

**THE RELATIONSHIP BETWEEN PERCEIVED UNION  
EFFECTIVENESS, QUALITY OF WORK LIFE AND UNION  
COMMITMENT**

**BY**

**LARTEY DOREEN KARLE**

**(10222668)**



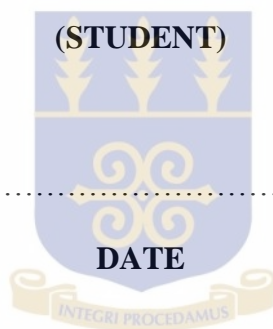
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## DECLARATION

I, **LARTEY DOREEN KARLE**, hereby declare that this work is an original one carried out by me and no part of this work has ever been submitted in part or whole for any academic qualification. All supporting and related studies by various authors cited in this work have duly been acknowledged in the reference.

.....  
**LARTEY DOREEN KARLE**



.....  
**DR. R. AKUAMOAH BOATENG**

**(SUPERVISOR)**

.....  
**DATE**

.....  
**DR. B AMPONSAH**

**(CO-SUPERVISOR)**

.....  
**DATE**

## DEDICATION

I dedicate this thesis to GOD ALMIGHTY for the Wisdom, Strength and Grace bestowed unto to me throughout this academic sojourn.

To my parents, Mr. AsareLartey and Mrs. Juliana AsareLartey. Your training and encouragement has brought me this far. I sincerely appreciate your tremendous efforts you have made in my life. You never hesitated when it comes to my needs. I also wish to dedicate it to my siblings, in good and difficult times, when things went well or when frustrations emerged you were there to encourage me.



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## **LIST OF ABBREVIATIONS**

PUE: Perceived Union Effectiveness

QWL: Quality of work life

UC: Union Commitment

## **ABSTRACT**

The study investigated factors that may predict union member's commitment towards their unions. In this regard, the study focused on the relationship between perceived union effectiveness, quality of work life and union commitment among union members in Ghana. The study also examined how the various dimensions of perceived union effectiveness and quality of work life account for variance in union commitment. Participants for the study were chosen from three mining companies in Ghana. Data was collected from a sample of 150 employees and a survey questionnaire was employed. Regression analysis conducted showed that perceived union effectiveness and quality of work life significantly predicted union commitment. All the dimensions of perceived union effectiveness (unions ability to bargain for intrinsic benefits, extrinsic benefits and responsiveness to members) were significant in explaining variance in union commitment. With the exception of job characteristics, all three dimensions of quality of work life (supervisory behaviour, work life balance and compensation/benefits) predicted union commitment. Based on the research findings, theoretical and practical implications are discussed. Limitations and suggestions for future research are also highlighted.

## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background of the Study

Managing human resources is a very essential and challenging task for every organization. Humans per their dynamic nature which make them think feel and act cannot be treated like machines. According to Marx (1984, p .173) “labour is first a process where man of his own accord starts, adjusts and controls the physical re-actions between himself and nature”. Labour is therefore not a commodity which can be bought and disposed of at the discretion of the employer. It is unfortunate however that most organizations do not realize this. As a consequence, the labour class tries to fight these evils by organizing themselves. The end result is the formation of trade unions.

Bain and Price (1983) define a trade union as an association of employees whose primary aim is to represent the job related interests of their members to employers and in some situations the state, but which is not controlled by either of the parties involved. Primarily, trade unions have the aim of providing their members with benefits such as job security, improving wages and working conditions, handling member grievances, protecting members from subjective dismissal and improving member involvement in decision making in the organization (Armstrong, 1999).

The main strategy employed by trade unions in obtaining these benefits is through collective bargaining which in its core sense illustrates the basic tenet of unions, which says that workers can better work towards achieving their common goals by dealing with management as group rather than as individuals (Saal & Knight, 2005).

Globally, many organizations are currently faced with the challenges of business dynamics, particularly in reference to fierce competition and rapidly changing environments and indeed a

voluntary organization like the trade union is no exception. In recent years, decline in trade unionism has been a major feature of many countries (Bryson, 2005). Over the past twenty to twenty-five years, union membership in most developed countries including the USA and the UK, Australia and most Western Europe has declined markedly (Carter & Cooper, 2002).

