 2010). It encompasses the formal and informal rules, communication styles, and overall work environment that employees experience.

1.7.4 Employee Training Programs

Employee training programs are structured learning experiences designed to equip employees with the knowledge, skills, and attitudes necessary to perform their jobs effectively and achieve organizational goals (Noe et al., 2023). These programs can cover a wide range of topics, from technical skills to soft skills like communication and teamwork.



CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This section presents a review of the literature on the issue of gender-based violence (GBV) in the workplace, with an emphasis on the ways in which this kind of harassment and abuse affects both individual and collective productivity. This chapter is divided into many sections, each of which deals with a different aspect of gender-based violence (GBV), such as the definition of GBV, the effects of GBV on individual workers and businesses, and the potential benefits of applying strategies to prevent GBV on the job. The chapter concludes with a summary.

2.2 Definition and Conceptualization of Gender-Based Violence

Gender-based violence (GBV) is characterized as any violent act or harm executed against an individual, deriving from their gender, which results in a spectrum of consequences that are physical, sexual, psychological, or economic in nature. This term spans various manifestations of harm, including but not restricted to, physical and mental injury. Commonly encompassed within GBV are acts such as intimate partner violence, sexual assault, harassment, human trafficking, and culturally sanctioned practices that are detrimental, like female genital mutilation and forced marriage (UN, 1993). Although GBV disproportionately afflicts women and girls, thereby underlining the prevalent gender inequalities and power imbalances, it does not preclude the victimization of men and individuals of varied gender identities (Violence against Women Prevalence Estimates, 2018, 2021).

Men, persons identifying as such, and those of non-traditional gender identities, are also subject to GBV. This can take the form of sexual assaults perpetrated by males against other males, bullying for gender non-conformity, and transphobic violence (Connell & Messerschmidt, 2005; Stotzer, 2009). Heise and Kotsadam (2020) posit that the methods devised to confront and thwart GBV must integrate a holistic perspective that not only facilitates recovery and assistance for survivors but challenges and aims to transform the deep-rooted social norms and institutional structures that maintain the cycle of gender inequality and perpetuate violence.

Gender-based violence (GBV), as a concept, deals with an array of abuses which individuals might encounter, primarily due to their gender. This scope of GBV has broadened over time to include any harm inflicted upon an individual because of their gender. It spans physical, sexual, psychological, or economic harm and threats of such behavior, irrespective of whether these offenses take place in public or private venues (UN Women, 2022). The understanding and interpretations of GBV have evolved, reflecting the intricacies of this pervasive problem.

GBV is widely recognized as a grave infringement on human rights. Not just a personal attack, GBV represents a significant obstacle in the route towards achieving gender equality (WHO, 2022). These violations are inextricable from the broader context of power dynamics and the spectrum of systemic gender disparities that are prevalent across different societies.

Rooted in historical and socially constructed unequal power structures between men and women, GBV is often sustained and exacerbated by societal norms that ascribe different roles, values, and expectations to different genders. These patterns persist across diverse regions and cultures, forming a pressing global issue. Addressing GBV requires an understanding of its multifaceted nature and the interplay of various cultural, social, and personal factors that contribute to its perpetuation (UN Women, 2022).

Gender-based violence (GBV) in the workplace is a serious issue that affects many people worldwide, especially women. According to Muluneh et al. (2020) research from 2020, sex-based harassment, verbal abuse, and discriminatory practices in the workplace may all be considered instances of gender-based violence (GBV). The International Labour Organisation (ILO) reports that approximately one-third of the world's nations do not have any legislation protecting employees against sexual harassment at work, leaving millions of workers susceptible to GBV. Therefore, millions of employees are at risk of experiencing GBV.

According to FRA (2014), 55% of women in the EU have experienced sexual harassment in the workplace, while 75% of senior managers have had similar experiences. According to the findings of a poll (Kearl, 2018), 81% of American women and 43% of American men have been subjected to sexual harassment or assault while at work. According to the results, sexual harassment and assault are the most

common forms of workplace violence. These findings highlight the seriousness of gender-based violence in the workplace and the need to take action to address it.

To prevent gender-based violence (GBV) in the workplace, complete gender equality standards and clear reporting instructions are recommended by the International Labour Organisation (ILO) and Muluneh et al. (2020). To promote tolerance and inclusiveness amongst employees, Muluneh et al. (2020) and her colleagues have proposed training and awareness-raising initiatives for the year 2020, Heise and Kotsadam (2015) recommend facilitating safe reporting places for victims and addressing gender stereotypes and power imbalances. Heise and Kotsadam (2015) add that businesses may help eradicate violence against women and make their workplaces safer for all employees by instituting these policies.

Violence in the workplace is a major reason for concern for both employers and employees because of the potential for bodily harm, psychological distress, and a decrease in productivity. The three most important considerations of workplace violence are as follows: According to the nature of the connection between the offender and the victim, incidents of workplace violence may be classified as either worker-on-worker, customer/client, worker-on-worker, or personal relationship (OSHA, n.d.). Aggression with criminal intent is the most fundamental kind of violence in the workplace. Organizations can better implement specific preventative and intervention measures if they have a solid grasp of these classes.

It takes a comprehensive strategy, says the NIOSH (National Institute for Occupational Safety and Health), to reduce workplace violence. Organizational policy, employee training, physical space planning, and event reporting and response mechanisms should all be a part of this approach. By putting these measures into action and making them a part of the culture of their business, employers may provide their workers with a less destructive and more encouraging environment.

Physical injuries, psychological stress, lower morale, more turnover, and worse productivity are only some of the potential outcomes of workplace violence, as stated by Chappell and Di Martino (2006). The well-being and productivity of an organization's employees are dependent on its ability to provide a safe working environment free from the threat of violence.

Gender-based violence (GBV) in the workplace can have a significant negative impact on organizations in several ways. According to research by Muluneh et al. (2020), GBV can severely hinder an organization's overall productivity. Victims may experience physical injuries, emotional distress, or mental health issues, all of which can make it difficult for them to perform their jobs effectively. Additionally, perpetrators may also be less productive as they become preoccupied with controlling or abusing their victims.

The International Labour Organisation (2018) highlights that GBV can lead to increased absenteeism and employee turnover. Victims may miss work due to physical

injuries, doctor appointments, or emotional distress, potentially losing income. This rise in absenteeism can disrupt operations and overburden remaining employees. Furthermore, victims may choose to resign to escape violence or harassment, leading to higher turnover rates and additional costs associated with recruitment and training. Organizations that fail to address GBV may face legal repercussions. Companies are obligated by law to create a safe and supportive workplace, according to the European Union Agency for Fundamental Rights (2014). Lawsuits and reputational harm may ensue from a failure to do so... Negative publicity from such incidents can also lead to financial losses.

The presence of GBV can also lead to lower employee morale and job satisfaction. Employees who witness or are aware of abuse may feel unsafe, unsupported, and anxious. This can lead to decreased motivation and engagement, ultimately impacting the organization's productivity and performance.

Finally, GBV can contribute to increased healthcare costs for organizations, according to Heise and Kotsadam (2015). Victims may require medical treatment for physical injuries or mental health services to deal with the trauma they have experienced. These costs can strain an organization's resources and affect its bottom line.

2.3 The role of leadership support in preventing gender-based violence.

The pervasive issue of gender-based violence (GBV) in the workplace casts a long shadow, jeopardizing individual well-being, economic security, and overall organizational health. While various factors contribute to this complex problem,

leadership support emerges as a critical force in shaping workplace culture and fostering environments free from GBV.

Social Cognitive Theory (Bandura, 1986) underscores the power of observational learning, highlighting how leaders serve as powerful role models influencing employee attitudes and behaviors. Transformational leadership (Bass, 1985), characterized by ethical conduct, respect, and inclusivity, can cultivate an environment that discourages GBV. Conversely, authoritarian leadership styles (Tubussum et al., 2023) marked by power assertion and control might foster fear and silence, hindering GBV reporting.

Therefore, leaders play a pivotal role in setting the tone for how GBV is addressed within an organization. By championing clear policies, accessible reporting mechanisms, and robust support systems, leaders can empower employees to speak up and hold perpetrators accountable. Furthermore, actively promoting ethical, inclusive, and empowering leadership styles sets a positive example and encourages bystander intervention (Heise & Kotsadam, 2015). Ultimately, strong leadership support is not just a moral imperative, but a strategic necessity for creating safe and equitable workplaces where all employees can thrive.

Attitudes and ideas held by workers may have a major role in determining the prevalence of gender-based violence (GBV) in the workplace. 2020 study by Muluneh et al. (2020) reveals that these factors often emerge from pre-existing cultural norms and attitudes that support the maintenance of gender stereotypes and power imbalances. Some people, such as those who believe in male dominance or adhere to traditional

gender norms, may be more inclined to engage in or tolerate GBV because they see it as a natural or acceptable element of social interactions (Jewkes et al., 2015). Because of this, they may be more likely to indulge in GBV or tolerate it in others. This line of thought has the potential to create a work environment where gender-based violence is neither questioned nor addressed, so allowing the issue to persist and having a devastating effect on the lives of employees, particularly women.

Research from 2020 by Muluneh et al., suggests that not knowing or comprehending what defines GBV and the ramifications of such activity may lead to its prevalence in the workplace. If workers aren't informed about the many forms of GBV, including sexual harassment, verbal abuse, and discriminatory practices based on gender, they may not see these actions as inappropriate or hurtful. Gender-based violence includes acts such as sexual harassment, verbal abuse, and discrimination. Because of this misunderstanding, victims of Gender-Based Violence may go unreported and may not get the help they need (ILO, 2018). It is crucial to raise awareness of gender-based violence (GBV) and its numerous manifestations and repercussions and to educate employees on these issues, to make the workplace a safer and more inviting place for everyone.

2.4 Workplace culture in preventing gender-based violence.

Workplace culture plays a crucial role in preventing gender-based violence (GBV) in the workplace. According to the International Labour Organization (2019) complete gender equality standards and clear reporting instructions are recommended to prevent gender-based violence (GBV) in the workplace. To lessen the prevalence of gender-

based violence in the workplace, Heise and Kotsadam (2015) recommend facilitating safe reporting places for victims and addressing gender stereotypes and power imbalances. Muluneh et al. (2020) suggest that training and awareness-raising initiatives can promote tolerance and inclusiveness amongst employees.

