

Model Analysis of Workplace-Terrorism: A Tool for Assessing the Changing Nature of Workplace and Workforce Quitting Intention

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Abstract

This study examined the functional relationship between workplace-terrorism dimensions and employees' intention to quit. It explored three related human resource management theories, specifically, reciprocity theory, labour process theory, and need theory to conceptualise a model of workplace-terrorism and employees' intention to quit (WTE & EIQ model) having organisational justice as moderating factor. Reciprocity and labour process theories being the underpinning theories in the study were interpolated into explaining the concept of workplace-terrorism and quitting intentions. It was concluded in a supportive mode that reciprocity and labour process theory view workplace-terrorism as a form of management control technique adopted or adapted by organisations to enable maximum extraction of surplus from labour. The model was designed to serve as a working tool for solving organisational challenges in the administration of justice and fairness as it pertains to employees' relational problems at the various level of management in the workplace.

Keywords: Workplace-terrorism, Quitting intention, Organizational justice, Model conceptualization and theory.

1.0 Introduction

The ability of an organisation to achieve its vision, purpose, and values has been observed as a fundamental issue through the appearance of terrorism in the workplace because of the tumult of challenges it could create for organisation in the area of employees-employers relation, most especially, as regards quitting intention. Quitting intention could lead to various unfavourable organisational outcomes. Thus, one of the steps needed to control this phenomenon in the 21st century is being perceived as a culture of justice, fairness, and peace to foster productive workforce within various organisations. The survival of any organisation in the contemporary society could depend on harmonious relationship among the labour force, which is to perform the activities required for the achievement of the organisational goals. The study theoretically examined the functional relationship between workplace-terrorism dimensions and employees' intention to quit. It explored three related human resource management theories, specifically, reciprocity theory, labour process theory, and need theory to conceptualise a model of workplace-terrorism and employees' intention to quit (WTE & EIQ model), having organisational justice as a moderating factor.

In terrorism literature, there is consensus on the notion that the foremost aim of the perpetrator of act of terrorism is to instigate fear in the minds of the victims regardless of the location, position or circumstances (Malik, 2017). Workplace is recognised as one locale of terrorism as most scholars have established knowledge on organisational terrorism, terrorism and job attitude, as well as workplace preparedness and psychological terrorism (Caldwell, 2010; Malik, 2015; Robert & Ursano, 2014; Coanda & Stefanik, 2014).

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There are mixed findings on how workplace-terrorism affects different outcomes. Malik (2014) reported negative effect of organisational terrorism on psychological stress. The work of Clark and Springer (2010) earlier suggested that terrorism had negative relationship on avoidance, exclusion and dismissal of employees.

Correspondingly, Howie (2014) found linear relationship between terrorism threats and occupational stress. Burum and Goldfied (2007)'s finding is similar to Howie (2014) in terms of relationship, while the work of Alison and Alison (2017) established relationship between terrorism and employees' relation, rapport based method, and alliance building. Choi (2010) in a related study as well established the effect of organisational justice on employees' work attitudes.

Apart from the above findings that are reported as mixed outcomes, not a single study, within the search of the researchers, is found to have underscored the model and theory of terrorism in the workplace as a predictor of quitting intention, and or modelling the intervention of organisational justice in heightening or reducing its impact. This, however, creates a lacuna that the study seeks to address, and thus conceives a model that gives rise to investigating whether the existence or absence of organisational justice might fuel terrorism in the workplace as well as lead to quitting intention among the workforce.

2.0 Related Theories

This study explored three related theories namely reciprocity theory (Adams Smith, 1970), labour process theory (McIntyre, 1989) and need theory (Maslow, 1954) to determine the aggregate measure of the independent and dependent variables in line with the moderating factor.