This situation is not farfetched in most developing countries including Ghana since modern industry developments in Ghana reveals that trade union membership is gradually eroding. In 1999, data from the Ghana Living Standards Survey (GLSS IV, 1998 /99) revealed that approximately 50% of formal sector workers were working in unionized enterprises. By 2006, data from the fifth Ghana Living Standard Survey (GLSS V, 2005/2006) indicated a decline in union density to 37%. In 2009, the Trades Union Congress (TUC), in a labour market journal, “The Labour Market in Ghana”, lamented the eroding membership of all the trade unions in Ghana, stating that only 37.5% of the working age population who had jobs in 2009 had trade unions at their workplaces. The year 2012 recorded an estimated decline in membership of the affiliates of the Trades Union Congress (TUC) from over 600,000 to half a million. This means that out of an estimated formal sector workforce of 1.2 million, about two-third is unionized which represents just about 7% of the total labour force in Ghana which is estimated at 12 million(Asafo Adjaye, Osei-Boateng, & Otoo 2009).

Given that unions depend on members for their existence and stability whereas membership numbers serve as a determinant of their power base (Barling, Fullagar&Kelloway, 1992), a fall in union membership results in a weakening of union strength since having a large number of members build up a union’s bargaining strength and also enable more employees to be mobilized for collective action (Klandermans, 1997). The worth of unions to the collective bargaining process, and the exclusive reliance of our industrial relations system on collective bargaining,

implies the decline in organized labour means a weakening of the footing for democratic worker representation at the work place (Kochan & Wever, 1990). It has therefore become incumbent on unions to identify more practical measures to attract new members' while retaining existing members in order to survive in this complex and turbulent environment. And one essential means by which this could be achieved is to enhance the commitment of members (Barling, 2002).

According to Barling (1992) the strength of unions is heavily dependent on the degree of membership participation in union activities. Gordon, Philpot, Burt, Thompson and Spiller (1980, p. 497) cited in Barling, Fullagar, Kelloway and McElvie (1992) indicated that "membership commitment obviously affects the strength of the union, which is one internal organization factor that influences the power of unions to impose sanctions". Gordon et al. (1980) define union commitment of as the longing to remain a member of the union, the readiness to put forth effort on behalf of the union and the confidence in and recognition of the goals of unions. It is therefore pertinent to look at the element of union commitment as well as the factors that influence commitment of members to their unions and how these relationships are enhanced.

Although previous studies have provided a number of reasons accounting for the eroding member commitment, including technological changes (Charlwood, 2004) abounding legal protection for workers (Bryson, 2003) unionization suppression attempts, greater belief in capitalism (Kleiner, 2002) and shifting social customs (Bennett & Taylor 2001) most of these explanations for weakening of member commitment emphasize institutional dynamics such as labour market dynamics rather than subjective variables specifically, a measure of workers perceptions of how effective unions are in changing their jobs. Traditional industrial relations thinking therefore suggest that member's perception of their unions is of primary importance to member attachment to the union (Sinclair & Tetrick, 1995). Thus a positive perception of union

effectiveness will have an impact on an individual's tendency to purchase membership or remain a member by shifting the individual's perceptions of the benefits relative to the costs (Bryson, 2003). Therefore, to address how commitment to the union (a voluntary organization) can be developed and maintained, emphasis must be placed on the perceptions union members hold towards their unions and how these perceptions affect their commitments since workers happen to withdraw their commitment once they see the unions as having lost their bargaining power necessary to improve their job conditions (Kochan & Wever, 1990). The current study therefore investigates whether union member's perceptions of their unions' performance and priorities influence their commitment to the union. Hence the study of the relationship between perceived union effectiveness and union commitment.

Arguably, structural changes among the working population, coupled with economic growth and a sustained increase in capital intensity in both product and labour markets have caused a swing in the values, interests and expectations of the contemporary worker who may now desire meaning and participation in decisions affecting how work is done (Jose, 1999). This has ultimately made the highly skilled and educated contemporary worker to see new and compelling reasons to join unions making it obligatory for unions as employee representatives to expand their strategies to sustain the interests of existing union members and thereby enhance their effectiveness perceptions by their members. It is obvious that existing union members as well as probable union members are now more instrumental in their union joining decisions than in the past. This means that members expect unions to offer "value for money". They are to be seen with an array of services appropriate to the exact needs of the member been pr. According to Kochan (1986) economic issues (e.g. wages and benefits) with which members have judged union effectiveness may have given way to different expectations as a result of the dynamics in