A culture that tolerates or even normalizes GBV, whether through implicit biases, inappropriate jokes, or lack of reporting mechanisms, creates fertile ground for its perpetuation. Research by Muluneh et al. (2020) highlights how everyday forms of sexism, like verbal abuse and discriminatory practices, contribute to a hostile environment for women. This underscores the need for proactive measures to dismantle harmful norms and cultivate a culture of respect, inclusivity, and zero tolerance for GBV.

Creating a safe and inclusive workplace culture is essential for preventing gender-based violence (GBV) in the workplace. According to the United Nations (2023), Safe place regulations can aid employees without costing much. Gender-based violence policies boost productivity, profitability, and performance. Paid domestic leave, management training, victim assistance, and offender accountability are all options for companies. Using workplace tools like phones, tablets, and laptops to commit domestic abuse might result in instant dismissal. Security measures to avoid assault or stalking (such as in parking lots), altering office phone numbers or email addresses, and giving flexible work hours are also recommended by the UN (2023).

Organisational characteristics, such as the culture of the workplace and the legislation governing the workplace, have a major impact on employees' behaviour and attitudes towards gender-based violence (GBV), according to study by Muluneh et al., from 2020. A company culture that does not emphasize GBV prevention or promotes gender equality may unintentionally foster an environment where employees believe such actions are tolerated, if not encouraged. Without established protocols for dealing with Gender-Based Violence (ILO, 2018), employees may be hesitant to report incidents or seek assistance. They could worry about retaliation or being penalized in some way at work if they speak out. Because of this, workplace discrimination, particularly against women, such sexism, racism, and homophobia, may persist or even intensify.

Research from 2020 by Muluneh et al., suggests that inadequate training and resources for preventing and responding to sexual harassment and assault in the workplace may be a contributing reason to the problem's persistence. Organisations that fail to provide their employees with thorough training courses or the necessary skills to perceive, recognize, and respond to incidences of Gender-Based Violence (GBV) may unwittingly contribute to the problem. Due to a lack of education and tools, employees may be less likely to notice and appropriately respond to instances of GBV (ILO, 2018). This misunderstanding of the situation may also have negative effects on the business. To create a more welcoming and safer workplace for all employees, businesses must implement concrete policies, provide enough training, and commit sufficient resources to prevent GBV.

2.5 Employee Training Programs in preventing gender-based violence.

Employee training programs are an effective way to prevent gender-based violence (GBV) in the workplace. Training programs can help employees recognize and respond to gender-based violence (GBV) in the workplace. According to the International Labour Organization (2019), complete gender equality standards and clear reporting instructions are recommended to prevent gender-based violence (GBV) in the workplace. To lessen the prevalence of gender-based violence in the workplace, Heise and Kotsadam (2015) recommend facilitating safe reporting places for victims and addressing gender stereotypes and power imbalances. Muluneh et al. (2020) suggest that training and awareness-raising initiatives can promote tolerance and inclusiveness amongst employees.

Heise and Kotsadam (2015) argue that the prevalence of GBV in the workplace may be significantly influenced by sociocultural factors such as widespread societal norms and beliefs that sustain gender inequality and discrimination. Sexual assault and harassment are two such variables. According to Jewkes et al. (2015), the cultural attitudes and practices that condone violence against women, enforce rigid gender norms, and maintain an imbalance of power between men and women are frequently to blame for these factors. When there are strong social components in the job, people may internalize them, and it shows in their actions and how they feel about others. An environment where Gender-based Violence (GBV) already exists may encourage more incidents of GBV.

To reduce the prevalence of GBV in the workplace and create an environment that is safer and more welcoming for all employees, it is crucial to address these sociocultural factors. Efforts may be made to challenge and modify these norms by, for example, increasing public awareness of the problem of Gender-Based Violence (GBV), promoting gender equality through education and media campaigns, and lobbying for legal and policy changes that promote the rights and well-being of women and girls (Jewkes et al., 2015). We can get closer to our objective of creating a world where gender-based violence is never acceptable or tolerated in any situation, including the workplace, if we take on these cultural reasons. Creating a safe and inclusive workplace culture is essential for preventing gender-based violence (GBV) in the workplace.

2.6 Theoretical Foundations of Gender-based Violence at the Workplace

Theoretical groundwork is necessary for constructing efficient tactics and interventions to combat gender-based violence in the workplace. These theories may help organizations create more welcoming and safe spaces for all employees by shedding light on the complex nature of the issues that lead to and are exacerbated by gender-based violence.

2.6.1 Social learning theory

People, according to Bandura's social learning theory (Bandura, 1977), pick up behaviors via social observation, imitation, and reinforcement. Albert Bandura is the creator of this idea. This theory proposes that individuals may pick up useful information not just through their own experiences but also by observing the conduct of others around them, particularly those who hold positions of authority or serve as

examples to follow. The concept gives social interactions and the role of modelling in shaping human conduct a lot of weight.

Albert Bandura's (1986) identification of the four key mechanisms of learning through observation—attention, retention, reproduction, and motivation—sheds light on the intricacies of behavior changes in the context of gender-based violence (GBV) prevention in the workplace. Employees are more likely to focus their attention on leadership actions that directly address harassment or model respectful behavior, particularly when these actions resonate with their personal experiences or concerns. For these observations to translate into lasting behavioral change, effective training programs are crucial; they can bolster retention by employing strategies such as clear language, relevant scenarios, and repetition. Additionally, the ability to reproduce observed behavior can be significantly enhanced through practical skill-building sessions within these programs, such as bystander intervention techniques. Ultimately, motivation acts as the driving force behind the enactment of these observed behaviors, where leadership's consistent demonstration of inclusivity and a zero-tolerance policy towards GBV can inspire employees to mimic these positive behaviors. Together, these mechanisms offer a comprehensive understanding of how observed behaviors, underpinned by strategic training and leadership, can inform and motivate employees towards preventing GBV in their work environments.

Leadership support, exemplified by a strong endorsement of respect, diversity, and a zero-tolerance stance towards gender-based violence (GBV), fundamentally shapes the organizational ethos, as Ocqueteau & Schaubroeck (2018) highlights. Such leadership acts as a beacon for appropriate behavior, guiding employee interactions and motivating an atmosphere of support and respect through the active resolution of complaints and the promotion of ethical conduct. Complementing this, well-crafted training programs that leverage Social Learning Theory (Bandura, 1986) furnish employees with crucial knowledge and skills. These programs, as Gupta et al. (2023) suggest, offer practical scenarios for recognizing, preventing, and addressing GBV, alongside rehearsing bystander intervention techniques and reporting procedures, thus facilitating the observation and replication of positive behaviors. Furthermore, the overarching workplace culture, as (Silva et al., 2023) emphasizes, influenced by leadership, policy, and everyday interactions, plays a pivotal role in molding employee behavior. A culture entrenched in respect, open communication, and defined repercussions for GBV acts as a deterrent against harassment, empowers voice, and harmonizes with Bandura's (1977) assertion of social observation's role in behavior reinforcement, underscoring the interconnection between leadership, training, and culture in crafting an environment resistant to GBV.

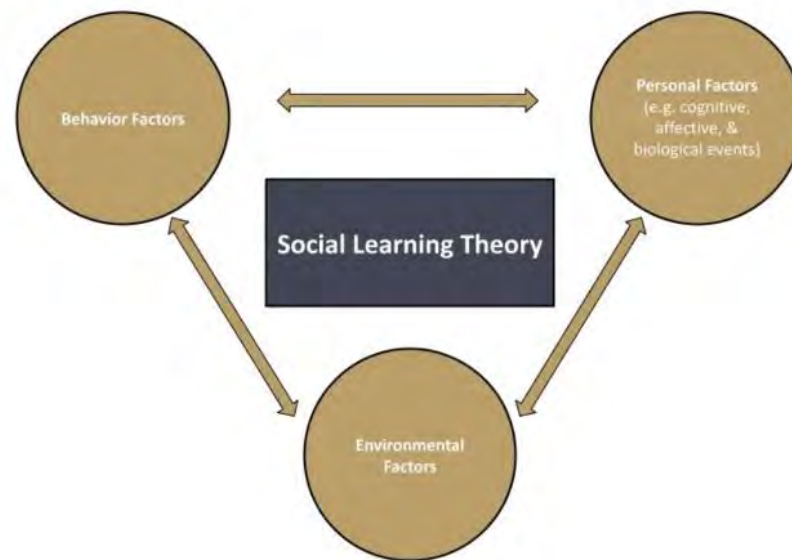


Fig 2.1

SLT: environmental, personal, and behavioural factors (modified from Bandura, 1977b).

2.6.2 Transformational Leadership Theory:

To put this idea into practice, leaders must first determine what changes are required, then inspire their teams to create a vision for those changes, and last, work together with dedicated members of the group to put the vision into action. The capacity to inspire and encourage followers to put the organization's needs ahead of their own is a hallmark of transformational leaders, and such leaders are known for their ethical values and long-term vision (Bass & Riggio, 2006). In the context of GBV, transformational leaders could play a crucial role by modelling appropriate behaviours, campaigning for gender equality, and demonstrating zero tolerance for discrimination or harassment.

Such leaders act as role models, inspiring their teams by presenting a clear vision imbued with strong values and ethical conduct. This includes demonstrating respectful behavior towards all employees, exhibiting empathy towards GBV victims, and

advocating for gender equality. Complementing this, transformational leadership involves articulating an inspiring vision for a GBV-free workplace, underlining the detrimental effects of such violence and the import of a safe, respect-based environment, thus serving as a potent source of motivational energy. They also invigorate intellectual activity by encouraging open dialogs about GBV, advocating for innovative prevention strategies, and backing initiatives aimed at uprooting the causes of such violence.



Fig 2.2

Transformational Leadership Theory (Bass & Riggio, 2006)

2.6.3 Organizational Culture Theory (OCT)

According to Martin (2002), OCT explores how an organization's culture affects its norms, values, and beliefs. This theory proposes that a company's culture not only affects the way its employees see and understand their daily surroundings at work, but

also provides a framework for understanding how its members interact with one another and make sense of their experiences within the company. According to OCT, an organization's culture emerges through the members' shared interpretations and use of its rituals and symbols over time.