2.1 Reciprocity Theory

The proponent of Reciprocity Theory was Smith (1970). The theory is grounded on the perception of the nature of treatment meted out on employees in the workplace. It says that employees experience depression when exploited or maltreated. This means that the disentitlement or denial of rights and privileges and justice make workforce become hostile to the organisation as they make their grievances known. It is further established that employees reciprocate towards kind and unkind treatment that they receive from the management or employer. Organisations that fulfil psychological contract are being regarded as one possessing kind behaviour. This view is consistent with Magee, Gordon, Robinson, Caputiand Oades(2017) as they reaffirm that employees are more committed and emotionally stable when employer adequately fulfils psychological contract.

However, Dufwenberg and Kirchsteiger (2001) countered the position of Smith (1970) and submitted that reciprocity theory does not express when kind and unkind treatments are meted out on the victim, but rather sustained the argument as to the crucial role that intentions play in reciprocity process. Dufwenberg and Kirchsteiger (2001) therefore expressed that when employee shows kindness to another employee who is 'kind', and displays sternness to 'unkind' employee, there is need to investigate the ethical worth of such 'kindness' or 'unkindness'. Consequently, the intentions that accompany reciprocity actions require scrutiny. Taylor (2012), in his own view, upheld the same contrary opinion that not every behaviour of organisation invoke fear or terror, but majority of employees have self-centred aspirations and time-horizons which differs from the goals set by their employers, and they are likely to want to dodge responsibility whenever possible. For this reason, once employees' personal plans negate the objectives and time-horizons of organisations, there is tendency that friction in relation to the act of workplace terrorism is being displayed, and this does not necessarily suggest that such organisation is cruel to its workforce.

Williams (2010) regarded this friction as expedient for growth of organisation, supporting the notion that the awareness of terrorism in the workplace provides plenty opportunity for managers to explore innovative methods of solving organisational problems to produce the best results. Powers and Thompson (2008) provided strong support to Reciprocity Theory in terms of what employees expect from organisation at the call of duty and the subsequent response received from the organisation after performing such duty. Powers and Thompson (2008) opined that there is tendency that employees' negative behaviour increases if the response of employers in regard to their welfare and security needs is compromised.

At this point, the study linked reciprocity concept (Smith, 1970) to the behavioural concept of workplace-terrorism in the following terms: incivility, bullying, mobbing and toxic experience. In this regard, Verhees (2012) opined that employees manifest certain behavioural responses when discomforted.

Behavioural responses are conceptualised in this study as employees' intention to quit in terms of role disengagement, neuroticism, absenteeism and organisational silence.

The theory further explained the concept of equity and hostility according to the construct of organisational justice, such that, when employees find justice not merited in certain issues, they become cold in terms of productivity against the organisation producing such negative behaviours as they seek recompense for their rights and privileges. The hostile behaviour displayed against organisation aligned with the dependent variables termed intention to quit in this study. Thus, reciprocity assumes the position of role disengagement, neuroticism, absenteeism and organisational silence according to the conceptual model of the study.

2.2 Needs Theory

The proponent of Needs Theory was Abraham Maslow (1954). Maslow's assumption emanates from human relations school of thought as he describes workplace in respect to the need for safety, love and belonging. The theory suggests two human values: intrinsic and extrinsic values. Intrinsic value produces higher self-esteem for employees than extrinsic value. Lower self-esteem is derived from the respect given to one another as co-workers. While higher self-esteem is derived from individual self-worth. Needs Theory hence posit that, of all factors of production, employees are different from other resources in terms of feelings and responses when it comes to their needs. So, employers' organisation must be cognisant of both the intrinsic and extrinsic values to forestall maximum cooperation from the workforce.

On the contrary, Maslow's framework has been criticised with the order in which the Needs Hierarchy is arranged, focusing on psychological safety needs and self-actualization (Hofstede, 2009). Needs Hierarchy is based on the ideas and beliefs conceived from a motive that cannot be generalised. That is, the theory failed to illustrate the difference between social and intellectual needs of employees raised in capitalist organisation setting compared to those raised in socialist settings. Thus, the needs and the drives of workforce in a capitalist setting are in variance to those in public setting. In capitalist society, the needs for freedom and individuality outweigh the needs for recognition as obtainable in socialist setting (Aruma & Hanachor, 2017).

