

The Relationship between Employees' General Characteristics, Workplace Harassment, and Turnover Intent in the Deluxe Hotel

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ABSTRACT: This study investigated workplace harassment perceived by deluxe hotel employees, examined its effect on their turnover intent, and verified difference in workplace harassment perception according to demographics and job characteristics. Based on total 248 samples obtained from the empirical research, this study reviewed reliability and validity using SPSS program. The hypothesized relationships in the model were tested simultaneously by using regression analysis. The major findings are as follows. First, the disrespectful behavior($\beta=.362$), verbal aggression($\beta=.336$), and physical aggression($\beta=.135$) among workplace harassment have positive effect on turnover intent. Also, according to the result of examining differences in perception of workplace harassment in accordance with employees' demographics and job characteristics, the average values of those in their 20s and those whose working experience was five years or shorter were lowest and they were most exposed to workplace harassment. Limitations and future research directions are also discussed.

Keywords: workplace harassment, turnover intent, general characteristics, deluxe hotel

INTRODUCTION

Workplace harassment is behaviors which give mental and physical pain or aggravates the workplace environment beyond appropriate scope of tasks based on superiority within a job[1]. Such behaviors include physical attacks such as violence and bodily harm, mental attacks such as threat, insult, and abusive language, severance from relationship such as isolation and disregard, excessive demand forcing impossible behaviors, demand ordering what is too distant from capabilities and experiences, and infiltration in individual areas excessively intervening in private matters[2]. Many companies in Korea tend to consider their employees servants regarding their customers kings but in advanced countries there are

in many cases where workplace harassment is considered a social crime[3]. The reason is that insulting language in work places degrades services to customers, which decreases performance and values of companies[4]. Therefore, workplace harassment employees undergo in their working situations triggers negative outcomes to workers and their organization such as excessive absence or job change[5, 6], low productivity[7], and poisonous working environment[8]. Through such results, it can be inferred that in modern life work harassment at workplace may occur as a wide ranging social problem[9].

In particular deluxe hotels have military culture where subordinates should obey superiors unconditionally[10], and in particular in the case of cooking workers harassment and abuse are frequently occur-

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ring due to working environment where they should work in silence and physical labor is needed for a long time[11,12]. It is inferred that immediate demand from customers should be resolved within a certain time without failure and as a result work pressure during peak hours increases and such pressurizing working environment triggers harassment from superiors to subordinates[13,14]. However, despite such conditions, there is almost no research which examined workplace harassment in hotel employees and research conducted on the hospitality industry has been done on very exploratory level [15]. The present study plans to measure workplace harassment by the degree perceived by employees and common opinion about harassment is that the scope of harassment should be determined by individuals' interpretations because if one feels that one was harassed by somebody else, it is the very harassment[16]. Moreover, 88.4% of quantitative analyses[17] in research conducted thus far on bully or power harassment within a workplace conducted survey based on employees' perception, which supports the plan by the present study.

Such results will be able to be used as data to seek for practical measures to reduce harassment on an organizational level, not stopping at merely verifying workplace harassment perceived by hotel employees. The purposes of this study based on previous research direction and results are as follows.

First, how is workplace harassment perceived by deluxe hotel employees? Power harassment examined by dividing it into three factors-verbal aggression, physical aggression, and disrespectful behaviors. Second, this study clarified how workplace harassment perceived by hotel employees affects turnover intent. Third, this study verified how workplace harassment perceived according to hotel employees' demographics and job characteristics differs.