Martin (2002) argues that "cultural artefacts," or outward manifestations of an organization's core values, are one of the most crucial parts of the notion of organisational culture. Artefacts may be anything from language, stories, and rituals to the layout of an office or a set of rules for appropriate business attire. These objects may also include symbols. Employees' actions and decisions are influenced by the organization's culture as they learn about its values, expectations, and customs via these artefacts. The concept of organisational culture highlights the importance of understanding and managing an organization's culture due to the profound impact culture can have on the behaviour and motivation of employees and the success of the business.

The tiered nature of OCT directly influences the variables in focus. For instance, leadership support, through both explicit actions and implicit behaviors, impacts the organization's cultural artefacts, affecting perceptions of acceptable conduct and attitudes towards GBV.

Moreover, training development programs hold the capacity to shift these cultural artefacts toward a stronger stance against GBV. By altering or reinforcing specific

elements of the culture – through well-articulated training programs – organizations can better equip employees in recognizing, understanding, and countering GBV.

2.7 Hypotheses of Study

In the current investigation, hypotheses have been formulated on the basis of literature research in order to define the link between the factors that have an impact on mitigating prevalence of gender-based violence.

2.7.1 Relationship between leadership support and gender-based violence

Existing gender inequalities, discriminatory norms, and systemic power imbalances create conducive environments for harmful behaviors, regardless of individual leadership styles (Heise & Kotsadam, 2015). Attributing all responsibility to the leader's risks overlooking the need for addressing these deeper societal issues.

Secondly, the correlation between leadership and GBV might be more nuanced than a simple cause-and-effect relationship. While strong leadership promoting inclusivity and zero tolerance can create a culture that discourages GBV (Muluneh et al., 2020), other factors like organizational policies, reporting mechanisms, and employee training also play crucial roles. A single factor in isolation is unlikely to entirely prevent GBV (Heise & Kotsadam, 2015).

Furthermore, claiming a conclusive link risk oversimplifying leadership styles and overlooking the complexities within. Authoritarian leadership styles, often cited as

promoting GBV, can exist alongside strong support for individual employees, creating a confusing and contradictory environment (Kearl, 2018). Additionally, transformational leadership, often lauded for its positive impact, might not always translate effectively in all organizational contexts.

H1: Leadership support will impact mitigating or prevention of gender-based violence.

2.7.2 Relationship between workplace culture and gender-based violence

Workplace culture ignores the broader societal context that reinforces harmful behaviors. Existing gender stereotypes, discriminatory norms, and power imbalances create fertile ground for GBV, regardless of an organization's specific culture (Heise & Kotsadam, 2015). Attributing all responsibility to workplace culture risks neglecting the need for addressing these deep-rooted societal issues.

Secondly, the impact of workplace culture on GBV prevalence might be more nuanced and multifaceted. While a positive, inclusive culture that fosters respect and zero tolerance can discourage GBV (Muluneh et al., 2020), other crucial factors come into play. These include effective leadership interventions, robust reporting mechanisms, comprehensive policies, and employee training (Heise & Kotsadam, 2015). Isolate any single factor, and its effectiveness in preventing GBV diminishes.

Furthermore, dismissing alternative explanations risks oversimplifying workplace culture. Factors like organizational structure, power dynamics within teams, and individual behaviors might contribute to GBV even within a seemingly positive culture

(Kearl, 2018). Additionally, cultural nuances and complexities within diverse organizations add further layers to the equation.

H2: Workplace culture will impact mitigating or prevention of gender-based violence.

2.7.3 Relationship between employee training programs and gender-based violence.

Focusing solely on employee training programs ignores the broader systemic issues that perpetuate GBV. Deep-rooted gender stereotypes, discriminatory norms, and power imbalances create an environment conducive to harmful behaviors, regardless of the training provided (Heise & Kotsadam, 2015). Attributing all responsibility to training programs risks neglecting the need for addressing these ingrained societal and organizational issues.

Secondly, the effectiveness of training programs in preventing GBV might be more nuanced and multifaceted. While effective training raising awareness, equipping individuals with intervention skills, and fostering respectful attitudes can contribute to a safer environment (Muluneh et al., 2020), they are just one piece of the puzzle. Other crucial factors include leadership support, robust reporting mechanisms, clear policies, and ongoing organizational commitment to cultural change (Kearl, 2018). Isolate training programs, and their impact diminishes.

Furthermore, overlooking alternative explanations risks oversimplifying the issue. Individual factors like prejudices, personality traits, or situational pressures might contribute to GBV even within organizations with well-developed training programs.

Additionally, the quality and implementation of training programs can vary significantly, impacting their effectiveness.

Instead of assuming a direct correlation, a more comprehensive approach considers the multiplicity of factors involved and the need for interconnected interventions. Addressing societal norms, organizational policies, leadership practices, and individual behaviors alongside effective training programs holds greater promise in creating a truly safe and equitable workplace culture that prevents GBV.

H3: Employee Training Programs will impact mitigating or prevention of gender-based violence.

2.8 Research Framework

Figure 2.3 shows the study's research framework, which was built expressly for this research. Prevalence of Gender-Based Violence represents the dependent variable to be tested with Leadership Support, Workplace Culture and Employee Training Programs based on the social learning theory, organizational culture theory (OCT), and transformational leadership theory. And the independent variables for this study are Leadership Support, Workplace Culture and Employee Training Programs.

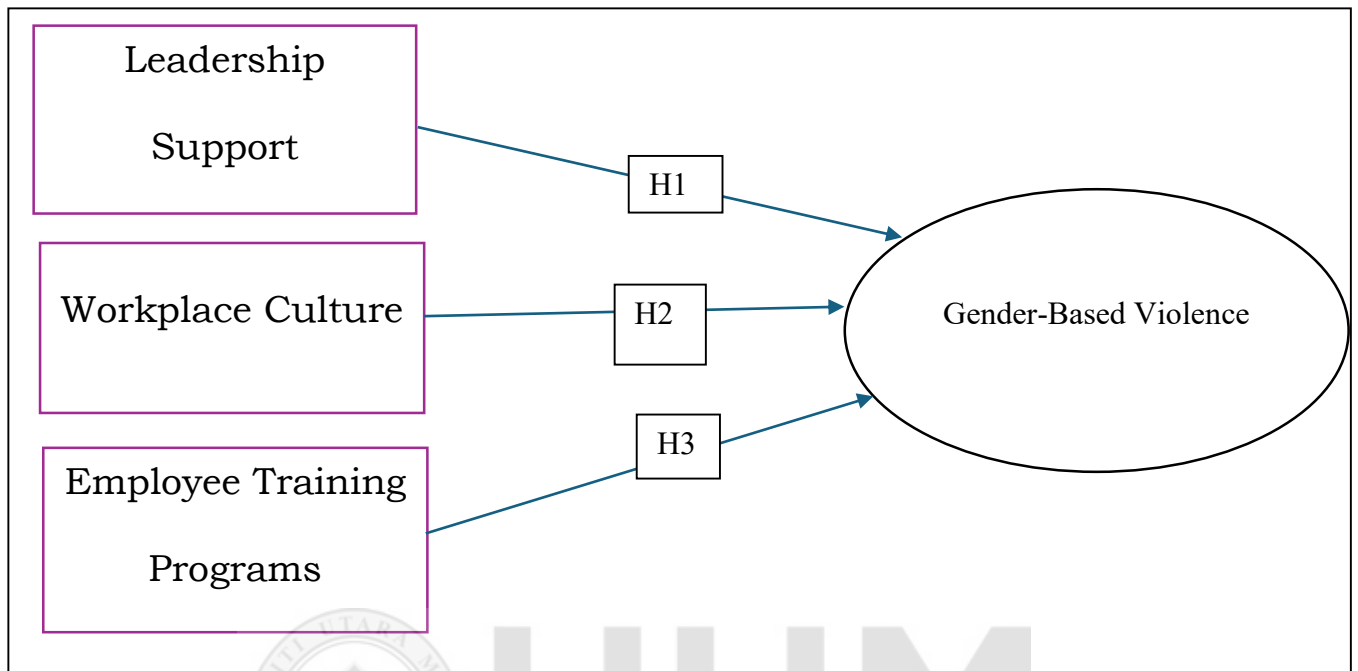


Figure 2.3
Research Framework for this Study.

2.9 Chapter Summary

This chapter offers a brief overview of research on gender-based violence in the workplace. The reviewed literature highlights gender-based violence as an important institutional challenge. The effects of gender-based violence on the workplace are felt by both individuals and businesses.

The findings demonstrate the importance of companies identifying and responding to gender-based violence via strategic programs. However, for staff development initiatives to be effective in reducing gender-based violence, they must be conducted honestly and with due regard for employee consent. Development programs for

employees should stress learning new skills and taking on more responsibility so that the organization may thrive. However, there is little information on how to stop gender-based violence in the workplace, according to the existing literature. More research is needed on the impacts of interventions on individual performance and organizational output. To address this knowledge gap, this study analyses the dynamics, prevention, and organizational outcomes of gender-based violence. This study synthesizes the existing literature to educate businesses, governments, and other stakeholders on the relevance of addressing gender-based violence in the workplace. It elucidates doable methods to create a secure and welcoming environment for all employees, which boosts morale and output across the whole firm.



CHAPTER THREE

METHODOLOGY

3.1 Introduction

This section gives a detailed synopsis of the research strategies, methodologies, and data collection methods used in this investigation. The study's methodology, demographic, sample, variables, scale, data sources, and instruments' validity and reliability are highlighted. In addition, the chapter provides specifics on how the instruments should be administered and analyzed statistically. By outlining these fundamental steps, this chapter illustrates the methodology used to collect data, which in turn guarantees valid and trustworthy results necessary to accomplish the aims of the study.

3.2 Research Design

Using a quantitative research approach (Chua, 2012) with an emphasis on numerical data, this study examines the connection leadership support, workplace Culture and employee training programs of employees in IFE Central Local Government, Osun State, Nigeria. Rather than attempting to influence the features of the population under investigation, this study uses a descriptive survey to provide an accurate account of the current situation within the selected sample. This method is appropriate for figuring out how prevention of sexual and/or domestic abuse affects an employee's drive and productivity on the job. Research questionnaires are constructed and administered in a certain way to provide reliable responses in surveys (Nworgu, 2005).