Herzberg (1966) is a firm supporter of Needs Theory; he believed that hygiene is the first important factor when solving quitting related problems in the workplace. Hygiene includes among others: working conditions and relationship with supervisors. Herzberg's two factors are based on internal values as well as external values. But, according to Rathakrishnan, Imm and Kok (2016), factors related to hygiene alone do not guarantee retention as they do not provide a sense of growth and development among individuals. Herzberg (1966) submitted that organisations experience a higher quitting intention rate once either of the two factors is insufficient. Hosoe (2018) noted this argument in his direct rule ideology to seek support for employees by incorporating their physical, social and psychological needs, or abilities, initiatives and choices through participatory programmes and employees' involvement in the workplace. This is why Maslow's needs theory is styled by Sahfritz, Ott and Jang (2015) as organisational citizenship. To Sahfritz, et al. (2015), organisation must allow a reasonable level of initiatives and choices to take place within the workplace to check fear and anxiety among employees.

Another school of thought that offered support to Needs Theory is Human Resource Management theory (Blyton, Herry, & Turnbull, 2010). The theory maintained that growing a psychological contract base on cooperation and mutual understanding between employers and employees is a solution to the menace of psychological terrorism. In as much as the forces uniting organisation and the workforce are far stronger than the forces separating them (Blyton, Herry, & Turnbull, 2010), it becomes the responsibility of organisations to put in place unifying forces by inventing policies, rules, conducts and procedures that will encourage non terrorised working atmosphere. Need theory is relevant to the study of workplace-terrorism in the sense that the control of quitting intention is achievable depending on the ability of organisation and workforce to address the challenge of physical, social and psychological safety (Morrison, 2014). This argument arises from the view that employees are prone to physical, social and psychological terrorism that sprout from the acts of bullying, incivility, mobbing and toxicity within the workplace environment.

2.3 Labour Process Theory

The proponent of Labour Process Theory was Marx and Braver man (1976, 1974). The theory stipulates that management exploits and controls labour to generate more profits. The concept is based on the philosophy of paid employment, relationship among employers, employees, and management.

The structure of labour process theory is built on the contributions of Marx (1976) and Braverman (1974) under the scientific management school of thought. Marx (1976) explained the concept of a capitalist economic system and its possible effects on employees' behaviour towards organisation.

Marx's views the capitalist economic system of production on the basis of societal class divisions. The society is divided into labour and capital.....and labour no longer owned resource capacity for production but rather forced to sell their energies in terms of services as their only source of revenue. The capitalist, unlike labour, is in possession of capital, which enables him to acquire the mechanisms for production and raw materials. The capitalist, however, employs labour to transform raw materials into finished products that can be sold to earn surplus (Beale & Hoel, 2011). So far the capitalist main objective is to earn surplus or profits on investment, maximizing its profits therefore, requires the need to exploit labour to its maximum potential as suitable unto him, and this invariably give chance to an act of what the study termed as workplace-terrorism. Hence, under the scientific management school of thought, labour power is reduced to a mere commodity sold to give room for capitalist to exploit to its maximum capacity (Marks, 1999).

Labour Process Theory, however, has been criticised through responsible autonomy concept affirmed by Hosoe (2018). Responsible autonomy seeks support from employees (labour) by incorporating their needs, abilities, and choices through delegated responsibilities. This is expatiated by Sahfritz, et al. (2015) as classic of organisational theory which postulates that, employees' productivity increases when given a reasonable level of autonomy and control. To support this notion, Williams (2010) vehemently stood against labour process ideology of low discretion syndrome that involves low trust, and culminate into repetitive approved routines, close supervision, harsh discipline, careful checks on performance at short intervals, and punitive responses to mistakes. High discretion syndrome has been prescribed because it involves high trust which ends in commitment to responses and coordination by shared responsibility (Hosoe, 2018).