the employment environment. Unions will therefore need to move from being the predominantly “old” or “traditional” bargaining institutions which mostly focuses on economic gains, to becoming specialized in articulating these new interests and expectations of labour by ensuring improvements in employee welfare. To ensure this, one mechanism that has opposed by industrial relations experts is for unions to focus on improving their member’s quality of work life (Hian & Einstein, 1999). According to Kochan (1986) quality of work life (QWL) involvement in and of itself should improve member’s attitude towards unions because it yields itself as a satisfaction of explicit needs of the membership by enabling unions play a constructive role in supporting and cooperating with management to enhance individual competence and also improve organizational effectiveness. Union involvement in quality of work life effort will therefore enhance its relevance as a legitimate institution which represents the rights and interests of workers reflecting the need to adjust to the changing demands of the new working class which will eventually make them stay relevant in the eyes of its members. Understanding the mechanisms by which improvement in employee QWL affect their union commitment will help union leaders determine the most effective ways to address employees extrinsic (economic) as well as intrinsic (non-economic) needs that need attention in their collective bargaining agreements. Thus, when trade unions are aiming at attracting and retaining members, active involvement in quality of work life measures may contribute to an increase membership since if a union is actively involved in labour welfare, workers may gain the motivation to remain attached to it (Ranganathan, 2004). If the changing aspirations and needs of today’s workers require unions to adapt and adjust to the unstable situation by engaging in joint union-management program, then it can be inferred that unions would be perceived as effective to the extent that they involve in quality of work life issues.

This therefore underscores the importance of studying the relationship between perceived union effectiveness, union member's quality of work life and union commitment.

### **1.1.1 Union Commitment (UC)**

Gordon et al. (1980, p. 480) noted that, "since the ability of union locals to attain their goals is generally based on the members' loyalty, belief in the objective of organized labor and willingness to perform service, commitment is part of the very fabric of unions". Hence, in order to revive member support and loyalty to their unions, there is the need to understand the very fabric of unionism, that is, union commitment. Without the members' commitment, unions may not be able to achieve their goals i.e. effectively represent its members.

According to Cohen, Yitchak, Guy, and Ishak (2003) union commitment is fundamentally, a form of "work commitment". Union commitment was first considered to be a special case of organizational commitment which refers to an employee's attachment to his or her organization (Sverke & Sjoberg, 1994). Most definitions of union commitment have largely been based on organizational commitment definitions. Union commitment has been defined by Kuruvilla and Sverke (1995) in terms of two dimensions of value/ideological commitment and instrumental commitment with value/ideological commitment representing a form of support for the union derived from an individual's identification with the values and ideology of the union whilst instrumental commitment comprise a form of attachment derived from the benefits the unions provide for their members.

Gordon et al. (1980) also described union commitment as a multidimensional construct comprising four dimensions. Responsibility to the union; which constitutes the extent of willingness to honour the daily obligations and duties of a member as a way of protecting the

interest of the union, loyalty to the union which demonstrates a sense of pride in associating with the union and its membership, willingness to work for the union which involves voluntary behaviours from a union member that transcends the required daily behaviours and finally, belief in unionism which demonstrates the extent to which members identify with and internalize the goals and beliefs of the union.

For the current study, the concept of union commitment will be based specifically on the dimensions described by Gordon et al. (1980).

### **1.1.2 Perceived Union Effectiveness (PUE)**

Gordon, Barling and Tetrick (1995) define union effectiveness as the perceived impact of unions on traditional (e.g., wages, benefits) and non-traditional (e.g., job involvement) work conditions that define the employment relationship. Union effectiveness would be a person's evaluation of the union's ability to obtain certain desired outcomes. These outcomes associated with unions basically include more and better fringe benefits, higher wages, an enforceable grievance procedure and many more. Kochan (1979) cited in Hammer and Wazeter, (1993) conceptualized union effectiveness as the belief that unions would be able to improve wages, benefits, working conditions, fairness, etc. through their collective bargaining and contract administration activities. Members would therefore have a negative perception when they believe the union's presence is detrimental to the attainment of desired benefits. In addition, the instrumental gains that the unions may make for members may be in the form of intrinsic rather than extrinsic benefits. Chacko (1985) described union effectiveness as consisting of union's ability to obtain extrinsic benefits, unions' ability to obtain intrinsic benefits and union's responsiveness to their

members. For the purposes of this study, Chacko (1985) conceptualization of union effectiveness would be used.