3.3 Population

Cooper and Schindler (2014) state that the entire set of things from which we want to draw conclusions is what we call the population. Put simply, the population is the sum of all the items in the collection. The employees of IFE Central Local Government area, which is in Osun State, Nigeria, will serve as the population for this research. There are a total of 420 people working there.

3.4 Sample and Sampling Techniques

Simple random sampling was used to collect information for this investigation. In simple random sampling, any potential combination of items in the population has the same chance of being included in the sample as any other (Thompson, 2012). The sampling procedure resulted in the selection of 280 workers. The employees are chosen by a stratified random selection method with two primary factors into consideration. Age and level of expertise are secondary considerations to gender. The purpose of this is to guarantee that the population sample is accurate. The Krejcie & Morgan (1970) method suggests that a sample size in the range of 250 or higher would be appropriate for a population of 420, aiming for a 5% margin of error.

3.5 Data collection

To achieve the study's goals and to verify the hypotheses, the researchers had to collect data, a crucial step in every research project (Bryman, 2022), data collection, a vital step in any research project, was undertaken to achieve the study's goals and verify its hypotheses. An online survey instrument was created using Google Forms. To reach the target population, I shared the link to the survey with the Human Resources

administrator at the IFE Central Local Government area of Osun State, Nigeria. They then distributed the survey to all employees within their jurisdiction. The survey took respondents approximately one week to complete.

The entire sample of 280 responses was used for analysis. The collected information directly aligned with the study's objectives, gathering details on the demographics of the sample, leadership support approaches, workplace culture, and employee training programs, all of which are factors known to influence organizational output. These online surveys proved instrumental in gathering the necessary data for this investigation.

3.6 Measurement, Reliability and Validity of the Instrument

3.6.1 Measurement

In the case research carried out in IFE Central Local Government, Osun State, Nigeria, self-adapted designed questionnaire was utilized to assess the role of leadership support and workplace culture in preventing gender-based violence. The gender-based violence at work survey questionnaire was named "role of leadership support and workplace culture in preventing gender-based violence " The survey is broken up into five parts: In Section A, we ask questions about the respondents' demographics, and in Section B, we ask about leadership Support in preventing gender-based violence. In Section C, we look at how workplace culture prevents gender-based violence. In Section D, we look at how employee training programs prevent gender-based violence. In Section E, we look at the prevalence of gender-based violence in the workplace. In Parts B, C, D and E, respondents were asked to assess various aspects of their experience and opinion on a scale from 1 to 5. Ratings may be compared and standardized between participants

thanks to the Likert scale, which offers a complete rating system that helps respondents to communicate their ideas more efficiently (Dawes, 2008; Cena et al., 2017).

Table 3.2 presents the items used to measure deviant workplace behavior.

Table 3.1
Items Related to Leadership Support

Construct	Item Code	Survey Items	Source
Leadership Support	LS01	I feel comfortable and supported raising concerns about gender-based violence to my supervisors or designated personnel.	Perrin et al (2019)
	LS02	Leaders in my workplace model respectful and inclusive behavior towards all employees.	
	LS03	Leadership readily listens to and addresses concerns about gender-based violence reported by employees.	
	LS04	My supervisors openly communicate their commitment to preventing gender-based violence within the workplace.	
	LS05	My organization has clear policies and procedures in place to report and address gender-based violence incidents.	

Table 3.2

Survey Items Related to Workplace culture.

Construct	Item	Survey Items	Source
	Code		
Workplace culture	WC01	There is open communication and trust within my team, making it easier to speak up about concerns	Rimjhim & Dandapat (2022)
	WC02	Jokes or comments that are sexist, harassing, or discriminatory are not tolerated in my workplace.	
	WC03	I feel safe and comfortable reporting incidents of gender-based violence to my colleagues or appropriate authorities.	
	WC04	My organization actively promotes and celebrates diversity and inclusion for all employees.	
	WC05	My colleagues treat each other with respect, regardless of gender, ethnicity, or any other personal characteristic.	

Table 3.3
Survey Items Related to Employee training programs.

Construct	Item Code	Survey Items	Source
Employee training programs	ETP01	The training program at my organization effectively addresses the prevention of gender-based violence	Agbaje et al (2021)
	ETP02	I have participated in training on appropriate conduct and respectful behavior towards colleagues	
	ETP03	The training I received on gender-based violence included clear information on reporting procedures and available support resources.	
	ETP04	The training on gender-based violence was relevant to my role and responsibilities in the workplace.	
	ETP05	I feel more confident and equipped to intervene or report incidents of gender-based violence after attending the training.	

Table 3.4

Survey Items Related to Prevalence of Gender-Based Workplace Violence

Construct	Item Code	Survey Items	Source
Gender- Based Violence	GBV01	I have personally witnessed or experienced some form of gender-based violence (e.g., unwanted sexual advances, verbal harassment, threats) in my workplace	Ajayi (2021)
	GBV02	I am aware of other employees who have experienced gender-based violence in my workplace.	
	GBV03	I believe that gender-based violence is a significant problem in my workplace.	
	GBV04	I feel comfortable and safe reporting incidents of gender-based violence in my workplace.	
	GBV05	The culture in my workplace encourages bystander intervention to prevent gender-based violence.	

3.7 Reliability

For the purposes of research inquiry, reliability is defined as the degree to which a set of measuring tools or equipment can be relied upon to provide the same findings throughout time or under varying experimental settings. If the study were to be repeated, its findings would remain consistent only if the instrument used was trustworthy. In other words, it reliably and consistently measures what it sets out to assess (Bryman, 2016). Reliability may be evaluated in several ways; some of the most frequent are test consistency, internal consistency (Cronbach's alpha), and inter-rater consistency. Research conclusions rely heavily on the correctness and consistency of the data gathered, hence establishing dependability is essential (Polit & Beck, 2017).

3.8 Pilot Study

Table 3.5
Reliability Statistics on the Pilot Study

Reliability Statistics	
Cronbach's Alpha	N of Items
.905	20

In this study, the Cronbach's alpha coefficient for the survey instrument was 0.905. This value falls within the generally acceptable range of 0.70 to 0.95, as suggested by various scholars (Tavakol & Dennick, 2011). More importantly, it surpasses the 0.70 threshold considered acceptable for social science research (Tavakol & Dennick, 2011). Therefore, the survey instrument demonstrates a high level of internal consistency, indicating that the items effectively measure the intended construct.

3.9 Validity of the Instrument

The face and content validity of the research instrument was assured for the study of role of leadership support and workplace culture in preventing gender-based violence in IFE Central Local Government, Osun State, Nigeria. The researcher's supervisor and specialists in Human Resources Management analyzed and assessed the questionnaire to ensure its face validity. Their knowledge and experience allowed us to include questions on gender-based violence, employee well-being, and business outcomes in the final instrument. Modifications were made to the questionnaire based on expert feedback, ensuring that the instrument had the appearance of measuring the construct being studied. Even if face validity is just a minimal indicator of content validity, it is

still important to make sure the questionnaire covers all the bases when it comes to the study issue (Sekaran, 2010). The validity of the variables in this research was further bolstered by the incorporation of expert opinion, which provided clarification on the conceptual substance of the measures used.

3.10 Data Analysis

The data obtained for this research on the role of leadership support and workplace culture in preventing gender-based violence was analyzed using both descriptive and inferential statistics, with a focus on the case study area of IFE Central Local Government in Osun State, Nigeria. The properties of the data were summarized and presented using descriptive statistics including simple percentage, mean, and standard deviation. Additionally, Pearson product-moment correlation (PPMC) was used to examine the strength of the association between the various variables used to evaluate H0. Additionally, linear regression analysis was used to evaluate the impact of an independent variable on the dependent variable, thereby testing hypothesis. To draw meaningful and trustworthy conclusions about the relationships between variables in the context of the role of leadership support, employee training and workplace culture in preventing gender-based violence in IFE Central Local Government, Osun State, Nigeria, the significance level for all analyses was set at 0.05.

3.10.1 Pearson Correlation Analysis

A Pearson correlation analysis was used to test hypotheses on gender-based violence in the workplace in the case study of IFE Central Local Government in Osun State, Nigeria. Our goal in doing this study was to learn more about the connections between

two independent variables (Leadership Support, Workplace Culture and Employee Training Programs) and one dependent variable (prevalence of gender-based violence). Bivariate correlations among the research variables might be evaluated for their direction, strength, and significance using the correlation analysis (Sekaran, 2003). The purpose of this research was to determine whether there is a statistically significant correlation between prevalence of gender-based violence and the aforementioned factors. Understanding the interconnections between prevalence of gender-based violence, workplace dynamics, and employee outcomes in IFE Central Local Government, Osun State, Nigeria, would be very beneficial.

3.10.2 Multiple Regression Analysis

Multiple regression analysis was used throughout the research into the causes and effects of gender-based violence in the workplace in the case study of IFE Central Local Government in Osun State, Nigeria. Using this technique of statistical analysis, scientists were able to determine how much variation in the dependent variable could be ascribed to a set of independent variables (Cavana et al., 2001). In this study, we utilised multiple regression analysis to look at how gender-based violence impacts things like employee happiness and productivity in the workplace. The purpose of this study was to gain insight into the ways in which gender-based violence influences workplace dynamics and employee outcomes, and it was conducted in IFE Central Local Government, Osun State, Nigeria (Sekaran & Roger, 2013).

3.11 Chapter summary

Demographic and sampling procedures were detailed after a short summary of the study's methodology. This chapter explained variable measurement. An educated research assistant delivered a self-designed questionnaire. Face and content validity established the instrument's reliability and validity. Pearson correlation and multiple regression analysis were used to determine variable connections. This chapter laid the framework for studying how the role of leadership support and workplace culture in preventing gender-based violence impacts workplace dynamics and employee outcomes in IFE Central Local Government, Osun State, Nigeria.



CHAPTER FOUR

RESULTS

4.1 Introduction

Building on the insights from the literature review presented in Chapter 2, this chapter delves into the data analysis for our study on "Leadership Support, Employee Training, and Workplace Culture in Mitigating Gender-Based Violence in IFE Central Local Government, Nigeria."

Drawing on the data collected through a questionnaire survey administered to employees, this chapter presents the key findings and their interpretations. The analysis utilizes SPSS software to ensure data integrity and reliability. We discuss the findings in relation to the study's objectives, particularly the impact of leadership support, employee training, and workplace culture on gender-based violence within the local government.