On a final note, Taylor (2012) offered a strong support to Labour Process Theory through the concept of scientific management to create a clear separation between execution and conception of labour process. In this regard, the function of conception, coordination, and control is performed by the management, leaving no room for employees' initiatives (Braverman, 1974). This reduces the work of labour (employees) into simple and monotonous tasks. According to Allen and Crowley (2014), this process alienates individual employees from the product of humanity i.e. from attaining self-actualisation. Employees in this state, according to Wilkinson and Townsend (2011), are being recycled as machines, objects, piece of equipment that can break and be replaced. Although scientific management increases production capacity and efficiency to a large extent, it is more focused on increasing management's control over labour, so as to remove any form of opposition that may hinder profit maximization. This system is simply a means by which management exercises control over performance of labour activities from the unassuming to the most difficult task (Braverman, 1974).

3.0 Model Explanation

The study conceptualised a model of workplace-terrorism dimensions and the constituents of employees' intention to quit (WTE & EIQ model) with organisational justice as moderating factor. The model is expected to serve as working tool for solving people management problems in administration of justice and fairness in employees' relational matters at various management levels in the workplace.

Workplace-terrorism (WTE) in this study represents the independent construct just as employees' intention to quit (EIQ) stands for the dependent construct. While examining the literature, four themes emerged as components of workplace-terrorism (WTE) namely; workplace incivility (WI), workplace mobbing (WM), workplace bullying (WB) and workplace toxicity (WT). The constituents of the construct of employees' intention to quit (EIQ) were also identified from the literature as follows: role disengagement (RD), neuroticism (NE), absenteeism (AB) and organisational silence (OS). These identified gaps formed the total components of the model determining possible outcomes of the study.

In gap one to four, the model outlined the effects of workplace-terrorism (WTE) dimensions on each of the variables of employees' intention to quit (EIQ), using multiple regression method of data analysis as analytical tool. The model further outlined organisational justice (OJ) as moderating variable to measure the relationship between Workplace-Terrorism (WTE) and Employees' Intention to quit (EIQ).

Hence, gap five to seven measured the individual moderating effects of variables of organisational justice namely: distributive justice (DJ), procedural justice (PJ) and interactional justice (IJ) respectively in determining the relationship between workplace-terrorism and employees' intention to quit, using moderated (Hierarchical) regression method of data analysis as analytical tool.

Gap eight measured a combined moderating effect of organisational justice using moderated (Hierarchical) regression analysis as analytical tool to ascertain the level of relationship between workplace-terrorism and employees' intention to quit. The above explanation is hereby expressed statistically.

4.0 Model Specification

$$Y=f(XZ)$$

Where: Y = Dependent Variable - Employees Intention to Quit (EIQ)

X = Independent Variables -Workplace Terrorism (WTE)

Z = Moderating Variable - Organisational Justice (OJ)

Independent Variables X = (x₁-x₄)

Where: x₁ = Workplace Incivility (WI)

x₂ = Workplace Mobbing (WM)

x₃ = Workplace Bullying (WB)

x₄ = Workplace Toxicity (WT)

Dependent Variable Y=(y₁-y₄)

Where: y₁ = Role Disengagement (RD)

y₂ = Neuroticism (NE)

y₃ = Absenteeism (AB)

y₄ = Organisational Silence (OS)

Moderating Variable Z=(z₁-z₃)

Where: z₁=Distributive Justice (DJ)

z₂=Procedural Justice (PJ)

z₃=Interactional Justice (IJ)