BACKGROUND AND HYPOTHESES

Workplace Harassment and Turnover Intent

As a study on workplace harassment and turnover intent, Ayko, Cakkab, and Hartel[5] noted that what workers experienced most among workplace harassment was disregard or exemption and as a result the

possibility of counterproductive behaviors was heightened. Mathisen, Einarsen, and Mykletun[18] observed that in a restaurant industry, workplace harassment was a very prevalent behavior and decreased job satisfaction and increased turnover intent. In addition, Berthelsen, Skogstad, Lau, and Einarsen [19] as well insisted that a representative case of workplace harassment was exclusion from work and those who experienced workplace harassment had a high possibility of leaving their job and Deery, Walsh, and Guest[20] also noted that workplace harassment increased nurses' exhaustion and turnover intent. Bentley, Catley, Cooper-Thomas, Gardner, O' Driscoll, Dale, and Trenberth[15] as well observed that those who suffered from workplace harassment had higher stress levels than those who did not and had higher intent to leave their organization. Glasø and Notelaers[21] found that workplace harassment related to employees' job decreased their satisfaction and commitment and increased their intent to leave their organization. MacIntosh[22] noted that 70% of women who experienced workplace harassment quit their job and Sims and Sun[4] suggested that harassment occurring within a workplace decreased employees' satisfaction and enthusiasm and increased their turnover intent. On The basis the following hypothesis was offered:

Hypothesis 1: Employees' perceived workplace harassment(verbal aggression^a, physical aggression^b, and disrespectful behavior^c) has a positive effect on employees' turnover intent.

Workplace Harassment and General Characteristics among Hotel Employees

Research which examined relationship between employees' demographics and job characteristics and workplace harassment is as follows. As for gender, McMahon[23] asserted the number of the cases where male superiors harassed female subordinates was largest and in the case of sexual harassment, it was done largely by males[24]. Berdahl and Moore [25] suggested that ethnic minority women had more possibility to experience harassment compared to white women and ethnic minority men and many studies verified women more frequently recognized

they were harassed than men[26,27,28], and the rate of men's being accused due to harassment in workplace was higher than that of women's[29]. In research by Inness, Barling, and Turner[30] and Haines, Marchand, and Harvey[31], there was negative relationship between age and workplace harassment. As for career among job related characteristics, harassment by superiors accounted for a majority[24] and Lopez, Hodson, and Roscigno[32] indicated that workplace harassment occurred more frequently when there was stable power in workplace. This reasoning leads to the following hypothesis:

Hypothesis 2: Employees' perceived workplace harassment is different between general characteristics.

METHODOLOGY

Sample and Data Collection

The research hypotheses were tested with data collected through intercept surveys conducted at deluxe hotel in Seoul during June and July 2015. Self-administered questionnaires were distributed to 350 employees of deluxe hotel. Respondents were asked voluntarily to fill out survey questionnaires and to return them directly to the survey administrator. Out of 279 collected, 248 surveys were usable, giving a 71.0% response rate.

Measurement Development

The measures for all items in this study were

drawn from previous study. Work harassment were measured by 12 items on a 7-point scale(1: strongly disagree to 7: strongly agree), based on Rospenda, Richman, and Shannon[33] and Shannon, Rospenda, and Richman[34]. GWH(Generalized workplace harassment) is a well-established workplace harassment measure encompassing 3 different harassments: (1) verbal aggression(e.g., hostile verbal exchanges characterized by yelling or swearing); (2) physical aggression(e.g., being hit, pushed, or grabbed); and (3) disrespectful behavior(e.g., demeaning experiences such as being publicly humiliated or talked down to). Also, turnover intent were adapted by 5 items, based on Hom and Griffeth[35], Choi[36], and Jung and Yoon[37]. The items included "I will quit my job at my current organization in 1 year or less", and "I sometimes feel compelled to quit my job." The data were analyzed with the SPSS version 22.0. Descriptive statistics were used to describe the respondents' demographic profiles, and multiple regression analysis was conducted to test the proposed research hypotheses.

