

The Influence of Verbal Aggression on Job Involvement and Turnover Intention in Organizational System

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Abstract

In modern business organization, the most important strategic factor in maintaining competitive advantage in business is to manage and utilize human resources effectively, which has eventually increased workload and psychological pressure in organizations. And research show that increased workload and psychological pressure has produced various tensions in business organizations, and it appears that those tensions have increased the workplace aggressive behavior among employees. In various types of aggressive behavior, this study focuses on verbal aggression. The study also attempts to find out the relationships among verbal aggression, job involvement, and turnover intention among administrative workers in colleges from May 20 to May 26, 2015. Summary of the research result is as follows. First of all, the study shows that verbal aggression directly increases the employee turnover intention.

Keywords: *Verbal Aggression, Job Involvement, Turnover Intention*

1. Introduction

Under the organization system, efficient managing and utilizing human resource is the most considered strategic and key factor to create business performance, to lead a sustainable management and to secure competitive advantage in competition with companies.

The roles and responsibilities of the members of the organization as a consequence, psychological pressure and work load are increasing. These psychological pressures are compounded by adverse affects that occurs in interpersonal relationships besides job requirements by organization.

In the basis of the characteristics that affects to interpersonal relationship and effects of reactions, aggressive behaviors could define as the noxious stimulating reaction to other organism [1]. Aggressive behavior is the action that makes someone wounded or affecting on someone's property [2], and as the point of view that includes reactor's intention and motive, an aggressive behavior is a goal-directed action that has an intention to

harm someone [3], and also it is intentional physical and linguistic action to make someone injured [4].

Therefore, this study tried to establish implications and research results that are enacting in organization that the effects between verbal aggression and job involvement and turnover intention.

2. Theoretical Background

2.1 A Study of Verbal Aggression

Verbal Aggression is a subcategory of aggressive behavior and in a broad sense, it belongs to the category of emotional abuse and the concept is that which attacks the ego to give mental injury to the other party by an act of language as a media [5]. Linguistic and symbolic aggression is a verbal behavior that insulting personalities, mocking others or giving offensive words to others [6].

Froid [7] defined that Verbal Aggression is an every reaction that psychological and social pestilences to others by language. Kauffman [8] argued that Verbal Aggression that appear to direct attacks contains yelling, mocking, cussing, disputing, commanding someone rough attitude and insulting to others. Buss and Duke [9] defined Verbal Aggression as threat and curse someone by using language.

Verbal Aggression is a concept of an aggressive movement that including resentful, scornful, rejective, inimical, radical languages cause injury to psychological, emotional and socially harms to others by it is consciously or not [10].

2.2 A Study of Job Involvement & Turnover Intention

2.2.1 Job Involvement

Job involvement is a degree that a person who has a sense of psychological unity in their own work or has a sense that psychological unity from whole images [11]. And it helps to increase the job involvement as much as individual's result of work has an effect to self-esteem [11]. The experience itself is to them is very enjoyable and quite a bit of trouble also endured number that is brought actions in the state which is to be the experience of recovery mechanisms to increase the positive affect caused by job stress in office workers that was [12].

2.2.2 Turnover Intention

Turnover Intention means that consideration, intention, and idea of turnover, by realizing their turnover intention it could be possible to predict their turnover [13]. Mowday, Porter and Steer [14] understood that turnover intention is the measurement of whether a business' or organization's employees plan to leave their positions. Steel and Ovalle [15] indicated that turnover could describe with turnover intention due to high correlation between turnover intention and turnover. In prior study of turnover intention, there was very high inverse correlation between age and turnover intention.

2.3 Prior Research of Verbal Aggression, Job Involvement and Turnover Intention

In organization, verbal aggression was found to have negative impact to members by the study on the impact on the relationship between job satisfaction and members such as degree of proper communications between members, communications when some problem happened and communicating atmosphere [16]. By the research, nurses, who is working in especial part of hospital, there were negative relationship between Verbal Aggression and Turnover Intentions occurring by the boss [17].

3. Research Model & Hypothesis

3.1 Research Model

Domestic research on verbal aggression that occurs in the workplace and issuing socially such as sexual harassment and rough word is insufficient. Therefore, this study is trying to verify that how verbal aggression effects on job involvement and turnover intention. In this research, verbal aggressive is established as independent variable and job involvement, turnover intention as dependent variable. And by theory survey established research model as Figure 1.

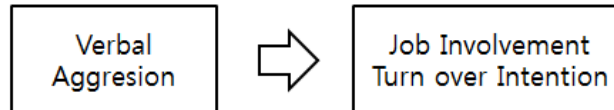


Figure 1. Research Model

3.2 Hypothesis of study

If harassment within the organization such as verbal aggression is normally accepted, it could physically and psychologically affect to individuals by its distress or evasion, and could impede business or career [18][19][20].

According to Infante and Ranger's [21] study, aggressive linguistic message declines satisfactions of relationship. And also, linguistic aggressiveness acts dysfunctional to member's communication [22]. Thus in light of the research evidence cited above, it is hypothesized as below.