4.1 Functionality Relationship

$$EIQ=f(WTE)$$

$$RD=f(WI,WM,WB,WT) \dots\dots\dots \text{Fn.1}$$

$$NE=f(WI,WM,WB,WT) \dots\dots\dots \text{Fn.2}$$

$$AB=f(WI,WM,WB,WT) \dots\dots\dots \text{Fn.3}$$

$$OS=f(WI,WM,WB,WT) \dots\dots\dots \text{Fn.4}$$

$$EIQ=f(WTE, DJ) \dots\dots\dots \text{Fn.5}$$

$$EIQ=f(WTE, PJ) \dots\dots\dots \text{Fn.6}$$

$$EIQ=f(WTE, IJ) \dots\dots\dots \text{Fn.7}$$

$$EIQ= WTE, DJ, PJ, IJ \dots\dots\dots \text{Fn.8}$$

4.2 Regression equations

The regression equations relevant to the research hypotheses are as follows:

$$y_1 = \beta_0 + \beta_1 WI_1 + \beta_2 WM_2 + \beta_3 WB_3 + \beta_4 WT_4 + \mu \dots\dots\dots \text{Multiple Regression Equation 1}$$

$$y_2 = \beta_0 + \beta_1 WI_1 + \beta_2 WM_2 + \beta_3 WB_3 + \beta_4 WT_4 + \mu \dots\dots\dots \text{Multiple Regression Equation 2}$$

$$y_3 = \beta_0 + \beta_1 WI_1 + \beta_2 WM_2 + \beta_3 WB_3 + \beta_4 WT_4 + \mu \dots\dots\dots \text{Multiple Regression Equation 3}$$

$$y_4 = \beta_0 + \beta_1 WI_1 + \beta_2 WM_2 + \beta_3 WB_3 + \beta_4 WT_4 + \mu \dots\dots\dots \text{Multiple Regression Equation 4}$$

Moderating effect is obtained at

$$Y = \beta_0 + \beta_1 WTE + \beta_2 DJ_1 + \beta_{12} WTE * DJ_1 + \mu \dots\dots\dots \text{Hierarchical Regression Equation 5}$$

$$Y = \beta_0 + \beta_1 WTE + \beta_2 PJ_2 + \beta_{12} WTE * PJ_2 + \mu \dots\dots\dots \text{Hierarchical Regression Equation 6}$$

$$Y = \beta_0 + \beta_1 WTE + \beta_2 IJ_3 + \beta_{12} WTE * IJ_3 + \mu \dots\dots\dots \text{Hierarchical Regression Equation 7}$$

Combined moderating effect is obtained at

$$Y = \beta_0 + \beta_1 WTE + \beta_2 OJ + \beta_{12} WTE * OJ + \mu \dots\dots\dots \text{Hierarchical Regression Equation 8}$$

β_0 = Constant term i.e. the level of Employee Turnover Intention when Workplace Terrorism is not available or zero.

β_1 = Coefficient of Workplace Incivility

β_2 =Coefficient of Workplace Mobbing

β_3 =Coefficient of Workplace Bullying

β_4 =Coefficient of Workplace Toxicity

μ = Error Term (Stochastic Variable)

B_z =Coefficient of Organisational Justice

β_{z1} =Coefficient of Distributive Justice

β_{z2} =Coefficient of Procedural Justice

β_{z3} =Coefficient of Interactional Justice

β_{iz} =Coefficient of Interaction of moderating variables and Workplace Terrorism.

Table 1.0 Null Hypothesis and Tools Analysis

o.	Hypotheses	Tools of Analysis
o ₁	Workplace-terrorism dimensions have no significant effect on role dis-engagement	Multiple Regression
o ₂	Workplace-terrorism dimensions have no significant effect on neuroticism	Multiple Regression
o ₃	Workplace-terrorism dimensions have no significant effect on absenteeism	Multiple Regression
o ₄	Workplace-terrorism dimensions have no significant effect on organisational silence.	Multiple Regression
o ₅	The moderating effect of distributive justice has no significance on the relationship between workplace-terrorism and employees intention to quit.	Hierarchical Regression
o ₆	Procedural justice has no significant moderating effect on the relationship between workplace-terrorism and employees' intention to quit.	Hierarchical Regression
o ₇	Interactional justice has no significant moderating effect on the relationship between workplace-terrorism and employees' intention to quit.	Hierarchical Regression
o ₈	The combined moderating effect of distributive justice, procedural justice and interactional justice do not enrich the relationship between workplace-terrorism and employees' intention to quit.	Hierarchical Regression

