

An Examination of Moderating Effects of Demographics on Bullying to Turnover Intention: A Case of Korean Kitchen Employees in Upscale Hotels

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The primary objective of this research is to identify the relationship between bullying and turnover intentions of kitchen workers. The study further investigates moderating effects of selected demographic variables on turnover intention when employees experience bullying. Cross-sectional survey data was collected from 288 kitchen workers from 12 upscale hotels in Korea. The results of the study identified several important demographic characteristics that determine employees' intentions to leave. Practical recommendations are outlined for managers involved in human resources management. The study offers valuable insights for prospective employers to develop on-going programs to create a positive working environment within the hospitality industry.

Keywords: bullying, turnover intention, moderating effects of demographics, social isolation, psychological harassment, professional status, hotel kitchen

INTRODUCTION

The Nature of Restaurant Business

The restaurant industry is unique in its nature because it deals with seasonal variability of demand, highly perishable products and an unpredictable number of customers during operations. Each restaurant faces steep competition which requires adaptation of innovative ideas to respond to changes in consumers' behavior. According to the New York Times, frequent travelers acknowledged that gourmet experiences are one of the critical factors to judge the quality of luxury hotels (Collis, 2003). Recently, social media has made restaurant employees feel more pressure regarding their performance. Dissatisfied customers' reaction to an unpleasant dining experience can ripple across social media, which generates a high level of

stress for kitchen employees at eating and drinking establishments of upscale luxurious hotels. The strong pressure to achieve excellence in these restaurants may result in a chaotic atmosphere and thereby give rise to more physical and verbal abuse in hotel kitchens (Mathisen et al., 2008).

Restaurants have been long known as harsh and bullying environments, due to the long hours, relentless pace and stress that are built-in characteristics of restaurant food production (Bullying Epidemic, 2014). A bad temper was considered a sign of toughness, commitment, and originality (Baskin, 2016). “There’s a Sisyphian nature to the work. It’s accepting and welcoming, but at the same time, there’s an unrelenting nature, which is going to find you out sooner or later. People are drawn here because it’s an alternative lifestyle” Baskin (2016) stated.

Bullying in High Pressure, Hierarchical Environments

According to the WBI U.S. Workplace Bullying Survey (Namie, 2020), sponsored by Workplace Bullying Institute, bullying in the work place is repeated and persistent and little improvement has been made over the years. In fact, the phenomenon seems to continue to proliferate when little remedy is provided by the employer. Among all reports, only 6% of the incidents were punished and nothing has been done in about 25% of all incidents (Namie, 2020).

Bullying is prevalent in high pressure, hierarchical and even professional environments. From the army, to medical institutions, to businesses, the presence of bullying has been documented repeatedly. For instance, Granstra (2015, p. 249) argued that nurses “experience bullying at an alarming rate. Sometimes the bullying is passed down from superiors, but frequently bullying occurs between coworkers. [...] Horizontal bullying among nurses can cause negative consequences for everyone involved, in particular the nurses, patients, and the entire organization.”

In the military, hazing—painful and/or humiliating practices on recruits—has a long history and it is so widely accepted that proponents within the armed forces defend it passionately across all branches (Bourke, 2016). This phenomenon happens with full knowing of upper ranks, along sides the underground bullying. In the corporate world, the global crises, the restructuring processes, the mergers, acquisitions, downsizes, and relentless cost reductions instigate stress, reduce morale, causing diminished commitment, low job satisfaction and decreased motivation. All these create the perfect environment and stimulus for bullying. Rayner (1997, 1998) found that bullying was experienced by about half of the interviewees; it was not a surprise in the workplace, but rather something people knew about and were dealing with at work. Fox and Stallworth (2005) found that nearly 97% of employees experienced some form of bullying, most often from the people in power (e.g. supervisors), but also from co-workers.

Bullying has been linked to a plethora of negative effects within organizations. Low morale, associated with worrying and counterproductive behaviors—e.g., coming in late, leaving early, browsing the internet (Fox & Stallworth, 2005)—can extend all the way to debilitating depression, with negative effects on productivity and absenteeism. Bulling in legal institutions has been linked to the attrition of young women lawyers, high levels of depression and gender imbalances in higher echelons (Le Mire and Owens, 2014). Samnani and Singh, (2012) find that the effects could be classified on four levels: individual (psychological and physiological well-being, suicide, absenteeism, turnover intent, job satisfaction), group (team effectiveness and norms), organizational (performance, culture, legal costs) and societal (unemployment and interpersonal relationships).

High employee turnover as result of bullying has become a pressing issue because it creates serious consequences in organizations. A high turnover rate imposes considerable costs on organizations such as costs associated with advertising job openings, screening, and training new employees. Besides the direct costs, there are also indirect effects. When job satisfaction and organizational commitment is low, productivity, the quality of service and the reputation of the organization are eroded (Faldetta et al., 2013; Hemdi and Nasurdin, 2004).

The subject of human resources management has become established as a significant research topic in the hospitality industry. A majority of current research in hospitality human resources management focuses on front-of-the house employees and managers (Ghiselli et al., 2001) and less-empirical attention has been given to the “back of the house leaders” – the chefs (Chuang et al., 2009). Bloisi & Hoel (2008) argued that

while bullying is an epidemic problem for the commercial kitchen environment, the research into abusive behavior among chefs has been limited and relatively untapped and further research into its true extent would be useful (Bloisi and Hoel, 2008, Johns and Menzel, 1999). In that regard, chefs are of particular interest to this research as this specific restaurant sector presents a unique aspect of the work environment within the hospitality business.

The primary objective of this research is to identify the relationship between bullying and turnover intention of kitchen workers. This research further intends to identify the moderating effects on bullying to turnover intention as they are related to demographics of kitchen employees. The organization of the paper is as follows. We review prior research on working conditions of kitchens, bullying and its negative consequences. Then we develop the research model and propose testable hypotheses based on extant literature. We examine the effects of psychological harassment, threat to professional status and social isolation on turnover intentions. We also investigate the moderating effect of demographic variables on the relationship between bullying and turnover intention. Next, we discuss data collection, sample and measurement of the variables used in the study followed by empirical evidence and statistical results. The last section provides a discussion of the significance and implications of the findings, along with future research and concluding remarks.

