

**EFFECTS OF COWORKER AND TERRORIST VIOLENCE, FEAR AND JOB
ATTITUDES ON TURNOVER INTENTIONS, AND THE ROLE OF PERCEIVED
ORGANIZATIONAL SUPPORT**

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ABSTRACT

The main aim of the study is to examine the effects of coworker and terrorist violence on turnover intentions via fear of future violence and job attitudes (including job satisfaction and affective organizational commitment). This cross-sectional study is based on questionnaire data collected under anonymous conditions from 310 uniformed officers in Pakistan's defense production industry using snowball sampling approach. Partial least squares structural equation modeling (PLS-SEM) is applied to analyze the entire impact path and found substantial support for the study's hypotheses. The results showed that fear of future violence and overall job attitude sequentially mediate the effects of coworker and terrorist violence on turnover intentions. Specifically, both coworker and terrorist violence positively affect fear of future violence, which affects overall job attitude, which in turn negatively affects turnover intentions. Further, results demonstrated that both coworker and terrorist have a direct negative effect on job attitudes. However, the comparison of effect sizes showed that coworker violence has a stronger negative effect on job attitudes compared to terrorist violence. Moreover, fear of violence positively affects turnover intentions both directly and indirectly via overall job attitude. Lastly, it was found that perceived organizational support positively moderates the negative relationship between fear of future violence and overall job attitude.

The contributions of this study are fivefold. First, the study extends research on multifoci aggression by differentiating between coworker- and terrorist-initiated violence. Second,

the study found support for a model in which the effects of coworker and terrorist violence on turnover intentions are mediated by two variables acting in turn i.e., fear of violence and overall job attitude. Third, it offers new empirical evidence that fear of future violence positively predicts turnover intentions both directly and indirectly via job attitudes. Fourth, the study utilized a more robust analytical procedure for moderation analysis (i.e., PLS-product indicator approach) and provides new insights on the buffering role of perceived organizational support in the relationship between fear of future violence representing stress and job attitudes reflecting strain. Lastly, from a psychological perspective, Pakistan provided a different context where terrorist attacks constitute a chronic, unpredictable, uncontrollable, and continuous threat to organizations and their personnel.

ABSTRAK

Matlamat utama kajian ini ialah untuk melihat kesan keganasan oleh pegganas dan rakan sejawat terhadap niat pusing ganti menerusi ketakutan terhadap keganasan pada masa akan datang dan sikap kerja (termasuk kepuasan bekerja dan komitmen afektif kepada organisasi). Kajian keratan rentas ini berasaskan kepada data soal selidik yang dikumpul dalam keadaan tanpa nama daripada 310 orang pegawai berpakaian seragam dalam industri pengeluaran pertahanan Pakistan dengan menggunakan pendekatan pensampelan bola salji. Model pemodelan persamaan struktur segi empat separa terkecil (PLS-SEM) telah digunakan untuk menganalisis keseluruhan kesan laluan dan mendapatkan sokongan kukuh terhadap hipotesis kajian ini. Hasil kajian menunjukkan bahawa ketakutan terhadap keganasan pada masa depan dan keseluruhan sikap kerja menyederhanakan kesan kepada keganasan rakan sejawat dan keganasan oleh pegganas terhadap niat untuk pusing ganti secara berturutan. Secara khususnya, keganasan rakan sejawat dan keganasan oleh pegganas memberi kesan positif terhadap keganasan masa depan, memberi kesan kepada sikap kerja keseluruhan, dan seterusnya memberi kesan negatif kepada niat pusing ganti. Selanjutnya, keputusan menunjukkan bahawa kedua-duanya rakan sejawat dan pegganas mempunyai kesan langsung yang negatif terhadap sikap kerja. Walau bagaimanapun, saiz kesan perbandingan menunjukkan bahawa keganasan rakan sejawat mempunyai kesan negatif yang lebih kuat kepada sikap kerja berbanding keganasan oleh pegganas. Tambahan pula, ketakutan terhadap keganasan memberi kesan secara positif

terhadap niat pusing ganti secara langsung dan tidak langsung melalui sikap kerja keseluruhan. Akhir sekali, didapati bahawa pandangan terhadap sokongan organisasi menyeimbangkan secara positif hubungan negatif antara ketakutan terhadap keganasan masa depan dan sikap kerja keseluruhan.

Sumbangan kajian ini adalah lima kali ganda. Pertama, kajian ini memperluas penyelidikan mengenai agresif multifoci dengan membezakan antara keganasan yang dimulakan oleh rakan sejawat dan keganasan yang dimulakan oleh pegganas. Kedua, kajian ini dapat menyokong sebuah model di mana kesan keganasan rakan sejawat dan keganasan oleh pegganas terhadap niat pusing ganti diseimbangkan oleh dua pemboleh ubah yang bertindak mengikut giliran iaitu, ketakutan terhadap keganasan dan keseluruhan sikap kerja. Ketiga, ia menawarkan bukti empirik bahawa ketakutan terhadap keganasan masa depan secara positif menjangkakan niat pusing ganti secara langsung dan tidak langsung melalui sikap terhadap kerja. Keempat, kajian ini menggunakan prosedur analitik yang lebih kukuh untuk analisis penyederhanaan (PLS-pendekatan penunjuk produk) dan memberi pemerhatian baharu terhadap peranan penimbangan kepada pandangan sokongan organisasi dalam hubungan antara ketakutan terhadap keganasan masa depan yang mewakili tekanan dan sikap kerja yang mencerminkan ketegangan. Akhir sekali, dari perspektif psikologi, Pakistan menyediakan konteks yang berbeza di mana serangan pegganas menjadi satu ancaman yang kronik, di luar jangkaan, tidak terkawal, dan berterusan kepada organisasi dan kakitangannya.