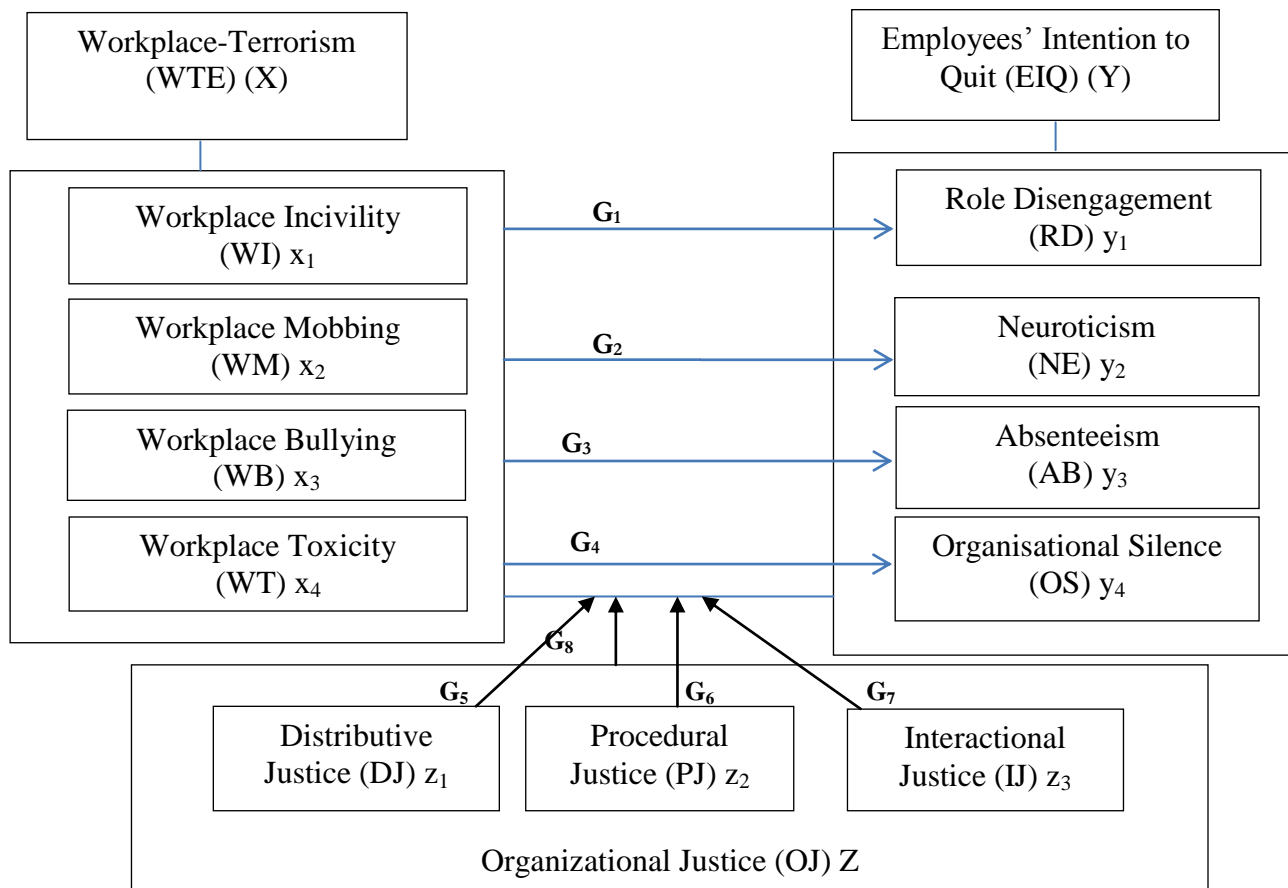
Source: Research Study, 2018

5.0 Apriori Expectation

The apriori expectation refers to the expected signs of the coefficients of independent variables (Uwuigbe, Uwuigbe, & Oyewo, 2015). In this study, it is assumed that workplace-terrorism dimensions (independent variables) will have statistically significant effect on employees' intention to quit (dependent variables). This means that the apriori expectation of the study is the level of relationship that researcher envisages from the analysis between workplace-terrorism and employees' intention to quit, considering the moderating effect of organisational justice as it interacts with the formulated null hypotheses. The researcher anticipates a significant effect of aggregate of workplace-terrorism on role disengagement, neuroticism, absenteeism and organisational silence. The researcher as well envisaged that the introduction of dimensions of organisational justice would bring to barest level the effect of workplace-terrorism on employees' intention to quit. This is statistically expressed bellow.

Table 2.0 Apriori Expectation

	Model	Decision rule
01	$y_1 = \beta_0 + \beta_1 WI_1 + \beta_2 WM_2 + \beta_3 WB_3 + \beta_4 WT_4 + \mu$	Reject if $\beta_i \neq 0$, where and $\beta_i = \beta_1, \beta_2, \beta_3, \beta_4$; $p \leq 0.05$; otherwise accept