The Working Condition of Kitchen and Bullying

The first kitchens were developed for military purposes to feed soldiers in Europe. The nature of these kitchens was highly hierarchical and blind obedience was the norm, which is still a common requirement in kitchens today. The cooks and their helpers had to act precisely, obey orders and be highly efficient. When wars ended and soldiers returned home, the cooks formed a trade guild, adopted uniforms, apprenticeships and strict hierarchies in order to preserve their status and craft (Pack, 2002). One of the pioneer restaurateurs in the late 19th century, chef Georges-Auguste Escoffier, was a former French army officer. He organized his kitchen as a brigade in a strict hierarchy of authority, imposing responsibilities and clear functions (Pack, 2002). Famous cooking schools across the worlds still teach the Escoffier principles and rigor to train their students (Bourdain, 2007). With a long history of all-male chef hierarchies, it is not surprising to see that the contemporary kitchens still share similarities with military organizations.

In the kitchen environment, behavior that is akin to bullying is considered a form of leadership, socialization and a symbolic practice to introduce, train, and integrate new recruits in the workplace style (Bloisi & Hoel, 2008). There is a perception that reciprocal bullying and abuse among the workers is an element of the culture of the kitchen (Alexander et al., 2012). When chefs are trained in an environment where bullying and violence are acceptable, they may emulate the behavior of their predecessor and the likelihood of passing down the habit to their successors is high. In short, while certain bullying behaviors are tolerated in some cultures (Giorgi et al., 2015), bullying seems to be the norm rather than exception in the kitchen culture. Employees are expected to take mistreatment as part of the job in the restaurant (Mathisen et al., 2008) and appear to accept bullying as an unavoidable element (Crawford, 1997).

Beyond the pressure to achieve perfection (Bently, et al., 2012), kitchen tasks are highly repetitive, require multitasking, and amplify in intensity during peak demand (Pratten & O'Leary, 2007). Another factor that creates tension in this environment is the reliance on close collaboration with one another rather than depending on own efforts. If we add to all this the lack of people skills and people management abilities of most chefs – communication, flexibility and interpersonal skills were found to be an endemic problem in the hospitality industry (Rowley et al., 2000) – the prevalence of bullying is neither surprising nor rare.

Work climate and interpersonal tensions are major culprits conducting to individual workers' job stress. The physical layout of the commercial hotel kitchen creates unfavorable settings because it offers limited personal space, and because of rising temperatures and noise levels during peak mealtimes (Black, 2018). The poor surroundings may further promote hostile and aggressive attitudes amongst employees. At the same time, since the kitchen is a restricted area, abusive behavior is often ignored by group members and unnoticed from the patrons.

Jung et al. (2016) investigated the source of job stress by utilizing employees at food and beverage divisions in upscale hotels in Seoul, Korea. The study identified that the employee stress has been elicited

by the culture of the work environment, rather than from individual workers' characteristics. O'Neill & Davis (2011), drawing samples from 65 full-service hotels in the U.S., identified that interpersonal tension at work is one of the most common stressors. There are power struggles that arise among the kitchen employees (Liuzhou, 2014), such as conflicts of authority and conflicts of interest, particularly between cooks and servers, further fueled by monetary compensation disparity.

Based on open ended interviews, Johns and Menzel (1999) found that chefs working at upscale restaurants in the UK experienced physical and verbal abuse, and humiliation by the head chef when they expressed frustration. Murray-Gibbons and Gibbons (2007) surveyed the occupational stress of 40 Northern Ireland chefs by utilizing the General Health Questionnaire. Their study identified that excessive workload, feeling undervalued and communication issues were common, and bullying and threats of violence were present among the chefs who remained in the profession. In sum, work climate and interpersonal tensions at work are major culprits to instigate individual workers' job stress, and likely contribute to turnover intentions.

RESEARCH MODEL AND HYPOTHESES DEVELOPMENT

Bullying and Turnover Intention

Mathisen et al. (2008) explored the occurrence of bullying in the restaurant sector and its potential consequences. The study identified that bullying was negatively related to job satisfaction, commitment, employees' perceptions of creative behavior, and external evaluations of restaurant creativity level but positively related to burnout and intention to leave the job.

Extant research provides empirical evidence that exposure to bullying may have negative effects on the bullied individuals' mental health. For instance, bullying is a leading cause of psychological distress and psychosomatic complaints (Hauge et al., 2010, Nielsen et al., 2008), as well as experiences of burnout. Studies also identified an inverse relationship between bullying and job satisfaction (Giorgi et al., 2015), as well as job commitment (Kim et al., 2005; Brown and Leigh, 1996). On the other hand, a high level of bullying is positively related to individual worker's intention to quit the job (Glambek et al., 2014) and even the financial welfare of the organization (Ayers, 2017). The harmful effects of workplace bullying are not confined strictly to the employees involved, but affect overall the restaurant business, because they translate into poor customer service, patrons' negative dining experiences, poor publicity, poor online reviews, lower morale, higher employee turnover (Ayers, 2017) and low profitability (Ram, 2015). All these damages are costly to repair and have a direct impact on overall operations.

Workplace bullying has been recognized as a harmful feature of the modern workplace with long-term damaging effects for both the victims as well as the organization (Hutchinson et al., 2005). Studies from other sectors have demonstrated a link between intention to leave and burnout (Vandenbroeck et al., 2007, Weisberg & Sagie, 1999). Bohle et al. (2017) found that from the various forms of bullying, financial or rewarding pressure is not linked to intentions to leave, but disorganization and regulatory failure are. Therefore, it is plausible to expect that an on-going negative work environment may lead to harmful consequences. This phenomenon, in return, results in stronger intentions to leave and subsequently yields high turnover rates.