### **1.1.3 Quality of Work Life (QWL)**

Parker (2002) suggested that, quality of work life cannot be separated from union joining behaviours and that the integrity of collective bargaining can best be protected by unions if they agree on the proper role of quality of work life in the bargaining process. This broadening of collective bargaining could further support the opinion that without genuine concern for employee's quality of work life, unions are less relevant in modern times. Adequate union support therefore require unions to change their focus from the post-depressive-era which emphasize ideological appeals that stressed the unions mission of protecting workers from unfair and arbitrary treatment to more instrumental appeals (Kochan, Katz & McKersie, 1986).

Gosh, Nandan and Gupta (2009) conceptualized quality of work life (QWL) as an extensive term encompassing a variety of programs, techniques and management styles through which organizations generally and jobs particularly are designed such that workers gain more autonomy and authority at work. The key elements of QWL that have been proposed by most researchers include: work-family balance, compensation/benefits (Huang, Lawler & Lei, 2007) job security and job stress (Saklani,2004) management and supervisory style, satisfactory working hours and meaningful tasks (Ivancevich, 2001) skill level, autonomy and challenge (Perrewe & Ganster, 2002) nature of job and stimulating opportunities (Wyatt & Wah, 2001).

Though there appears to be no singular definition of QWL or an agreement on what components the construct should entail, most researchers agree to the multifaceted nature of QWL and

explain that it is about an individual's feelings and how they perceive their work related wellbeing (Saklani, 2004)

Following past research (Huang, Lawler & Lei, 2007) quality of work life is defined for the purposes of this study as an employee's satisfaction with their work life balance, job characteristics, supervisory behaviour and compensation/benefits.

## **1.2 Statement of the Problem**

In Ghana, forming or joining a trade union is an employee's right and it is essential to trade unionism. Indeed it is central to the exercise of workers' rights and freedoms (Baah, Achakoma & Ampratwum, 2009). This is further enshrined in article 21(e) of the 1992 constitution of Ghana which guarantees that *"every worker has the right to form or join a trade union of his choice for the promotion and protection of his economic or social interests"* Article 79 (1) of the Labour Act (Act 651,2003) also grants every worker the right to form or join a trade union for the promotion and protection of the workers economic and social interests. Despite these legal guarantees, the union density in Ghana continues to be low. The Ghana Living Standards Survey (GLSS V) data reveals that 37.5% of the working age population who had jobs in 2005 indicated that they had trade unions at their workplaces. The GLSS IV (1998/99) showed that approximately 50% of formal sector workers were working in unionized enterprises compared to about 38% in 2005/06.

Since trade unions are crucial social partners and also play important roles by virtue of their instrumentality in ensuring effective communication between workers and management, decline in union density presents employees with specific threats to their rights as employees. This is

because unions per their crucial position in defending the interests of workers make the existence of a strong and recognized trade union a pre-requisite to industrial peace. In other words not only do employees lack resources in terms of knowledge and expertise to negotiate their terms and conditions of employment on an equal basis, but also the individual is one out of many potential employees who may, as a source of labour, be more easily substituted by management than he or she may substitute the employer as the source of wages, however, by employees acting in consent, management will less be able to treat them as individual replaceable units of a commodity but rather regard them as one collective and indivisible unit. Decline in union membership therefore limits industrial democracy to the disadvantage of the employee.

Obviously, decline in union membership is not a good thing for the employee. But if union membership can be restored, industrial democracy would be enhanced leading to individual's satisfaction on the job resulting in enhanced productivity and the development of the nation as a whole. Though the Ghana Trades Union Congress have come up with a vast range of reforms to understand and reverse the decline, most explanations and efforts towards the decline have focused on external threats such as privatization, contracting out of jobs and the changing composition of the unionized labour force. Though these shifts in occupational structures may be relatively strong in causing the decline, little attention has been given to the role attitudes of the individual union member plays in explaining the decline.

Currently, it is impossible to say that all trade union members have positive attitudes and behaviours towards their unions in terms of their commitment to the union. General experience in the country shows that most union members in Ghana are apathetic towards their unions and its activities. A lot of union member's, aside payments of dues do not take part in any activity of the union. The only activity that many members are seen to be taking part in is strike action

(Baah, Achakoma & Ampratwum, 2009). Even with this, most members usually do not understand the motive for the strike or its consequences on them as employees, the employer, the union or the state in general. The eroding commitment on the part of union members becomes fatal for unions especially in the midst of the crisis facing unions as the strength of a union has been shown to be heavily dependent on the degree of membership participation in union activities. As indicated by Gordon et al. (1980, p. 497) cited in Barling, Fullagar, Kelloway and McElvie (1992) “membership commitment obviously affects the strength of the union, which is one internal organization factor that influences the power of unions to impose sanctions and also to flourish”. Also, union’s ability to bargain collectively from a strong position has been described to be heavily dependent on commitment. Despite the crucial role union commitment plays in determining the existence and survival of unions, it is surprising that passivity on the part of most union members has been a major issue confronting most unions in Ghana.