02	$y_2 = \beta_0 + \beta_1 WI_1 + \beta_2 WM_2 + \beta_3 WB_3 + \beta_4 WT_4 + \mu$	Reject if $\beta_1 \neq 0$ and $p \leq 0.05$; otherwise accept
03	$y_3 = \beta_0 + \beta_1 WI_1 + \beta_2 WM_2 + \beta_3 WB_3 + \beta_4 WT_4 + \mu$	Reject if $\beta_1 \neq 0$ and $p \leq 0.05$; otherwise accept
04	$y_4 = \beta_0 + \beta_1 WI_1 + \beta_2 WM_2 + \beta_3 WB_3 + \beta_4 WT_4 + \mu$	Reject if $\beta_1 \neq 0$ and $p \leq 0.05$; otherwise accept
05	$Y = \beta_0 + \beta_1 WT + \beta_2 DJ_1 + \beta_{iz} WTDJ_1 + \mu$	Reject if $\beta_1 \neq 0$ and $p \leq 0.05$; otherwise accept
06	$Y = \beta_0 + \beta_1 WT + \beta_2 PJ_2 + \beta_{iz} WTPJ_2 + \mu$	Reject if $\beta_1 \neq 0$ and $p \leq 0.05$; otherwise accept
07	$Y = \beta_0 + \beta_1 WT + \beta_2 IJ_3 + \beta_{iz} WTIJ_3 + \mu$	Reject if $\beta_1 \neq 0$ and $p \leq 0.05$; otherwise accept
08	$Y = \beta_0 + \beta_1 WT + \beta_2 OJ + \beta_{iz} WTOJ + \mu$	Reject if $\beta_1 \neq 0$ and $p \leq 0.05$; otherwise accept

Conceptual Model**Figure 1.0 Conceptual Gap**

Source: Researchers' Design 2018

6.0 Discussions Summary

This section emphasised on the ways in which the underpinning theories i.e. reciprocity theory (Adams J. Smith 1970) and Labour Process Theory (Beale & Hoel, 2011; McIntyre, 1989) explained the various constructs of the study, including its relevance and strengths.