Rayner and Höel (1997) claimed that workplace bullying behaviors can be classified into five types: (1) threat to professional status (e.g., belittling opinion, public professional humiliation, and accusation regarding lack of effort); (2) threat to personal standing (e.g., name-calling, insults, intimidation, and devaluing with reference to age); (3) isolation (e.g., preventing access to opportunities, physical or social isolation, and withholding of information); (4) overwork (e.g., undue pressure, impossible deadlines, and unnecessary disruptions) and (5) destabilization (e.g., failure to give credit when due, meaningless tasks, removal of responsibility, repeated reminders of blunders, and setting up to fail).

Work on measuring bullying or mobbing has been extensive. Leymann (1990, 1996) created a widely used bullying inventory (i.e., Leymann Inventory of Psychological Terror- LIPT), translated and adopted to measure bullying in multiple countries and contexts. He developed a 45 item scale that measures bullying actions and has classified them as bullying through communication; social isolation; attacks on personal

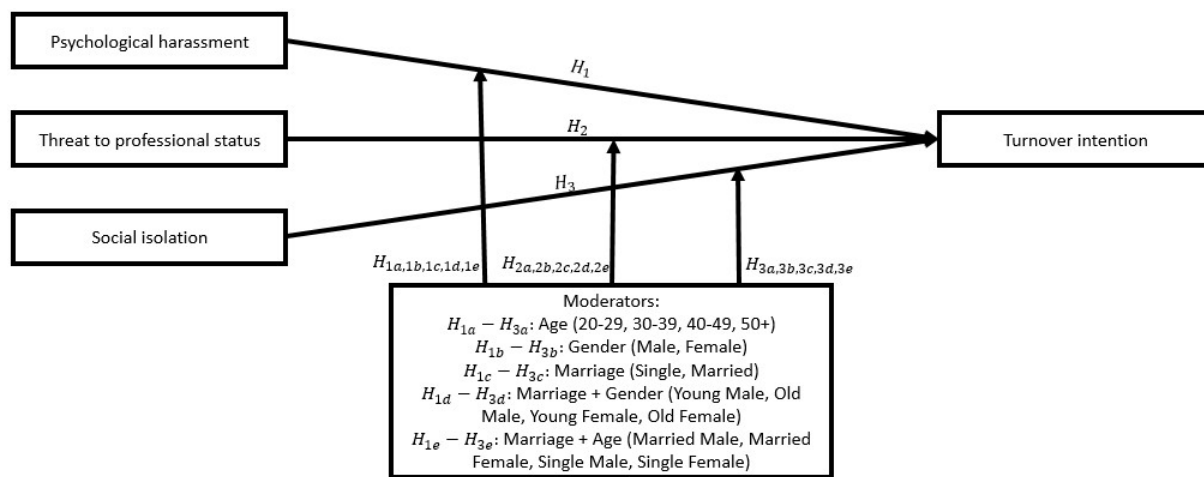
and professional reputation; effects on occupational situation and quality of life; and physical abuse. Utilizing Leymann's model (1996), this research selected bullying items as they are related specifically to the kitchen environment as follows: psychological harassment (5 items); threat to professional status (4 items) and social isolation (5 items). The conceptual research model intends to identify the effects of bullying on turnover intention (shown in Figure 1). Because we do not have more detailed information regarding what form of bullying is more likely to lead to turnover intentions, we hypothesize that all three facets of bullying will lead to this issue.

H₁. Psychological harassment is positively related to Turnover intention.

H₂. Threat to Professional Status is positively related to Turnover intention.

H₃. Social Isolation is positively related to Turnover intention.

**FIGURE 1
RESEARCH MODEL OF TURNOVER INTENTION**



Bullying and Turnover Intentions: The Moderating Effect of Demographics

Age

There are several factors that lead us to conclude that age plays a significant role in the relationship between bullying and turnover intention. Besides the generational differences in values, motivations and interests, apprentices have been considered a risk group in many industries (Mathisen et al., 2008) and are more likely to experience bullying, whether it is within the nursing (Colduvell, 2019) or restaurant industry (Mathisen et al., 2008). Studies in the hospitality industry have also revealed that young, junior chefs and inexperienced employees are more likely to undergo bullying than their counterparts (Lundberg, 1989).

Much in the way that age is a deciding factor in who experiences bullying in these industries, the differences in generational values or interests influence bullying as well. Younger people have higher employment flexibility (Hedge et al., 2006), while older employees, have higher stakes in retirement and better skills of surviving within organizations (Noonan, 2005). Research shows that older workers tend to focus on positive experiences, are more skilled in regulating emotions, and have more realistic expectations when it comes to their job (Carstensen et al., 1999). On the other hand, younger employees may be more reckless, less concerned with how their employment ends, and have more flexibility for job transfers (Hedge et al., 2006).

Given that multiple studies found a negative correlation between an employee's age and the employee's turnover intention (Hayes 2015; Bjelland et al., 2011; Couch, 2011; Lopina et al., 2012, Emiroğlu et al., 2015), we hypothesize that younger employees, who are more likely to be bullied and are less likely to have built resilience to it, would be more likely to exhibit higher turnover intentions. Given that older employees have built-in resilience, higher ability to regulate emotions (Carstensen et al., 2003; Lockenhoff & Carstensen, 2004), and less negative affectivity than younger people, they will be less likely to exhibit turnover intentions in response to psychological harassment, professional status threat or social isolation.

H_{1a}. Age moderates the positive effect of Psychological harassment to Turnover intention such the effect varies among different age groups.

H_{2a}. Age moderates the positive effect of Professional Status to Turnover intention such the effect varies among different age groups.

H_{3a}. Age moderates the positive effect of Social Isolation to Turnover intention such the effect varies among different age groups.