RESULTS

Descriptive Statistics of Samples

A total of 248 employees(See Table 1), 60.9% from male and 39.1% from female. The majority of the samples(40.3%) reported to the age group between 30~39, and the most employees(56.0%) to have worked in ordinary employees. Also, a large number of samples had worked in the hotel industry for 1~5

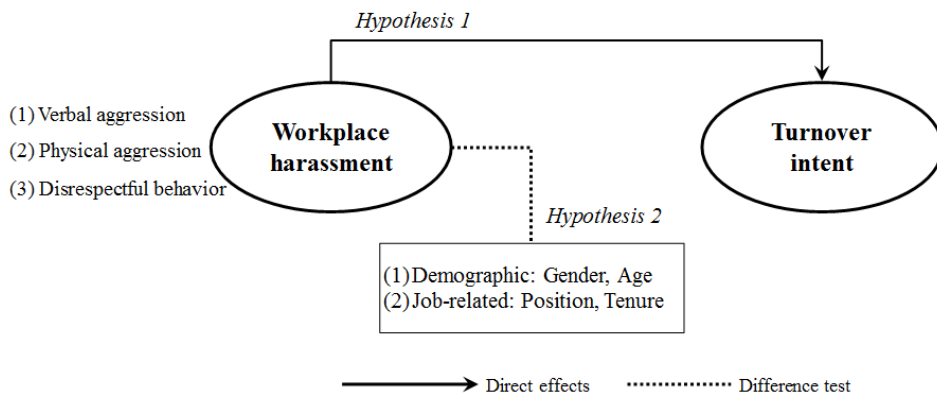


Figure 1. A proposed model of the workplace and turnover intent.

Table 1. General characteristics of samples (n=248)

Classification		N	%
Gender	Male	151	60.9
	Female	97	39.1
Age (yr)	20~29	61	24.6
	30~39	100	40.3
	40~	87	35.1
Job-position	Ordinary employee	139	56.0
	Supervisor employee	109	44.0
Job-tenure	~5	127	51.2
	6~10	82	33.1
	11~	39	15.7

years(51.2%), 33.1% for 6~10 years, and 15.7% for more than 10 years.

Validity and Reliability Test

Exploratory factor analysis(EFA) and reliability analysis were used to judge the scale's validity and reliability. As a result of the EFA, 4-factors explained 73.292% of the total cumulative and all the item's factor loading, were above 0.6(See Table 2). A four-dimension solution retained in the following factor labels such as 'verbal aggression'(factor 1, 4 items), 'turnover intent'(factor 2, 4 items), 'physical aggression'(factor 3, 4 items), and 'disrespectful behavior'(factor 4, 4 items), respectively. A reliability analysis on the reflected an acceptable internal, consistency with Cronbach's alpha at 0.900(verbal aggression), 0.876(physical aggression), 0.818(disrespectful behavior), and 0.895(turnover intent). Also, Table 4 presented the correlations analysis for the factors. The factors used to assess verbal aggression, physical aggression, and disrespectful behavior were positively(+) related to the factors associated with turnover intent.

Hypothesis Test

Regression Analysis

Since the main purpose of this study is to assess the direct impact of workplace harassment on turnover intent, we used multiple regression analysis in-

stead of structural equation modeling. The regression analysis results with standardized coefficients are shown in Table 4.

Hypotheses 1 predict that workplace harassment has a positive impact on employees' turnover intent. Hypothesis 1^a, which hypothesized a positive relationship between verbal aggression($\beta=.336$; $t=5.995$; $p<.001$) among workplace harassment and turnover intent was supported. Hypotheses 1^b, physical aggression($\beta=.135$; $t=2.442$; $p<.001$) had a significantly positive association with turnover intent. Also, as proposed by HI^c, disrespectful behavior($\beta=.362$; $t=6.625$; $p<.001$) had a significantly positive effect on turnover intent. Overall workplace harassment dimensions show significantly positive impact on employees' turnover intent. This showed the result that is consistent with previous studies[19,20,4], which verified positive causality with workplace harassment and turnover intent. Therefore hypothesis 1 was supported.