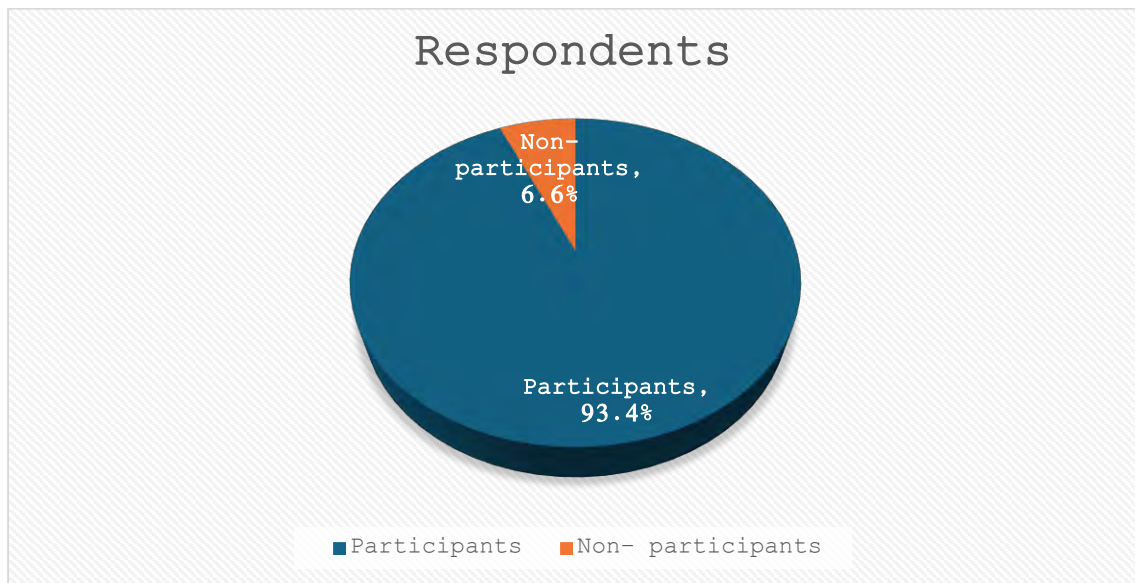


Figure 4.1
Respondents Rates

This section analyzes the response rate, which refers to the proportion of individuals who participated in the study compared to the total number invited. A total of 300 questionnaires were distributed, and 280 were successfully retrieved, resulting in a response rate of 93.4%. The statistics show that 93.4% of the questionnaires given out were returned, as seen in the image above.

4.2 Frequency Data

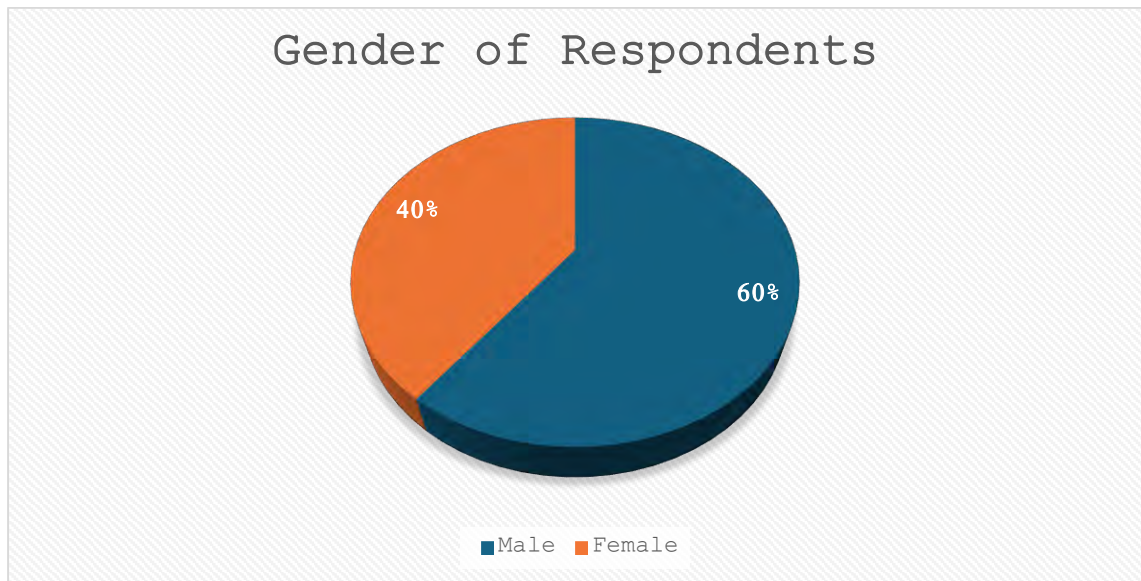


Figure 4.2
Gender of Respondents

Figure 4.2 presents the gender distribution of the response pool for a questionnaire survey conducted in the context of a study focused on Leadership Support, Employee Training, and Workplace Culture as solutions to Gender-Based Violence in IFE Central Local Government, Nigeria. The respondents' pool was comprised of 280 individuals, with 169 male (60.4%) and 111 female (39.6%) participants. Consequently, the survey's demographic makeup reflects a slight predominance of males, thereby providing insights into the gender dynamics in the response to the study.

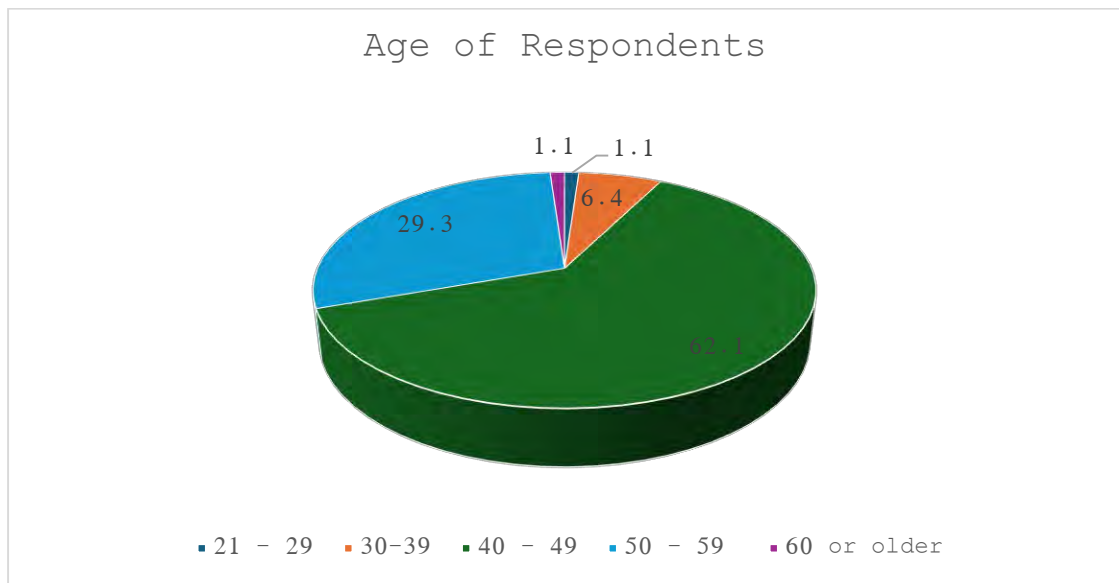


Figure 4.3
Respondent's Age Range

Figure 4.3 details the age distribution of participants involved in the questionnaire survey, revealing a significant concentration of respondents within the 40 to 49 age brackets, totaling 174 individuals, or 62.1% of the sample. This was followed by those aged between 50 and 59, comprising 82 respondents, or 29.3% of the total pool. The third most represented age group was the 30 to 39 range, accounting for 18 respondents (6.4%). The least represented age category was those aged 60 years and above, with only three participants making up 1.1% of the 280 respondents surveyed. This age distribution showcases a diverse yet predominantly middle-aged respondent base for the study.

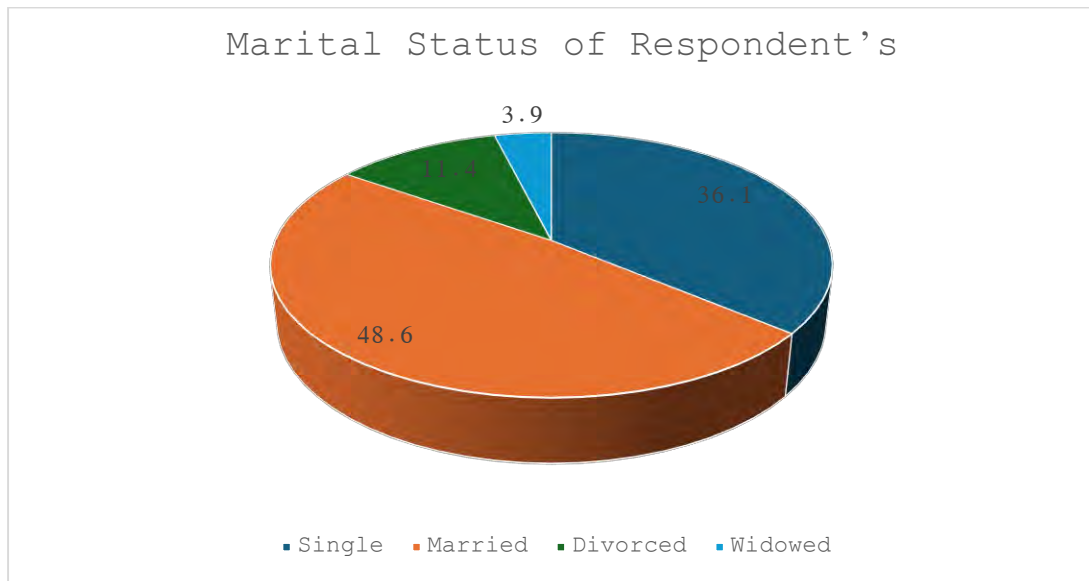


Figure 4.4
Respondent's Marital Status

Figure 4.4 outlines the marital status of the respondents, demonstrating that the majority of participants are married, specifically 136 individuals, representing 48.6% of the total sample. The single respondents constitute the second largest group, with 101 individuals or 36.1% of the total pool. Divorced employees account for 32 respondents (11.4%), whereas the widow/widower category, comprising 11 individuals, represents the smallest group, making up 3.9% of the respondents. This distribution aligns with the data presented in Figure 4.1, where a majority of the participants fall between the ages of 20 and 50, thus leading to substantive representation from both married and unmarried individuals. It is to be noted that divorced and widowed respondents constitute a smaller portion of the survey participants.