Gender

As the rate of women participating in the labor market continues to grow, it is becoming clear that the working conditions of these industries tend to be less favorable towards women than for their male counterparts. Studies showed that women may be harassed when they enter into a male dominated working environment (Pryor & Fitzgerald, 2003). In the food service industry women are more likely to experience various forms of harassment, which is perceived as a form of bullying, either from co-workers, managers or even customers. The majority of harassment claims often come from women, and are directed against the male supervisors (McMahon, 2000). In restaurants without female leadership—not that that solves everything, but it does help—the work culture for female chefs is described as “strained at best, toxic at worst.” (Rewards Network n.d.). Given this situation, it is not surprising that, in general, Emiroğlu et al. (2015) found that women have higher intention to leave than their male counterparts.

Given the higher probability of stress, harassment, dissatisfaction with job assignments (Santero-Sanchez et al., 2015) and the possibility of being undervalued (Campos-Soria et al., 2011), we predict that women will be more likely to pursue turnover intentions than men when bullying is present in all and any of its forms: psychological harassment, professional status threat or social isolation.

H_{1b}. Gender moderates the positive effect of Psychological harassment to Turnover intention.

H_{2b}. Gender moderates the positive effect of Professional Status to Turnover intention.

H_{3b}. Gender moderates the positive effect of Social Isolation to Turnover intention.

Marital Status

The research on family status and turnover has been scarce. Evidence seems to go both ways regarding the effect of marital status (married or single) over turnover intentions. Emiroğlu et al. (2015) found that that marital status is linked to turnover intention, and that single people are more likely to have turnover intention than married people. Also, Yunita and Kismono (2014), looked more in depth into the problem and found that even though family related situations are not linked to turnover intentions, work related situations that affect family life are linked to turnover intentions. Stressful work conditions such as those characterized by bullying that are likely to result in depression and affect quality of life are likely to impact the turnover intentions. Work and family are two domains that influence each other, especially in collectivist societies (Hofstede 2010). Given that marriage correlates with psychological wellbeing, married couples are expected to have a higher sense of responsibility and higher levels of maturity when handling relationships (Kim and Mckenry 2002). Coupled with the previous findings in the literature review, these

factors indicate that married employees will have lower turnover intentions in most bullying situations than single employees.

H_{1c}. Marital status moderates the positive effect of Psychological harassment to Turnover.

H_{2c}. Marital status moderates the positive effect of Professional Status to Turnover intention.

H_{3c}. Marital status moderates the positive effect of Social Isolation to Turnover intention.

Marriage and Gender: Two-Way Interactions Effects

The positive effects of psychological harassment, threat to professional status and social isolation to turnover intention, respectively, might be different among married male, married female, single male and single female groups. Though the well-being of married couples was higher than that of singles and the effect in general studies did not vary by gender (Kim and Mckenry 2002), we are exploring whether the effect holds in the context of bullying. Previous literature indicated that women are likely to fair worse when it comes to bullying, but the research here aims to focus on whether or not the psychological support of the marriage (Horwitz et al., 1996) overcomes this effect. We study this for all three components of bullying (psychological harassment, threat to professional status and social isolation) and their effect on turnover intentions.

H_{1d}. Marriage and Gender moderate the positive effect of Psychological harassment to Turnover intention.

H_{2d}. Marriage and Gender moderate the positive effect of Professional Status to Turnover.

H_{3d}. Marriage and Gender moderate the positive effect of Social Isolation to Turnover intention.

Marriage and Age: Two-Way Interactions Effects

The positive effects of psychological harassment, threat to professional status and social isolation to turnover intention, respectively, might be different among married old, single old, married young and single young groups. Given that both higher age and marriage are likely to reduce turnover intentions as we explained in previous paragraphs, we hypothesize that we will see a doubly impactful effect for older married employees across all three components of bullying (psychological harassment, threat to professional status and social isolation) and their effect on turnover intentions.

H_{1e}. Marriage and Age moderates the positive effect of Psychological harassment to Turnover intention.

H_{2e}. Marriage and Age moderates the positive effect of Professional Status to Turnover intention.

H_{3e}. Marriage and Age moderates the positive effect of Social Isolation to Turnover intention.

RESEARCH METHODOLOGY

Data Collection

For testing the hypotheses, we collected data from 400 culinary staff affiliated with food and beverage departments in 12 luxury hotels located in Seoul, South Korea. Most of these properties are up-scale domestic hotels as well as globally renowned international hotel chains.

These luxurious hotels have multiple eating and drinking establishments that have highly complex culinary operations and are equipped with state of the art advanced kitchen facilities and structured communication channels within the organization. The intricate kitchen operations and the mass production require specified job responsibilities for workers. In addition to transient and regular business guests, these hotels host a variety of international meetings and conventions.

Prior to conducting the survey, the researchers were granted permission from the human resources directors of the participating hotels after explaining the purpose, goals and the use of the data. After a pre-test, suggestions and comments were incorporated into the development of the final questionnaire. The self-administered survey was conducted over a two-week period.

From 400 subjects, 91 questionnaires had missing data, resulting in a total of 309 usable questionnaires, representing a response rate of 77.3 percent. A high response rate is resulted from: 1) confidentiality agreements to ensure that the identity of the specific hotel is undisclosed and 2) the researchers agreed to share the results of the study with the hotels with recommendations to improve the human resources issues. Additional data cleaning procedures removed another unusable 13 responses that resulted in a useful sample of 296 participants. Table 1 displays the demographic characteristics of the survey respondents.

Measures

All measures used in this study were adapted from existing scales. The measures include items for psychological bullying and turnover intention. Variables of interests were developed on the basis of a literature review and previous studies but minimally modified without sacrificing the meaning and the objectives of the research. For instance, a total of fourteen items, which include psychological harassment (5 items), threat to professional status (4 items) and five items on social isolation, were extracted from Leymann (1990). The turnover intention measure consists of four items that were adapted from Wayne et al. (1997). Their studies have been used for other researchers with a high reliability (e.g., Besich, 2005; Jung et al., 2016). The selected items include “I am seriously thinking of quitting my job” and “I will quit my job at my current organization in a year or less.”