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*This thesis is dedicated to all those who sacrificed their
lives in the line of duty*

I certify that an Examination Committee has met on August 21, 2014 to conduct the final examination of Omer Farooq Malik on his Doctor of Philosophy thesis entitled “Effects of Coworker and Terrorist Violence, Fear and Job Attitudes on Turnover Intentions, and the Role of Perceived Organizational Support.” The committee recommends that the student be awarded the relevant degree.

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LIST OF ABBREVIATIONS

AET	Affective Events Theory
ANOVA	Analysis of Variance
AVE	Average Variance Extracted
BC	Bias-Corrected
Cal/OSHA	California Occupational Safety and Health Administration
CB-SEM	Covariance-Based Structural Equation Modeling
CFA	Confirmatory Factor Analysis
CI	Confidence Interval
CISD	Critical Incident Stress Debriefing
CMV	Common Method Variance
CR	Composite Reliability
FATA	Federally Administered Tribal Areas
GoF	Goodness-of-Fit
HIT	Heavy Industries Taxila
HRM	Human Resource Management
KPK	Khyber Pakhtunkhwa
MCAR	Missing Completely at Random
ML	Maximum Likelihood
MMR	Moderated Multiple Regression
OLS	Ordinary Least Squares
PAC	Pakistan Aeronautical Complex

(continued)

LIST OF ABBREVIATIONS (continued)

PLS	Partial Least Squares
POFs	Pakistan Ordnance Factories
POS	Perceived Organizational Support
PTS	Political Terror Scale
SEM	Structural Equation Modeling
SPSS	Statistical Package for the Social Sciences
TTP	Tehrik-e-Taliban Pakistan
US	United States
VAF	Variance Accounted For
VIF	Variance Inflation Factor

Chapter One

Introduction

1.1 Introduction

Workplace violence is now widely recognized as a major occupational health hazard for organizations and their employees all over the world (Beech and Leather, 2006; Leather and Zarola, 2008). A report prepared by the International Labor Office highlights that workplace violence has emerged as an issue of priority and concern in all countries, both developing and industrialized (Chappell and Di Martino, 2006). Organizations and their employees alike are severely damaged by both the reality and threat of violence at workplace, regardless of its form (physical or psychological), or source (organizational ‘insider’ or ‘outsider’). Fear of recurring violence alone can be as insidious in its consequences as actual incidents. Over and above the obvious physical injury, even death, that can result, exposure to workplace violence has been linked with a number of indicators of harm at the individual as well as organizational level.

It is well documented that the consequences of workplace violence for employees and organizations are overwhelmingly negative and include: impaired psychological well-being (Chang and Lyons, 2012; Mueller and Tschan, 2011; Harris and Leather, 2011; Acuino and Thau, 2009), impaired physical well-being (Mueller and Tschan, 2011;

LeBlanc and Kelloway, 2002; Schat and Kelloway, 2000; Rogers and Kelloway, 1997), diminished job satisfaction (Harris and Leather, 2011; Hershcovis and Barling, 2010; Bowling and Beehr, 2006), lowered organizational commitment (Hershcovis and Barling, 2010; Bowling and Beehr, 2006; LeBlanc and Kelloway, 2002; Barling et al., 2001), reduced job performance (Schat and Frone, 2011; Bowling and Beehr, 2006), increased job neglect (Barling et al., 2001; Schat and Kelloway, 2000), lowered employee morale (Chang and Lyons, 2012), and increased desire to leave the organization on the part of the employee (Chang and Lyons, 2012; Hershcovis and Barling, 2010; Acuno and Thau, 2009; Rogers and Kelloway, 1997). In several of the studies cited above (e.g., Harris and Leather, 2011; Mueller and Tschan, 2011; Barling et al., 2001; Schat and Kelloway, 2000; Rogers and Kelloway, 1997; Leather et al., 1997), fear of future violence plays a particularly critical role in the path from exposure to the damage done.

Terrorism occurs in all parts of the world although most incidents occur in the Middle East and South Asia (Enders and Sandler, 2006). Workplace violence literature has paid little attention to acts of terrorism perpetrated against organizations and their personnel (Bowie, 2010; Inness and Barling, 2005). Workplaces may be particularly attractive targets for terrorists for various reasons (Inness and Barling, 2005): (1) workplaces, particularly those located in urban areas, offer soft targets as large numbers of people congregate at predictable times during the day, providing a 'social address' where an individual or group can be easily found (Molotch and McClain, 2003), (2) attacks on workplaces will receive considerable media attention (Burke and Copper, 2008), (3) workplaces may be ideal targets from ideological perspective, as particular