Difference Analysis

Table 5 shows the result of examining differences in work harassment according to demographics and job characteristics of employees. Regarding gender, the average value of males was relatively higher than that of females in all workplace harassment factors and there was significant difference in verbal aggression($p<0.01$), physical aggression($p<0.001$), and disrespectful behaviors($p<0.01$). As for age, the aver-

Table 2. Exploratory factor analysis

Items	Communalities	Factor loading				Cronbach's alpha
		F1	F2	F3	F4	
WH ₁	.799	.858	.148	.177	.100	.900
WH ₂	.757	.806	.144	.239	.171	
WH ₃	.725	.791	.255	.138	.119	
WH ₄	.738	.775	.282	.146	.192	
WH ₅	.731	.332	.142	.773	.061	.876
WH ₆	.755	.304	.143	.769	.226	
WH ₇	.819	.183	.161	.844	.216	
WH ₈	.706	-.022	.255	.779	.184	
WH ₉	.684	.042	.208	.281	.748	.818
WH ₁₀	.767	.368	.080	.138	.779	
WH ₁₁	.749	-.024	.305	.157	.794	
WH ₁₂	.769	.358	.228	.124	.758	
TI ₁	.755	.378	.705	.222	.258	.895
TI ₂	.720	.332	.711	.145	.289	
TI ₃	.705	.006	.818	.132	.136	
TI ₄	.689	.442	.650	.201	.174	
TI ₅	.693	.205	.689	.191	.164	
Eigen value		7.802	1.769	1.586	1.303	
% of variance		45.896	10.404	9.329	7.664	

Note: Cumulative=73.292%; WH=workplace harassment; TI=turnover intent.

Table 3. Correlation analysis

Items	M±SD	1	2	3	4
1. Verbal aggression	5.29±1.08	1			
2. Physical aggression	4.72±0.95	.456***	1		
3. Disrespectful behavior	4.92±0.95	.434***	.409***	1	
4. Turnover intent	4.71±1.03	.515***	.436***	.563***	1

Note: *** $p < .001$ (2-tailed).

age value of those in their 20s was higher than those in their 30s and 40s and the average value of physical aggression and disrespectful behavior was higher in those in their 20s than those in their

40s. This was consistent with the result of study by Inness, Barling, and Turner[30] and Haines, Marchand, and Harvey[31] that the younger, the more frequently one was afflicted by workplace harass-

Table 4. Regression analysis

Items	β	S.E.	t-value
Constant	-	-	.759
Verbal aggression	.336	.062	5.995***
Physical aggression	.135	.060	2.442*
Disrespectful behavior	.362	.056	6.625***
<i>F</i> -statistic		66.331***	
R^2		.442	

Note: * $p < .05$; *** $p < .001$.

ment. Regarding position, the average value of ordinary workers was higher than that of managers and there was significant difference in verbal aggression and physical aggression. With regard to tenure, there was significant difference in all factors like age. The average value of those whose working experience was 5 years or shorter was higher than those whose working experience was six years or longer,

which was similar to the result of research by Wayne[24], and Lopez et al[32] that harassment by superiors was much. Resultantly, males, those in their 20s, employees, those whose working experience was five years or shorter had the highest average value in their degree of perception of harassment within workplace. Based on this result, the hypothesis 2 that there was significant difference in employ-