TABLE 1
FREQUENCIES OF SAMPLE CHARACTERISTICS

Categories		N=296	(%)
Gender	Male	158	53.4
	Female	138	46.6
Age	20-29	71	24.0
	30-39	132	44.6
	40-49	71	24.0
	50+	22	7.4
Marital Status	Single	157	53.0
	Married	139	47.0
Education	High School	32	10.8
	2 Years College	170	57.4
	4 Years University	67	22.6
	Graduate School	27	9.1

The constructs in this study were measured by seven-point Likert scales drawn from the existing literature ranging from 1 (strongly disagree) to 7 (strongly agree). Respondents were asked to indicate how strongly they agreed or disagreed with each item on the scale. All these items from existing literature were translated into Korean and then examined by professors who were proficient in both languages. In addition, the study collected socio-demographic information of the subjects (i.e., age, gender, marital status, education level).

STATISTICAL ANALYSIS AND RESULTS

Sample Characteristics

The analysis of frequencies (see Table 1) for demographic variables indicated that 53.4% of the participants were male. In terms of age group, 24.0% were 20-29, 44.6% were 30-39, 24.0% were 40-49, 7.4% were 50 or above. Note that the age group of 30-39 captured 44.6 % of the sample, which is consistent with data from national surveys, where most kitchen occupation averaged between 30 and 40 years old (Marcus, 2006).

In regard to the marriage category, 53.0% of participants were single which is close to the 47.0% for married participants. Additionally, 57.4% of respondents were 2-year college graduates, 22.6% were 4 year university graduated, 10.8% were high school graduates and 9.1% had graduate degree (see Table 1).

Statistical Analysis

The sample size plays a significant role to determine the validity of statistical inferences. For instance, for three factor (each with three or four variables) loadings of 0.8 need about 150 samples and factor loadings of 0.65 need about 250 sample (Wolf et al., 2013). Simply put, the numerical values of factor loadings and the size of the sample is inversely related. From our experience, factor loadings are expected to be above 0.7. Therefore, we utilized a sample size of 296 to ensure sufficient statistical power for this study.

Appendix 1 exhibits a full description of survey questions along with means and standard deviations of each item. In addition, the exploratory factor analysis (EFA) through principal components analysis with varimax and Kaiser Normalization Rotation was adapted to identify the underlying dimensions for psychological harassment, threat to professional status, social isolation and turnover intention. The factors derived from EFA for psychological harassment, threat to professional status and social isolation were treated as exogenous constructs and that for turnover intension were treated as endogenous constructs in the structural equation modeling (SEM) of this study. The SEM method is preferred over multiple regression because it estimates the multiple and interrelated dependence in a single analysis. A factor loading of 0.7 or higher was used as the criterion to include the variables in each factor.

The EFA identified all five variables for psychological harassment factor, all four variables for threat to professional status, all five variables for social isolation and all four variables for turnover intention. As indicated in Appendix 1, the four factors explained 76.5% of the variation (18.0%, 15.5%, 33.8%, and 9.2% respectively) with the measures of reliability being Cronbach's Alpha, 0.902, 0.917, 0.932, and 0.883 respectively. The KMO = 0.879 and the $p < 0.001$ for Bartlett's provided support for the EFA.

Overall Measurement Model

The overall measurement model proposed contained three exogenous constructs including psychological harassment (5 variables), threat to professional status (4 variables) and social isolation (5 variables), and one endogenous construct, turnover intention (4 variables).

The model fitting and estimation were implemented using IBM SPSS Amos 26.0. The confirmatory factor analysis (CFA) was conducted to evaluate the overall measurement model using the factors obtained from the EFA (Anderson & Gerbing, 1988). As suggested by Jöreskog and Sörbom (1993), for the CFA analysis, items having a coefficient below 0.3 should be deleted from further analysis. The estimated coefficients for this overall measurement model were all greater than 0.3 and statistically significant with all p -values less than 0.001. Therefore, all the variables are maintained in the model. The chi-square was significant (chi-square (124) = 153.3, $p = 0.038$). Since the value of the chi-square statistics depend on sample size (Bollen & Long, 1993), we also examined three types of overall fit indices: the absolute fit index, the incremental fit index, and the parsimonious fit index (Hu & Bentler, 1995, Jöreskog & Sörbom, 1993). All three goodness-of-fit indices indicated that the proposed overall measurement model fit the collected data at acceptable levels with a sample size of 296.

TABLE 2
GOODNESS-OF-FIT INDICES FOR THE MEASUREMENT MODELS

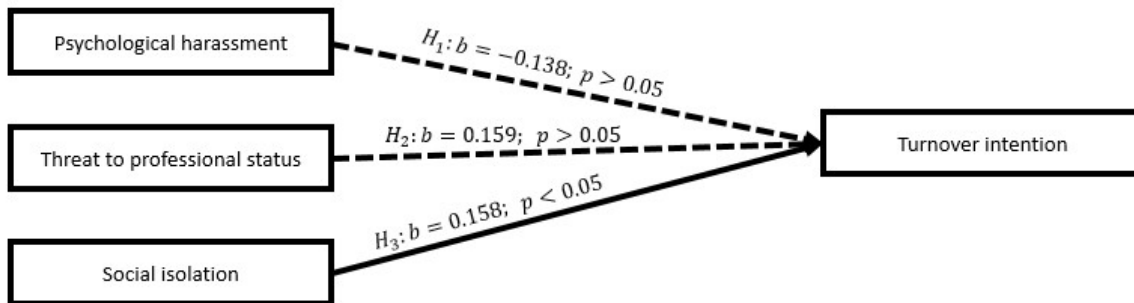
	Absolute fit index			Incremental fit index	Parsimonious fit index			
	χ^2	GFI	RMSEA	AGFI	PNFI	CFI	IFI	RFI
Overall Measurement Model	153.3 (124) <i>p</i> = 0.038	0.946	0.028	0.926	0.779	0.992	0.992	0.951
Initial SEM model	172.1 (126) <i>p</i> = 0.004	0.940	0.035	0.918	0.787	0.988	0.988	0.946

χ^2 : Normal Chi-Square, **GFI**: Goodness-of-fit index, **RMSEA**: Root mean square error of approximation, **AGFI**: Adjusted GFI, **PNFI**: parsimonious normed fit index, **CFI**: Comparative fit index, **IFI**: incremental fit index **RFI**: relative fit index.