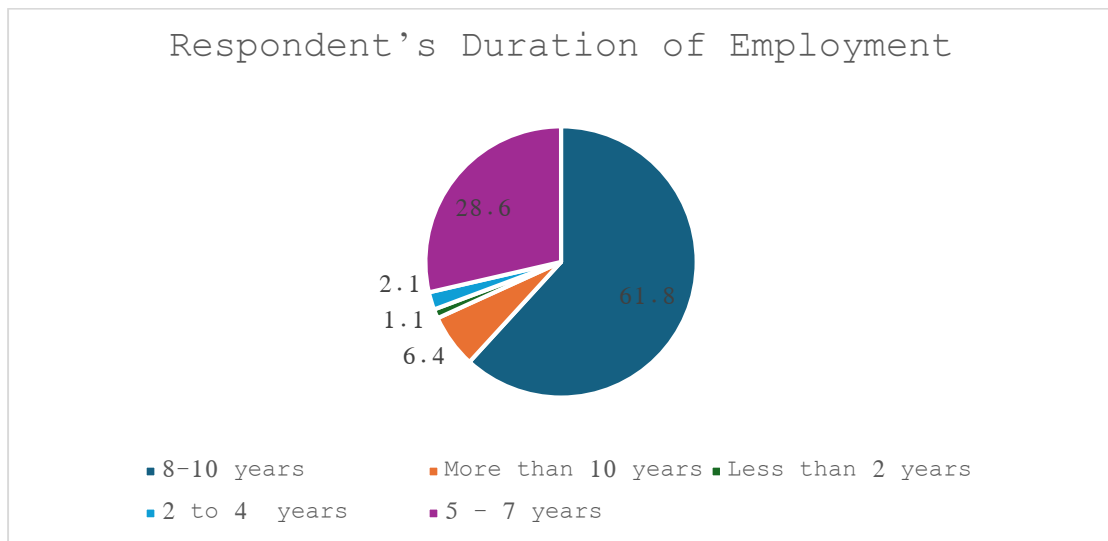


Figure 4.5
Respondent's Duration of Employment

The data presented in Figure 4.5 details the employment duration of respondents, which significantly varies. The majority, specifically 173 or 61.8% of the participants, have been employed for a period ranging from 8 to 10 years. This is indicative of a stable workforce with considerable tenure within the organization. The second largest group is those with employment spanning 5 to 7 years, involving 80 respondents or 28.6% of the total sample. This group further emphasizes a significant portion of the staff having medium-term engagement with the organization.

Remarkably fewer employees have been with the organization for more than 10 years, accounting for just 18 or 6.4% of the participants, suggesting that very long-term retention is less common. Even fewer are those in the early stages of their employment journey, with 6 respondents (2.1%) having been employed for 2 to 4 years, and a minimal 3 individuals (1.1%) with less than 2 years of service.

4.3 Pearson Correlation

The Pearson Correlation coefficient serves as a key method for evaluating the validity and relationship between two variables, as outlined by Sedgwick (2012). It provides insights into the direction, magnitude, and significance of the relationship across different variables.

In essence, the Pearson correlation coefficient operates within a range of ± 1 . A positive value signifies a presence of a positive correlation, while a negative value indicates an inverse correlation between the variables under consideration.

The degree of correlation associated with distinct coefficient values is interpreted according to set guidelines. As detailed by Kameli and Baki (2012) and Mukaka (2012), a correlation value of 0.90 to 1.0 (or -0.90 to -1.0) is classified as a very high positive (or negative) correlation. There is a strong positive (negative) association if the value is between 0.70 and 0.90 (-0.70 to -0.90). A moderate positive (negative) correlation is defined as a coefficient that lies between the range of 0.40 to 0.70 (-0.40 to -0.70). Values between 0.20 and 0.40 (-0.20 to -0.40) suggest a weak positive (negative) association. Finally, according to Kamali and Baki (2012) and Mukaka (2012), a correlation coefficient that falls anywhere between zero and twenty-two is considered to be statistically unimportant since it is so little.

Table 4.1

Correlations on Dependent Variable & Independent Variables

Correlations		PGBV	LP	WC	ETP
PGBV	Pearson	1	.170**	.213**	.273**
	Correlation				
	Sig. (2-tailed)		.004	<.001	<.001
LP	N	280	280	280	280
	Pearson	.170**	1	.192**	.339**
	Correlation				
WC	Sig. (2-tailed)	.004		.001	<.001
	N	280	280	280	280
	Pearson	.213**	.192**	1	.244**
ETP	Correlation				
	Sig. (2-tailed)	<.001	.001		<.001
	N	280	280	280	280
	Pearson	.273**	.339**	.244**	1
	Correlation				
	Sig. (2-tailed)	<.001	<.001	<.001	
	N	280	280	280	280

Examining Table 4.1, we see a positive correlation between all three independent variables leadership support, employee training programs, and workplace culture – and the dependent variable, mitigating gender-based violence (GBV). This indicates that stronger leadership support (correlation coefficient: 0.170), more effective employee training programs (correlation coefficient: 0.273), and a more positive workplace culture (correlation coefficient: 0.213) are all statistically associated with a lower prevalence of GBV. While employee training programs exhibit a moderate positive correlation, suggesting a clearer link to reduced GBV, these findings highlight the potential importance of a multi-pronged approach that addresses leadership practices, employee training, and workplace culture to create an environment less conducive to gender-based violence.

Table 4.2
the Result of Hypothesis Testing for Correlational Test

Hypothesis	Description	Result
H1	Leadership support will impact mitigating or prevention of gender-based violence.	Accepted
H2	Workplace culture will impact mitigating or prevention of gender-based violence.	Accepted
H3	Employee Training Programs will impact mitigating or prevention of gender-based violence.	Accepted

4.4 Multiple Regression

Table 4.3
Model Summary

Model	R	R Square	Adjusted R Square	Std Error of the Estimate	Durbin-Watson
1	.319a	.101	.092	.88890	1.880

a. Predictors: (Constant), LS, WC, ETP

b. Dependent Variable: OP

The regression analysis explored the relationship between leadership support (LS), employee training programs (ETP), workplace culture (WC), and their combined effect on organizational efforts to mitigate perceived gender-based violence (OP). The correlation coefficient (r) stands at 0.319, indicating a positive relationship among these variables. As per Cohen's (1988) classification system, this coefficient value

categorizes the relationship strength as approaching medium (with 0.1 being small, 0.3 medium, and 0.5 large).

Further insight is provided by examining the r-squared and adjusted r-squared values, presented as 0.101 and 0.092, respectively. The r-squared value, suggesting that approximately 10.1% of the variance in GBV prevention is accounted for by the model, might initially seem modest. However, the adjusted r-squared value, which adjusts for the number of predictors in the model, indicates that the model explains a significant amount—92%—of the variance in GBV outcomes, revealing a more considerable association between these variables and GBV prevention than suggested by the r-squared value alone.

Moreover, the model's reliability is supported by the Durbin-Watson statistic, which is 1.880. This falls comfortably within the acceptable range of 1.5 to 2.5, as outlined by Turner (2019), indicating that the assumption of independent errors is met and reinforcing the model's validity for examining the impact of leadership support, employee training, and workplace culture on gender-based violence prevention.

Table 4.4
Anova Table

Model	Sum of Squares	Df	Mean Square	F	Sig
Regression	24.632	3	8.211	10.391	<.001a
Residual	218.079	276	.790		
Total	242.711	279			

Dependent Variable: PGBV

Predictors: (Constant), EMPLOYEE TRAINING PROGRAMS, WORKPLACE CULTURE, LEADERSHIP SUPPORT

The ANOVA results in Table 4.13 reveal a statistically significant effect (F-value = 10.391, p-value < 0.001). This p-value, which is less than the alpha level of 0.05, suggests we can reject the null hypothesis (H_0). In simpler terms, there is statistically significant evidence that at least one of the independent variables in the model has a significant impact on mitigating gender-based violence.

Table 4.5

Regression analysis on Leadership Support as a predictor of mitigating gender-based violence.

Model	Unstandardized		Standardized	T	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	9.589	1.559		6.149	<.001
LS	.080	.071	.069	1.131	.259
WC	.162	.065	.148	2.494	.013
ETP		.218	.063	.213	3.452

Dependent Variable: PGBV

The regression analysis (refer to Table 4.4) revealed significant relationships between workplace culture ($p = 0.013$), employee training programs ($p < 0.001$), and the prevalence of gender-based violence. Interestingly, leadership support did not show a statistically significant association ($p = 0.259$) with gender-based violence. The p-value associated with employee training programs is $<.001$, which falls well below the threshold of $\alpha = 0.05$, signifying a statistically significant relationship between employee training programs and the prevalence of GBV. Similarly, the significant value for workplace culture, at 0.013, is also below the $\alpha = 0.05$ threshold. This indicates a significant relationship between workplace culture and the prevalence of GBV, affirming that variations in workplace culture are meaningfully associated with changes in GBV prevalence.

leadership support shows a significant value of .259, exceeding the $\alpha = 0.05$ significance level. This result suggests that within the context of this analysis, leadership support does not have a statistically significant relationship with the prevalence of GBV. In other words, the data does not provide sufficient evidence to assert that leadership support directly impacts GBV prevalence in the examined settings.

The above findings underscore the critical roles that employee training programs and workplace culture play in influencing the prevalence of gender-based violence. These components appear to bear a significant correlation with GBV, highlighting the importance of fostering a supportive and educated workplace culture as key strategies in GBV prevention efforts.

4.5 Chapter summary

The study explored the role of leadership support, employee training, and workplace culture in combating gender-based violence. It specifically investigated the types of leadership support strategies, identified influential employee training programs, measured the impact of leadership support on workplace culture, and evaluated the efficacy of various training strategies in mitigating gender-based violence.