- H 1. Member's verbal aggression will reduce job involvement.
- H 2. Member's verbal aggression will increase turnover intention.

3.3 Data collection and Questionnaire configuration

3.3.1 Sample selection and Data collection

Sample object for this study, selected 11 universities in Chungcheong Region and Seoul Metropolitan Area and conducted a survey of administrative staff members. Random sample is used to choose samples and explained about the purpose of this study and contents of question and promised them every questionnaire are anonymity and not going to use other ways except this study prior to visit and distribute. Questionnaires are distributed 450, and used 410 collected questionnaires except those were showing central tendency, insincerity and non-respond. Collected data is analyzed with statistic program SPSS 19.0.

3.3.2 Questionnaire configuration

Contents of question and origins of clauses for this study are in the Table 1.

Table 1. Questionnaire configuration and Origin

Measured Variable	Origin
Verbal Aggression	Yeonsu Yoo[23]
Job Involvement	Kanungo[24]
Turnover Intention	Michaels & Spector[25]
General Information	

4. Results

4.1 Reliability Analysis & Validation

Table 2 is a result of reliability analysis for whole questions of observed variables and each measurement variables used in this study and it is estimated as internal consistent due to its reliability 0.713~0.925. And also by the factor analysis, its factor loadings are shown as 0.6, so every variables construct validation seems to be holding together which is on Table 2.

Table 2. Result of Factor Analysis & Reliability Analysis

Number	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5	Eigen value	Cronbach's α	
Verbal Aggression	11	0.872				6.566	0.925	
	18	0.819	0.131		0.148			
	9	0.801			0.139			
	21	0.765	0.146		0.159			
	15	0.761	0.209		-0.112			0.129
	13	0.739	0.120		-0.141			
	12	0.711			-0.104			
	19	0.704	0.256		-0.124			0.170
	17	0.700						
	1	0.600	0.234					
6	0.597	0.228		-0.101	0.261			
Job Involvement	33		0.782		0.113	3.159	0.809	
	36		0.115	0.731				
	29			0.718				-0.233
	44			0.717				-0.113
	27	-0.135	-0.262	0.669	0.114			
	41	0.132		0.629				-0.157
Turnover Intention	2	0.149	0.160	-0.170		2.523	0.793	
	5	0.190	0.391	-0.113				0.671
	8	0.292	0.375		-0.132			0.669
	30		0.117	-0.142	-0.125			0.633

4.2 Result of Hypothesis Test

In this study, prior to the hypothesis, validate investigated each factor's degree of correlations and its result of correlation analysis is shown in the Table 3.

Table 3. Correlation of factors

	Verbal Aggression	Job Involvement	Turnover Intention
Verbal Aggression	1		
Job Involvement	-.003	1	
Turnover Intention	.348**	-.263**	1

p value: *<.01, **<.05, ***<.001

H 1. Member's Verbal Aggression will reduce Job Involvement.

Regression analysis is used to verify hypothesis 1 and its result is shown on Table 4. By Table 4 shown above, the regression analysis result was not significant. Thus, hypothesis 1 is rejected due to verbal aggression is not affecting to job involvement.

Table 4. Regression Analysis between Verbal Aggression and Job Involvement

		Non-standardized coefficient		Standardized coefficient	t	P
Dependent Variable	Independent variable	β	SE	β		
Constant		.004	.050		.072	.943
Job Involvement	Verbal Aggression	-.007	.050	.007	-.133	.894
$R^2 = .252$, $Adj = .250$, $F = 314.577^{***}$						

H 2. Member's Verbal Aggression will increase Turnover Intention.

Regression analysis is used to verify hypothesis 2 and its result is shown on Table 5.

Table 5. Regression Analysis between Verbal Aggression and Turnover Intention

		Non-standardized coefficient		standardized coefficient	t	P
Dependent Variable	Independent variable	β	SE	β		
Constant		-.004	.046		-.096	.924
Turnover Intention	Verbal Aggression	-.401	.046	.403	8.759	.000
$R^2 = .241$, $Adj = .248$, $F = 312.433^{***}$						

Table 5 is the result of regression analysis between verbal aggression and turnover intention. The result was statistically significant ($t=8.759$, $p<.05$), and verbal aggression affects positively to turnover intention.

Thus, hypothesis 2 was adopted.

5. Conclusion

This study was carried out about the consequences to job involvement and turnover intention by verbal aggressions within members that come from between members and members or superior and members. Aim of this study was to provide implication to organization's effective human resource management based on the analysis. In order to achieve the object of this study established hypothesis and verified through empirical analysis between verbal aggression and job involvement/turnover intention. In this study, the rest of the results are summarized as follows.

First, as the result that validated hypothesis 1, verbal aggression was not significant to job involvement.

Second, as the result that validated hypothesis 2, verbal aggression was statistically significant to turnover intention so that verbal aggression is shown positive effect to turnover intention.

The result of this study about verbal aggression was not significant but there was an affect to turnover intention.

Based on this study, it is acutely required within organization to control that linguistic action, verbal violence and torment in workplace to lower turnover intentions of talented person and as a way to achieve the organization's survival and sustainable development and effective performance creation.

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