Structural Equation Model

Since the overall measurement model fit the collected sample data at an acceptable level, a theoretical structural equation model (SEM) was proposed and tested to see if the collected data supported the theoretical model. The theoretical SEM included three paths from the exogenous constructs (psychological harassment, threat to professional status and social isolation) to the endogenous construct turnover intention (see Figure 2).

FIGURE 2
INITIAL STRUCTURAL EQUATION MODEL OF TURNOVER INTENTION



For the SEM, the chi-square (126) = 172.1, $p < 0.001$ was measured alongside the following goodness-of-fit indices: GFI = 0.940, RMSEA = 0.035, AGFI = 0.918, PNFI = 0.787, CFI = 0.988, IFI = 0.988, and RFI = 0.946. These measurements, which are found in Table 2, indicate that the proposed theoretical model illustrated the proposed hypothesized relationships among the exogenous and endogenous constructs.

Hypothesis Testing of the Research Model

H₁-H₃ state that psychological harassment, threat to professional status and social isolation will be positively related to turnover intention. The statistical outcome showed that three hypotheses showed positive signs. However, while social isolation (H₃) ($b_3 = 0.158$, $p < 0.05$) was related significantly to turnover intention, psychological harassment (H₁) ($b_1 = -0.138$, $p > 0.05$) and threat to professional status (H₂) ($b_2 = 0.159$, $p > 0.05$) failed to achieve statistical significance. The path coefficients in the SEM are shown in Figure 2 and the results of the hypothesis testing are summarized in Appendix 2. Though previous research identified that bullying is related to the intention to leave the organization (Bohle et al., 2017), we found that social isolation alone leads to turnover intention, whereas psychological harassment and threat to professional status do not.

Multi-group moderation tests were conducted using the theoretical SEM model. To test the categorical moderation hypotheses, we performed pairwise tests on the path coefficients between groups for the

moderators such as age (H_{1a}-H_{3a}), gender (H_{1b}-H_{3b}), marital status (H_{1c}-H_{3c}), the combination of marital status and gender (H_{1d}-H_{3d}), and the combination of marital status and age (H_{1e}-H_{3e}). The test statistics and p-values were calculated to determine the significance of the differences. The results are presented in the Hypothesis Summary, which is presented in Appendix 2. The results in Appendix 2 indicated a significant positive relationship between social isolation and turnover intention ($b_3 = 0.231, p < 0.05$). Measuring at ($|\Delta|_{24}=2.351, p < 0.05$) for participants aged 30-39, this relationship is stronger than that of participants aged 50 or above, which measured at ($b_3 = -0.245, p > 0.05$). These results support the ideas presented in H_{3a}.

For participants who are single, the significantly positive relation of social isolation to turnover intention ($b_3 = 0.4070, p < 0.05$) is stronger than that of married participants, measuring at ($|\Delta|_{12}=3.049, p < 0.05$) compared to ($b_3 = -0.071, p > 0.05$) respectively. These numbers support the ideas of H_{3c}. The significantly positive relation of social isolation to turnover intention ($b_3 = 0.360, p < 0.05$) for participants who are single male is stronger ($|\Delta|_{13}=2.413, p < 0.05$) than that for married male participants ($b_3 = -0.221, p > 0.05$). The significantly positive relation of social isolation to turnover intention ($b_3 = 0.534, p < 0.05$) for participants who are single female is stronger ($|\Delta|_{14}=2.665, p < 0.05$) than that for married male participants ($b_3 = -0.221, p > 0.05$). The significantly positive relation of social isolation to turnover intention ($b_3 = 0.534, p < 0.05$) for participants who are single female is stronger ($|\Delta|_{14}=2.120, p < 0.05$) than that for married female participants ($b_3 = -0.003, p > 0.05$). Those conclusions supported H_{3d}. The significantly positive relation of social isolation to turnover intention ($b_3 = 0.456, p < 0.05$) for participants who are single and young is stronger ($|\Delta|_{14}=2.206, p < 0.05$) than that for married old participants ($b_3 = -0.051, p > 0.05$). The significantly positive relation of social isolation to turnover intention ($b_3 = 0.456, p < 0.05$) for participants who are single and young is stronger ($|\Delta|_{14}=3.090, p < 0.05$) than that for married young participants ($b_3 = -0.139, p > 0.05$). Those conclusions supported H_{3e}.

Because the main effects were not significant, we did not further investigate the moderating effects of age, gender and marital status over the relationship between psychological harassment and turnover or threat to professional status and turnover.

DISCUSSIONS IMPLICATIONS AND CONCLUSION

The limitation of the research should be noted prior to discussion and conclusion. The study collected the data from kitchen employees from upscale hotels in Korea—one of the countries with the highest uncertainty avoidance and long-term perspectives (Hofstede 2010)—which means that culturally the respondents are pragmatic, more likely to keep their job and overcome smaller incidents, and their persistence might be higher than that of the general kitchen personnel. For that reason, a replication of the study in other cultures or different hospitality sectors may produce conflicting outcomes.

The result of the study demonstrated that there is strong evidence that bullying leads to turnover intentions of kitchen employees. Workplace bullying is harmful to both the victims and the organization (Hutchinson et al., 2005). However, Bohle et al. (2017) using a small sample from the hospitality industry found that disorganization and regulatory failure do lead to intentions to leave the industry, but financial pressure and reward pressure do not. This is an invitation to further delve into the topic of understanding what aspects of bullying are the most damaging to the organization and the individual. Our findings indicated that both psychological harassment and threat to professional status do not lead to turnover intentions, disconfirming hypotheses (H₁ and H₂). However, the study provides strong evidence that social isolation leads to turnover intention (H₃). These results could be particular to the kitchen environment where rough talk and bad temper are a sign of toughness, commitment and originality (Baskin, 2016).