Table 5. Difference analysis

		Workplace harassment(M \pm SD)		
		Verbal aggression	Physical aggression	Disrespectful behavior
Gender	Male	5.48 \pm 0.86	4.90 \pm 0.84	5.02 \pm 0.99
	Female	5.00 \pm 0.97	4.44 \pm 1.03	4.71 \pm 1.01
	<i>t</i> -value	3.949***	3.848***	2.708**
Age	20~29	5.52 \pm 0.86	5.05 \pm 0.94 ^b	5.24 \pm 0.86 ^b
	30~39	5.24 \pm 0.94	4.78 \pm 0.95 ^b	4.97 \pm 1.02 ^{ab}
	40~49	5.29 \pm 0.93	4.43 \pm 0.87 ^a	4.67 \pm 1.04 ^a
	<i>F</i> -value	2.438	8.437***	5.849**
Position	Ordinary employee	5.44 \pm 0.96	4.87 \pm 0.90	5.02 \pm 1.06
	Supervisor employee	5.10 \pm 0.86	4.53 \pm 0.97	4.81 \pm 0.93
	<i>t</i> -value	2.923**	2.851**	1.620
Tenure	~5	5.46 \pm 0.82 ^b	4.91 \pm 0.90 ^b	5.11 \pm 0.92 ^b
	6~10	5.12 \pm 1.03 ^a	4.62 \pm 0.98 ^{ab}	4.74 \pm 1.14 ^a
	11~	5.09 \pm 0.97 ^a	4.31 \pm 0.89 ^a	4.71 \pm 0.92 ^a
	<i>F</i> -value	4.426*	6.997**	4.277*

Note: * $p < .05$, ** $p < .01$, *** $p < .001$; ^{ab} Duncan's multiple test.

ees' degree of perceiving workplace harassment according to employees' demographics and job characteristics was supported.

CONCLUSION AND LIMITATION

This study examined workplace harassment perceived by deluxe hotel employees, examined its effect on their turnover intent, and verified difference in workplace harassment perception according to demographics and job characteristics.

The major findings are as follows. First, the disrespectful behavior ($\beta=.362$), verbal aggression ($\beta=.336$), and physical aggression ($\beta=.135$) among workplace harassment have positive effect on turnover intent. Through this, it was found that the more employees perceived workplace harassment, the more their turnover intent was and the influence of disrespectful behaviors was greatest on hotel employees' turnover intent. Second, according to the result of examining differences in perception of workplace harassment in accordance with employees' demographics and job characteristics, the average values of those in their 20s and those whose working experience was five years or shorter were lowest and they were most exposed to workplace harassment.

The academic meaning of this study was to expand understanding of workplace harassment occurring in deluxe hotel's working situation which has not been discussed much thus far. Moreover, the concept of harassment discussed thus far was dealt with in terms of sexual harassment and a majority of research was on ordinary businesses. Concentration on the more or less sensitive topic of sexual harassment resulted in lack of research on the topic of harassment prevalent in workplace. This study was able to emphasize that the understanding scope of the concept needed expansion into harassment by power generated within an organization. In addition, this research was able to create an opportunity to raise the word power harassment and in this respect, this study is judged to be a chance to prompt additional research by discussing power harassment occurring in a job situation over a hotel organization as a whole. Moreover, this study will be able to provide specific suggestive points in seeking for policy responses on a hotel level. In particular, in Japan, su-

perior types of power harassment are presented, employees' coping methods by each type are sought for, and how they are power harassed and the coping methods by each power harassment are depicted in detail so that employees may cope with such situations wisely. This study showed that hotel employees most perceived verbal harassment (5.29 ± 1.08) among workplace harassment and responded that they experienced turnover intent because of disrespectful behaviors. It is judged that language purification education should be conducted on employees on an organizational level, coaching and counseling programs should be activated with employees exposed to workplace harassment as subjects and management of workplace harassment should be systemically made. In addition, by presenting that open and respectful mutual communications and appropriate encouragement through interaction with superiors are the most effective strategies for successful harassment management this study will be able to play an important role in effectively controlling workplace harassment on an organizational level.

This study is not free from limitations. First, result from the targeted employees were limited to Seoul in South Korea, which means that the results of the current study may not be generalizable to other geographic areas of South Korea or hotels worldwide. Second, it should be pointed out that the current study employed self-reported data. Third, this study did set limits of final dependent variable only to turnover intent. Future studies may want to adopt objective measures of job performance (e.g., satisfaction and commitment) and include more variables that explain performance.

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