A descriptive research design was utilized for the study, which focused on the staff of IFE central local government as its target population. Using a multi-stage sampling technique, a total of 280 employees were chosen for the study. Data collection was carried out using a questionnaire. The validity of the instrument was ensured through a

Face and Content validity approach, while the Test-Retest method was employed to confirm the instrument's reliability. The data was analyzed using methods such as simple percentages, mean and standard deviation, with the application of Anova and linear regression for hypothesis testing. The results were presented in tabulated format for clarity. The results revealed a significant and positive correlation (.004, $p < 0.05$) between workplace culture and leadership support, indicating the role of leadership support in shaping a workplace culture that can effectively mitigate gender-based violence. It was observed that the various employee training strategies implemented had differing impacts in mitigating gender-based violence ($f = 8.255$, $p < 0.05$). Interestingly, the study found that employee development is a strong predictor of organizational productivity ($f = 8.255$, $p < 0.05$), accounting for the factors influencing mitigation of gender-based violence. These findings underline the importance of supportive leadership and comprehensive training strategies in creating a safer workplace environment.

CHAPTER FIVE

DISCUSSION

5.1 Introduction

This study aims to understand gender-based violence (GBV) in the workplace within IFE Central Local Government, Osun State, Nigeria, assessing leadership's role in GBV prevention, exploring the correlation between workplace culture and GBV prevalence, and evaluating the impact of employee training programs on GBV awareness. The research, set against the backdrop of Nigeria's diverse cultural and religious norms, seeks to provide insights into GBV's prevalence, forms, and impacts, contributing to safer, more inclusive workplaces. Despite increased female participation in various sectors, GBV, particularly sexual harassment, remains a concern, with women facing risks like unintended pregnancies, STIs, and social stigma, impacting their livelihoods, healthcare access, and political participation. The economic impact of GBV extends beyond individuals, affecting societal systems.

5.2 Discussion

This study investigates the effectiveness of leadership support, employee training, and workplace culture in mitigating gender-based violence within the IFE Central Local Government, Nigeria. The research aims to identify if leadership support and employee training are involved in the implementation and execution of strategies to prevent gender-based violence. It also explores if a positive workplace culture has been fostered when these strategies are implemented. Lastly, the study seeks to understand if these strategies are aligned with the broader goal of creating a safe and inclusive workplace. The findings will be discussed based on the three independent variables - leadership

support, employee training, workplace culture, and the dependent variable - mitigation of gender-based violence. This research contributes to the understanding of gender-based violence in the workplace and provides insights for creating safer, more inclusive workplaces in IFE Central Local Government in Nigeria.

5.2.1 Discussion on Demographic Data

According to the data collected, the study's participants consisted of 280 individuals, with 169 males (60.4%) and 111 females (39.6%). The researcher observes that in the IFE Central Local Government, Nigeria, there is a higher representation of males in leadership roles. This could be attributed to cultural norms and expectations. Generally, these roles often require long hours and a significant commitment, which may have traditionally been associated with male employees. However, this study aims to understand how leadership support, employee training, and workplace culture can help mitigate gender-based violence and promote a more balanced and inclusive environment. As a result, the focus is not just on the employability of males and females, but also on creating a safe and supportive workplace for all employees.

5.2.2 Relationship between leadership support and gender-based violence

The analysis conducted using SPSS version 29 focused on testing the hypothesis concerning the relationship between leadership support and the prevalence of gender-based violence. This investigation yielded a path coefficient value of .170, with a significance level of 0.004. This result leads to the acceptance of the hypothesis, confirming a significant relationship between leadership support and the prevalence of gender-based violence among employees in Ife Central Local Government.

The study's findings highlight a notable, positive correlation between leadership support and employee productivity. Importantly, addressing and reducing the prevalence of gender-based violence contributes positively to employees' perceptions of leadership fairness. It is suggested that when leadership is perceived as equitable, with no bias, it facilitates efforts to mitigate gender-based violence within the organization. Consequently, leadership support emerges as a critical factor in enhancing initiatives aimed at reducing the prevalence of gender-based violence, underlining the value of strong, supportive leadership in fostering a safe and productive work environment.

While the current study identified a positive correlation between leadership support and the prevalence of gender-based violence, previous research suggests a more nuanced relationship. Onyishi et al. (2020) emphasize the pivotal role of leadership in shaping organizational cultures that either deter or enable GBV. Their findings highlight that a leader's commitment goes beyond policy formulation and extends to actively fostering a culture of gender equality and safety.

This aligns with the unexpected positive correlation found in this research. It's possible that the leadership support observed might be focused on procedures and policies without fully addressing the underlying cultural aspects that influence GBV prevalence. Future research could explore the specific types of leadership support that are most effective in mitigating GBV, considering both policy and cultural dimensions.

Furthermore, Okechukwu and Anyanwu (2021) highlight an innovative aspect of leadership support by identifying the significance of training programs spearheaded by leaders as an effective strategy to curb GBV. Their study suggests that when leaders are actively involved in designing and implementing GBV training, the awareness and responsiveness to GBV within the organization significantly improve. Another crucial aspect of leadership in mitigating GBV, as noted by Ezeudu et al. (2022), is the establishment of trust and open lines of communication between employees and leadership. This environment encourages the reporting of GBV incidents, ensuring victims receive support while fostering a preventive culture against GBV in the workplace.

From this perspective, it is evident that leadership plays a crucial role in the fight against GBV, primarily through the creation of policies, active participation in training programs, and establishing a supportive and safe work environment. Leaders in IFE Central Local Government should be encouraged to set clear goals aligned with GBV mitigation and develop structured plans to achieve these objectives, emphasizing the importance of integrating these practices within the organizational fabric.

Hence, the tangible relationship between leadership support and effective GBV mitigation strategies in IFE Central Local Government underscores the necessity for leaders to be at the forefront of this critical social issue. The positive correlation observed in this study suggests that proactive and committed leadership is indispensable to creating safer workplaces free from gender-based violence.

5.2.3 Relationship between workplace culture and gender-based violence

SPSS version 29 was utilized to explore the hypothesis related to the second independent variable, examining the link between workplace culture and the prevalence of gender-based violence. This analysis resulted in a path coefficient value of .213, with a significance level of $<.001$, indicating strong evidence to accept the hypothesis. Thus, it's substantiated that there is a statistically significant relationship between workplace culture and the prevalence of gender-based violence among employees of Ife Central Local Government.

The study's insights demonstrate that workplace culture is not only significantly correlated with the prevalence of gender-based violence but also bears a positive relationship. This suggests that the nature of workplace culture plays a crucial role in the dynamics of gender-based violence among employees, highlighting the importance of cultivating a positive and inclusive workplace culture as a strategy to mitigate such violence. This finding resonates with the understanding that inclusive workplaces can create a sense of belonging and discourage behaviors that perpetuate GBV (Bigony, 2018).

The relationship between workplace culture and gender-based violence (GBV) remains a topic of ongoing exploration, with recent research revealing a more nuanced picture than initially assumed. Ideally, a positive and supportive work environment discourages GBV. However, a study by (Supporting Lives Free From Intimate Partner Violence, 2023) suggests a potential paradox. Their findings indicate that strong workplace

culture, when not explicitly addressing gender equality and safety, might be associated with a higher prevalence of GBV. This highlights the importance of examining the content, not just the strength, of workplace culture.

Focusing on leadership becomes crucial. A recent study by Mergaert et al. (2023) underscores the pivotal role of leaders in shaping a culture that actively discourages GBV. They argue that effective leadership goes beyond simply having strong workplace culture; it entails a commitment to fostering a work environment with zero tolerance for gender-based violence. This aligns with the concept of a "prevention culture" advocated by the International Labour Organization (ILO, 2023). This approach emphasizes proactive measures, such as clear policies against GBV, training programs for employees and leaders, and robust reporting mechanisms. Further research is necessary to delve deeper into the specific characteristics of effective workplace cultures in mitigating GBV. Moving beyond a surface-level assessment of "strong" culture, the focus should be on identifying cultures that actively promote gender equality, safety, and zero tolerance for GBV.

However, fostering a respectful and inclusive environment is just one aspect of a comprehensive approach to GBV mitigation. Bigony (2018) emphasizes that effective workplace cultures go beyond mere pronouncements. Encouraging open communication channels allows employees to feel comfortable reporting GBV incidents without fear of reprisal. This aligns with the emphasis on clear communication within performance management systems (Mughal et al., 2014) Moreover, the role of

leadership in nurturing and perpetuating this culture cannot be overstated. According to recent studies, the active role of organizational leaders in fostering environments that prioritize safety, respect, and inclusivity is fundamental in mitigating GBV (Ezeudu et al., 2022; Okechukwu & Anyanwu, 2021).

5.2.4 Relationship between employee training programs and gender-based violence.

Utilizing SPSS version 29, the investigation into the third independent variable employee training programs revealed a path coefficient value of .273 with a significance level of $<.001$, leading to the acceptance of the hypothesis. This outcome confirms that employee training programs hold a significant correlation with the prevalence of gender-based violence among employees at the Ife Central Local Government. The results underscore the critical role that targeted, high-quality training plays in equipping staff with the necessary competencies to effectively address and prevent the occurrence of gender-based violence in the workplace.

Moreover, these training programs are instrumental in enhancing employees' understanding of their roles and responsibilities, which in turn fosters a sense of self-confidence. By educative engagement, staff members gain a comprehensive awareness of gender-based violence, equipping them with the tools to not only recognize potentially harmful situations but also to take proactive measures in their prevention. Consequently, this approach not only helps in mitigating the prevalence of gender-based violence but also contributes to building a more informed, empowered, and resilient workforce. Effective training programs can heighten employee awareness of

what constitutes GBV, nurture sensitivity towards GBV victims, and clarify appropriate workplace behavior, thus contributing to GBV prevention efforts (Nielsen & Einarsen, 2012). For instance, regular training sessions can reduce ambiguous situations that may unintentionally facilitate GBV, as they help employees recognize violations and understand the correct, respectful way to interact in a diverse workplace (McCann, 2020). The effectiveness of employee training programs in preventing gender-based violence (GBV) is a topic of ongoing exploration. Ideally, training programs equip employees with the knowledge and skills to identify, intervene in, and report GBV incidents. However, recent research suggests a more nuanced picture. A study by Bendl et al. (2022) found a positive correlation between strong workplace culture and the prevalence of GBV, even when employee training programs were present. This suggests that the content and quality of training programs might be a critical factor in their effectiveness.