While previous research investigated the direct relationship between demographic characteristics and turnover intention (Emiroğlu et al., 2015; Akova et al., 2015), unlike previous studies, this research identified selected demographic variables moderate the positive effect of social isolation to turnover intention. In addition, this research uncovered that two-way interactions (i.e., marriage and gender, marriage and age) impact the positive effects of bullying on turnover intention when employees experience bullying. Our findings indicate that a specific group exhibited higher turnover intention than other counterparts. More

specifically, confirming our hypothesis H_{3a}, kitchen employees in the 30-39 bracket are more likely to exhibit turnover intentions than employees in the over 50 age bracket (see Appendix 2 Multi-group moderation). This result could be because, in a strenuous kitchen job, younger people with decent experience are more desirable, so they will be more likely to easily find employment opportunities. This is particularly problematic as the 30 to 39 age bracket constitutes the majority of kitchen employees; in this particular case, 44% of our sample. Interestingly, even though there is significant evidence that women are more likely to experience abuse and harassment, there is no statistical moderation of gender regarding turnover intentions, disconfirming H_{3b}. Men and women in response to social isolation are just as likely to have turnover intentions, which is consistent with some previous findings (Sousa-Poza & Sousa Poza, 2007, Aquino and Bommer, 2003). However, given that women experience more bullying, their turnover rate might in fact be higher than for men. If we add to this the fact that most kitchen employees are males, any gender diversity gains might be easily lost.

As we hypothesized in H_{3c}, single employees are also more likely to exhibit turnover intentions than married employees. This could be because they have less resilience, less to lose, and therefore are more likely to incline towards turnover, as are younger singles as compared to older singles (in support to H_{3c}), and males and females who are single (in support to H_{3d}), as opposed to married men and women.

In the past, much of our knowledge about abusive chefs has been based on anecdotal evidence from the industry through interviews with working chefs or media reports (Bloisi & Hoel 2008). Our study dives deeper into understanding what forms of bullying are more likely to affect turnover intentions, and who is more likely to exhibit turnover intentions. The high level of pressure, stress and neuroticism in the chef culture leads to uncommonly high exposure to bullying among employees (Mathisen et al., 2011). In these conditions, it is possible that psychological harassment and threats to the professional status are accepted as part of the culture, while social isolation means that the individual is not part of the team, the situation becomes hopeless, and turnover results. While our study failed to find that gender moderates turnover intention when bullying exists, the study identified certain age group and marital status as factors that affect turnover intentions.

The findings in our study suggest that just social isolation is indicative of turnover intentions, but this does not mean that other manifestations of bullying should be tolerated, since their effect has been documented to be depression, absenteeism, and low morale. Given the significant increase in turnover for kitchen employees due to various forms of social isolation, a restaurant manager, or head-chef in a professional kitchen should attentively watch for any attempts to social isolation. Because turnover is associated with a plethora of direct (hiring and training related) and indirect costs (quality of service, reliability) attempts of social isolation for all employees should be acknowledged and not tolerated. Future research could address which intervention types could be most effective.

Most kitchen employees are in the 30 to 39 age bracket, and that is also the segment with highest turnover, alongside with singles, as opposed to married employees. Restaurant managers and head chefs should be aware of these particularities during the hiring practices and professional career development, and to offer employment programs that reward tenure and consistency. Further research could explore what programs and incentives would work best specifically for the kitchen employees who are in a vulnerable position.

Given that kitchens have been run in an aggressive manner for decades, change will not come easy. However, restaurants can implement policies dedicated to civility and zero tolerance of bullying. They can commit to on-going efforts and monitoring mechanisms to ensure perseverance in successful practices. Restaurants and other hospitality establishments could mandate employees to attend educational or training sessions designed to discuss workplace violence, hostility, and bullying amongst employees, and their consequences. These sessions would help promote unity and effective communication among kitchen employees. Having tools to create a more inclusive culture may help create better working conditions, enhance the wellbeing of employees, and show results in the bottom line of organizations through reduced turnover and better service and higher prestige.

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APPENDIX 1
RESULTS OF EXPLORATORY FACTOR ANALYSIS

Factors	Mean (SD)	Fact. Load.	Cronbach's alpha	Eigen Value	Expl. Var. (%)	Avg. Var. Extracted
Psychological Harassment			0.902	3.235	18.0	0.659
PB1: Your efforts are judged in a wrong and demeaning way.	3.71 (1.32)	0.849				
PB2: People imitate your gestures, walk, or voice to ridicule you.	3.73 (1.34)	0.838				
PB3: People talk badly about you behind your back.	3.59 (1.40)	0.833				
PB4: Unfounded rumors about you are circulated.	3.49 (1.40)	0.765				
PB5: You are called by demeaning names.	3.51 (1.36)	0.771				
Threat to Professional Status			0.917	2.784	15.5	0.736
TP1: There are no special tasks for you.	4.05 (1.34)	0.862				
TP2: You are given meaningless jobs to carry out.	4.02 (1.38)	0.875				
TP3: You are given jobs that are below your qualifications.	4.10 (1.37)	0.853				
TP4: You are continually given new tasks.	3.94 (1.26)	0.842				
Social Isolation			0.932	6.088	33.8	0.762
SI1: People do not speak with you anymore.	3.21 (1.45)	0.852				
SI2: You cannot talk to anyone: access to others is denied.	3.31 (1.48)	0.846				
SI3: Colleagues are forbidden to talk with you.	3.29 (1.49)	0.904				
SI4: You are treated as if you are invisible.	3.18 (1.44)	0.896				
SI5: You are relocated to another room far away from colleagues.	3.23 (1.47)	0.864				
Turnover Intention			0.883	1.656	9.2	0.738
TI1: I often think of quitting my job at (name of company) Wayne et al. (1997)	3.54 (1.57)	0.871				
TI2: I will quit my job at my current organization in 1 year or less Jung et al. (2016)	3.70 (1.60)	0.890				
TI3: I am seriously thinking of quitting my job. Wayne et al. (1997)	3.87 (1.58)	0.870				
TI4: It is likely that I will take steps during the next year to secure a job at a different organization. Besich (2005)	4.15 (1.65)	0.803				

T Method: Principle Component Analysis.
 Rotation Method: Varimax with Kaiser Normalization.
 Rotation converged in 5 iterations.