Focusing on the order in which Maslow's hierarchy is arranged, Needs Theory is considered not strong enough to address the issue of terrorism in the workplace. It is prejudiced based on the fact that the hierarchy is grounded on ideas and beliefs conceived from a motive that cannot be generalised. The theory failed to set a clear difference between social and intellectual needs of employees raised in capitalist organisation compared with those raised in socialist organisation. Furthermore, Needs Theory, though expresses the psychological contract between the management and the employees, dwelled more on how employees could be motivated to produce more utility than what becomes employees' reaction when those needs are not met (Management Study Guide, 2016). Hence, the theory though closely related in terms of psychological contract, is weak to address the concept of workplace-terrorism and employees' intention to quit in this study.

However, workplace-terrorism is interpolated into reciprocity and labour process concept. Powers and Thompson (2008) explained the perspective of Smith (1970) through expectancy theory, stating that employees' intention to quit is determined by such expectation on certain working conditions laid down by organisation. Invariably, workplace-terrorism assumes such working condition or work climate situation that produces negative influence on employees, or creates psychological challenges drawn from fear and anxiety which leads to the various components of quitting intention such as role disengagement, neuroticism, absenteeism, organisational silence as highlighted in this study. Correspondingly, Smith (1970) introduced the notion of organisational justice in shaping workplace-terrorism. This confirms that among all production factors, employees are regarded as being qualitatively different from every other resource (Hunko, 2013). Therefore, if employees perceive injustice such as uncivil act, bullying, mobbing or any practice that undermines creativity and thinking, by way of exchange, there is tendency for them to develop quitting intention.

Moreover, workplace-terrorism is also interpolated into labour process as direct and indirect control systems. Direct and indirect control systems produce negative and positive results as both weaken employees' commitment and or increase employees' productivity. Where direct control system is ineffective, insidious (indirect) control system is smartly disguised to secure employees compliance and cooperation (Akella, 2016). Within this broad perspective, workplace-terrorism dimension is posited as direct and indirect managerial control techniques.

The two underpinning theories explain the behaviours of employees in terms of perception of the nature of treatment received in the workplace. By interpolating reciprocity and labour process concept, employees react to workplace-terrorism acts in different dimensions of which quitting intentions significantly conceived as role disengagement, neuroticism, absenteeism and organisational silence, as expounded in this study. When management behaviour seems inauspicious, and it becomes more pronounced that justice (distributive justice, procedural justice or transactional justice) is unattainable, there is possibility that reactions as regards quitting as highlighted above becomes clearly visible. The short term advantage, however is that, workplace-terrorism creates in the target employees the need to protect their self-worth by working harder and longer, and or by strengthening their self-respect through a better means available to them on the job (Comer & Vega, 2015). Managers might therefore consider workplace-terrorism as an act aimed at controlling employees in the short-term period, simply because organisation's primary objective is based on productivity derived from labour effectiveness and efficiency (McIntyre, 1989). Whereas, the long-term effects of workplace-terrorism may lead to irrepressible conditions that result to quitting intention as alighted in the study i.e. role disengagement, absenteeism and organisational silence.

7.0 Conclusion

On a final note, according to reciprocity and labour process theory, the role of individuality cannot be underestimated when addressing the issue of workplace-terrorism. The reason is that individual principles and social identity may be perceived as threats when predominated by collective sense of culture and beliefs of other groups. The act is the beginning of workplace-terrorism, authorising the workforce to accept certain standards conflicting to their own personal view and sense of reasoning. Workplace-terrorism is an effective management control system necessary for increased productivity. Consequently, a slight degree of frightening is expected for greater efficiency and effectiveness in the workplace. After all, organisational productivity is about making so-called indolent workers work harder with a reasonable sense of quality, quantity and timing.

Therefore, in a supportive mode to reciprocity and labour process view, workplace-terrorism is posited as a form of management control technique adopted or adapted by organisation to enable maximum extraction of surplus from labour. Further studies may consider the empirical investigation of the effect of workplace-terrorism on employees' cultural principle, organisational productivity and social identity.

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