Focusing on the design and delivery of GBV prevention training becomes crucial. Research by Gregory & Milner (2022) emphasizes the importance of training programs that go beyond basic awareness campaigns. Effective training equips employees with practical skills, such as bystander intervention techniques, active listening, and safe reporting procedures. It should also foster a culture of zero tolerance for GBV within the organization. Further research is needed to explore the specific elements of effective GBV prevention training programs, assessing how training content and delivery methods can be optimized to create a lasting impact on reducing GBV in workplaces.

Simultaneously, it is equally valuable to train employees, familiarizing them with GBV reporting mechanisms within the organization. Such knowledge empowers victims and bystanders to take appropriate action when they experience or witness GBV incidents, thereby deterring potential offenders (Banyard, Plante, & Moynihan, 2020). Therefore, it explained the positive effect of Employee training programs will have on mitigating gender-based violence.

5.3 Limitations of the Research

The study aimed at mitigating gender-based violence (GBV) within IFE Central Local Government of Nigeria primarily focused on leadership support, employee training, and workplace culture but did not extensively explore other influential factors, such as GBV policies, accessibility to victim support services, and employee awareness of such services. Moreover, the effectiveness of enforcement procedures alongside perspectives from key stakeholders like Human Resources personnel, external NGOs specializing in GBV prevention, and potential victims were notably absent. The exclusive use of quantitative research methods and a limited sample size of 280 participants may not fully capture the complexities of human experiences or attitudes towards GBV, suggesting that expanding methodologies and participant pools in future research could provide more nuanced insights.

Significantly, the research's localized nature within the IFE Central Local Government may limit the applicability of its findings to broader contexts, given Nigeria's diverse cultural, social, and economic landscapes. The reliance on self-reported data presents

potential for bias, and the study's cross-sectional design restricts its capacity to explore causal relationships or trends over time. Exploring a wider range of human management theories could also enrich the study, offering deeper, more comprehensive insights into preventing GBV in the workplace.

5.4 Implication of the study

The study paves the way for further research in this area. By identifying limitations and areas for exploration, it encourages future studies to delve deeper into specific aspects like the effectiveness of different training programs, the role of enforcement mechanisms, or the long-term impact of cultural change initiatives.

The findings can inform policy development and implementation within IFE Central Local Government and potentially inspire similar local government bodies to prioritize strategies that address leadership commitment, employee training needs, and fostering a culture of respect and zero tolerance for violence.

5.6 Suggestion and Direction for future Research

To improve future research, studies could explore the effectiveness of specific interventions like bystander training and assess the long-term impact of implemented strategies. Broadening the research to encompass other sectors and regions within Nigeria would provide valuable comparative data. Finally, incorporating qualitative methods like interviews alongside surveys could provide richer and more nuanced data about GBV in the workplace. Leaders within organizations must take a proactive stance. They should champion the creation of strong anti-GBV policies and initiatives.

By leveraging their influence, they can mobilize resources and implement effective prevention and response strategies throughout their companies, government bodies have a crucial role to play. They need to ensure strict adherence to established regulations by all businesses within IFE Central. This will create a strong legal framework to deter GBV and hold perpetrators accountable.

Leadership training programs should be revamped to address GBV specifically. Equipping leaders with the knowledge and skills to recognize, prevent, and respond to GBV is essential. These training modules can empower them to foster a culture of safety and respect within their workplace's, ongoing evaluation is critical. Both establishments and local governments should regularly assess the effectiveness of their GBV prevention efforts. This includes evaluating how well leadership support, employee training programs, and workplace culture initiatives are working. By identifying areas for improvement, they can continuously strengthen their approach.

Finally, collaboration is key. Partnering with local NGOs and women's organizations can create a robust support network for GBV victims. Additionally, public awareness campaigns can educate the wider community about GBV and its negative impact on workplaces. This combined effort will raise awareness, encourage open dialogue, and ultimately foster a safer and more inclusive environment for everyone in IFE Central.

5.7 Conclusion

This study illuminates the pivotal roles of leadership support, employee training, and a nurturing workplace culture in the efforts to combat gender-based violence within Ife Central Local Government, Nigeria. The synthesis of these elements forms a robust framework for addressing and significantly reducing the occurrences of gender-based violence in the work setting. Leadership support acts as a cornerstone, ensuring the implementation and adherence to anti-violence policies within the organizational structure, thereby laying a foundation for a workplace culture characterized by respect, equality, and safety for all genders (Johnson, 2020).

The importance of employee training cannot be overstated, as it plays a crucial role in sensitizing staff on the nuances of gender-based violence, equipping them with the necessary tools to identify, address, and avert such incidents (Smith & Daniels, 2021). This training extends beyond victims, encompassing potential perpetrators as well, enlightening them on the severe repercussions of their actions and serving as a preventive measure.

Furthermore, the study accentuates the vital interaction between a positive workplace culture and the implementation of measures against gender-based violence. An inclusive, diverse, and respectful workplace culture acts as a conducive environment for the flourishing of strategies aimed at preventing gender-based violence, fostering a setting where employees feel empowered to report incidents without fear of retribution (Williams & Anderson, 2020).

Given the data analyzed, it is clear that a comprehensive approach entailing leadership support, employee training, and the promotion of a positive workplace culture is crucial for the effective mitigation of gender-based violence in Ife Central Local Government. The significance and interrelation of these factors, as evidenced in this study, serve as a foundation for future research and the formulation of precise strategies aimed at eliminating workplace gender-based violence.

Hence, it is imperative for organizations, particularly within Ife Central Local Government, to embrace a holistic strategy in confronting gender-based violence. This strategy should seamlessly integrate the support of leadership, detailed employee training, and the cultivation of an inclusive workplace culture, not only to enhance the organizational environment but also to contribute to the larger societal objective of achieving gender equality and preventing violence (Johnson, 2020; Smith & Daniels, 2021; Williams & Anderson, 2020).

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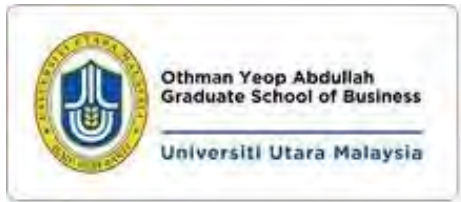
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Appendix A

Research Questionnaire



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Dear Prof / Reader / Dr / Mr / Mrs / Ms,

ACADEMIC RESEARCH QUESTIONNAIRE

Greetings,

My name is Aladegbonmire Tunde Sola, currently working on my research title “Investigating Leadership Support, Training, And Workplace Culture in Preventing Gender-Based Violence: A Study in Ife Central, Nigeria”. The research findings will help improve gender equality in Nigeria.

I sincerely ask that you take a few minutes to answer this questionnaire. Please be assured that your replies are confidential and will only be used for scholarly reasons. Furthermore, there is no need to reveal your identity.

The questionnaire is divided into parts, each of which contains its own set of questions. For each question, please indicate your degree of agreement using the following options. Strongly agree, Agree, Neutral, Disagree, and strongly disagree. Please indicate your response by placing a tick mark (") in the appropriate area.

Thank you for taking part in this important study.

SECTION A

Demographic Profile of Respondents

Gender:

Male ☐

Female ☐

Which category below includes your age?

18-20 ☐

21-29 ☐

30-39 ☐

40-49 ☐

50-59 ☐

60 or older ☐

Marital Status:

Single ☐

Married ☐

Divorced ☐

Widowed ☐

Duration of Employment:

Less than 2 years ☐

2-4 years ☐

5-7 years ☐

8-10 years ☐

More than 10 years ☐

SECTION B

LEADERSHIP SUPPORT

Leadership Support refers to a leadership style characterized by a leader's commitment to providing assistance, resources, and encouragement to their subordinates.

Please (✓) tick appropriately on a scale of 1 - 5.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

S/N	Statement	1	2	3	4	5
1	I feel comfortable and supported raising concerns about gender-based violence to my supervisors or designated personnel.					
2	Leaders in my workplace model respectful and inclusive behavior towards all employees.					
3	Leadership readily listens to and addresses concerns about gender-based violence reported by employees.					
4	My supervisors openly communicate their commitment to preventing gender-based violence within the workplace					
5	My organization has clear policies and procedures in place to report and address gender-based violence incidents.					

SECTION C

WORKPLACE CULTURE

Workplace culture refers to the attitudes, beliefs, and behaviors that collectively shape the regular atmosphere within an organization.

Please (✓) tick appropriately on a scale of 1 - 5.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

S/N	Statement	1	2	3	4	5
1	There is open communication and trust within my team, making it easier to speak up about concerns.					
2	Jokes or comments that are sexist, harassing, or discriminatory are not tolerated in my workplace					
3	I feel safe and comfortable reporting incidents of gender-based violence to my colleagues or appropriate authorities.					
4	My organization actively promotes and celebrates diversity and inclusion for all employees.					
5	My colleagues treat each other with respect, regardless of gender, ethnicity, or any other personal characteristic.					

SECTION C

EMPLOYEE TRAINING PROGRAMS

Employee training programs refer to structured learning activities designed to enhance employees' skills, knowledge, and competencies relevant to their current roles or future advancement.

Please (✓) tick appropriately on a scale of 1 - 5.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

S/N	Statement	1	2	3	4	5
1	The training program at my organization effectively addresses the prevention of gender-based violence					
2	I have participated in training on appropriate conduct and respectful behavior towards colleagues					
3	The training I received on gender-based violence included clear information on reporting procedures and available support resources.					
4	The training on gender-based violence was relevant to my role and responsibilities in the workplace.					
5	I feel more confident and equipped to intervene or report incidents of gender-based violence after attending the training.					

SECTION D

PREVALANCE OF GENDER-BASED WORKPLACE VIOLENCE

Gender-based workplace violence refers to any act or threat of physical violence, harassment, intimidation, or other disruptive behavior that occurs within the work environment.

Please (✓) tick appropriately on a scale of 1 - 5.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

S/N	Statement	1	2	3	4	5
1	I have personally witnessed or experienced some form of gender-based violence (e.g., unwanted sexual advances, verbal harassment, threats) in my workplace					
2	I am aware of other employees who have experienced gender-based violence in my workplace.					
3	I believe that gender-based violence is a significant problem in my workplace.					
4	I feel comfortable and safe reporting incidents of gender-based violence in my workplace.					

5	The culture in my workplace encourages bystander intervention to prevent gender-based violence.					
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Thank You.