APPENDIX 2
HYPOTHESES TESTING RESULTS SUMMARY

Hypotheses	Evidence	Result
H ₁ : PH → TI	$b_1 = -0.138(ns)$	No
H ₂ : TR → TI	$b_2 = 0.159(ns)$	No
H ₃ : SI → TI	$b_3 = 0.158^*$	Yes
<i>Multi-group Moderation</i>		
H _{1a} : H ₁ by Age ^c	$ \Delta _{12} = 0.970(ns)$, $ \Delta _{13} = 1.515(ns)$, $ \Delta _{14} = 1.992(ns)$ $ \Delta _{23} = 0.844(ns)$, $ \Delta _{24} = 1.743(ns)$, $ \Delta _{34} = 1.499(ns)$	All No
H _{2a} : H ₂ by Age ^c	$ \Delta _{12} = 1.073(ns)$, $ \Delta _{13} = 1.739(ns)$, $ \Delta _{14} = 1.167(ns)$ $ \Delta _{23} = 0.908(ns)$, $ \Delta _{24} = 0.118(ns)$, $ \Delta _{34} = 0.809(ns)$	All No
H _{3a} : H ₃ by Age ^c	$ \Delta _{12} = 1.499(ns)$, $ \Delta _{13} = 0.703(ns)$, $ \Delta _{14} = 0.603(ns)$ $ \Delta _{23} = 0.653(ns)$, $ \Delta _{24} = 2.351^*$, $ \Delta _{34} = 1.341(ns)$	Age 30-39 ($b_3 = 0.231^*$) stronger than 50+ ($b_3 = -0.245(ns)$)
H _{1b} : H ₁ by Gender ^a	$ \Delta _{12} = 0.327(ns)$	No
H _{2b} : H ₂ by Gender ^a	$ \Delta _{12} = 1.428(ns)$	No
H _{3b} : H ₃ by Gender ^a	$ \Delta _{12} = 0.173(ns)$	No
H _{1c} : H ₁ by Marriage ^b	$ \Delta _{12} = 1.559(ns)$	No
H _{2c} : H ₂ by Marriage ^b	$ \Delta _{12} = 0.557(ns)$	No
H _{3c} : H ₃ by Marriage ^b	$ \Delta _{12} = 3.049^*$	Single ($b_3 = 0.407^*$) stronger than married ($b_3 = -0.071(ns)$)
H _{1d} : H ₁ by Marriage + Gender ^c	$ \Delta _{12} = 1.592(ns)$, $ \Delta _{13} = 1.973(ns)$, $ \Delta _{14} = 1.633(ns)$ $ \Delta _{23} = 0.598(ns)$, $ \Delta _{24} = 0.246(ns)$, $ \Delta _{34} = 0.217(ns)$	All No
H _{2d} : H ₂ by Marriage + Gender	$ \Delta _{12} = 0.423(ns)$, $ \Delta _{13} = 0.454(ns)$, $ \Delta _{14} = 0.163(ns)$ $ \Delta _{23} = 1.150(ns)$, $ \Delta _{24} = 0.197(ns)$, $ \Delta _{34} = 0.546(ns)$	All No
H _{3d} : H ₃ by Marriage + Gender	$ \Delta _{12} = 0.850(ns)$, $ \Delta _{13} = 2.413^*$, $ \Delta _{14} = 2.665^*$ $ \Delta _{23} = 1.927(ns)$, $ \Delta _{24} = 2.120^*$, $ \Delta _{34} = 0.731(ns)$	MS ($b_3 = 0.360^*$) stronger than MM ($b_3 = -0.221(ns)$); FS ($b_3 = 0.534^*$) stronger than MM ($b_3 = -0.221(ns)$); FS ($b_3 = 0.534^*$) stronger than FM ($b_3 = -0.003(ns)$)
H _{1e} : H ₁ by Marriage + Age ^d	$ \Delta _{12} = 0.330(ns)$, $ \Delta _{13} = 1.646(ns)$, $ \Delta _{14} = 0.628(ns)$ $ \Delta _{23} = 1.713(ns)$, $ \Delta _{24} = 0.377(ns)$, $ \Delta _{34} = 1.439(ns)$	All No
H _{2e} : H ₂ by Marriage + Age	$ \Delta _{12} = 0.822(ns)$, $ \Delta _{13} = 1.137(ns)$, $ \Delta _{14} = 1.660(ns)$ $ \Delta _{23} = 0.389(ns)$, $ \Delta _{24} = 1.007(ns)$, $ \Delta _{34} = 0.653(ns)$	All No
H _{3e} : H ₃ by Marriage + Age	$ \Delta _{12} = 1.195(ns)$, $ \Delta _{13} = 0.356(ns)$, $ \Delta _{14} = 2.206^*$ $ \Delta _{23} = 1.670(ns)$, $ \Delta _{24} = 0.596(ns)$, $ \Delta _{34} = 3.090^*$	YS ($b_3 = 0.456^*$) stronger than OM $b_3 = -0.051(ns)$ YS ($b_3 = 0.456^*$) stronger than YM ($b_3 = -0.139(ns)$)

PH: Psychological Harassment; TI: Turnover Intention; TR: Threat to Professional Status;

SI: Social Isolation; *ns*: Not Significant; MS: Male Single; MM: Male Married; FS: Female Single;

FM: Female Married; YS: Young Single; YM: Young Married; OM: Old Married.

^a 1: male, 2: female; ^b 1: single, 2: married; ^c 1: married male, 2: married female, 3: single male, 4: single female; ^d 1: married old, 2: single old, 3: married young, 4: single young; ^e (1:20-29, 2:30-39, 3:40-49, 4:50+)

**p-value* < 0.05; $|\Delta|_{ab}$ is the t test statistics for the difference between the coefficients for group a and b in absolute value.