Given the positive perceptions of members concerning the idea of unionization and its benefits, it is paradoxical that members are more positive towards unionization and its benefits yet apathetic towards union activities. The question then is what is the reason for the increased apathy of union members towards their unions despite the crucial nature of commitment to the strength and survival of unions? What perceptions do union members hold about their unions and how do these perceptions influence their commitment to the union? Also what are the appropriate union services and packages that will meet the specific needs of their members in modern times and also enhance their commitment?

These questions highlight the need to know the perceptions union members hold about their unions and how these perceptions affect their commitment. It is also underscores the need to

understand specific benefits union members expect collective bargaining agreements to highlight.

The present study therefore focuses on the element of union commitment as well as investigating the role of perceived union effectiveness and quality of work life to the prediction of union commitment.

### **1.3 Aims and Objectives of the Study**

The main purpose of the study is to find out the relationship between perceived union effectiveness, quality of work life and union commitment. Specifically, the study seeks to:

1. Examine the relationship between perceived union effectiveness and union commitment.
2. Determine the relationship between quality of work life and union commitment.
3. Assess whether the various dimensions of Quality of Work life (adequate and fair compensation, job characteristics, supervisory behaviour and work life balance) as well as Perceived Union Effectiveness dimensions (unions ability to obtain intrinsic benefits, extrinsic benefits and responsiveness to members) will predict Union Commitment.

#### **1.4 Relevance of the Study**

Because declining membership has made the need to develop efficiency a pressing issue among unions, it is imperative that trade unions as voluntary institution convince their members of its worth as a bargaining institution. This is critical since modern day union shop contracts (open shop contract) in Ghana allow workers freedom of choice as against the closed shop contract. In other words, union membership no longer remains a prerequisite to employment. Consequently, employee's attachment to the union is more likely to be affected by the perceptions they hold towards the priorities and performance of their unions. The findings of the current research may therefore contribute to assisting union leaders in knowing how members perceive and evaluate their effectiveness and how these effectiveness perceptions determine their attitudes and behaviours towards the union. This will guide unions improve their policies and strategies that will enhance their relevancy in the eyes of rank-and file-union members.

Also, understanding the mechanisms by which QWL (which encompasses both extrinsic and intrinsic needs of employees such as job autonomy, skill variety, supervisory relationship and a balance between work and family life) affect union commitment may help union leaders determine the most effective ways to address employees extrinsic as well as intrinsic needs in their collective bargaining agreements. Trade unions may therefore use insights gained from the findings of the research to bargain for policies and programs aimed at promoting higher QWL for employees. Similarly, understanding the individual components of QWL and how it relates to union commitment may help unions in knowing the exact components of QWL that need to be given maximum attention in their bargaining processes.

## CHAPTER TWO

### REVIEW OF LITERATURE

#### 2.1 Introduction

The current study proposed as indicated from the previous chapter to find out the relationship between perceived union effectiveness, quality of work life and union commitment. The primary objective of this chapter is to provide a review of the theories on perceived union effectiveness, union commitment and quality of work life and empirical research essential to the current study. This chapter specifically provides an overview of theories on union joining behaviour, and a conceptual framework showing the relationship between the variables under study. The chapter also includes the rationale for the study, the statement of hypotheses and the operational definition of terms in the study.

The chapter begins with a discussion of the theories on union behavior. The social exchange theory (Blau, 1964), and its associated theory, the norm of reciprocity (Gouldner, 1960) are the two theories used in this research to help explain union joining behavior. Additionally, the next section of the chapter reviewed related studies to highlight the main findings and arguments found in previous studies concerning the relationship between perceived union effectiveness, quality of work life and union commitment. The discussion will bring to bear the gaps in literature and how the current study contributes to the existing literature. Based on the related studies discussed, a research model which explains the relationship between perceived union effectiveness, quality of work life and union commitment is produced to give a pictorial illustration of the likelihood of relationships expected in the study. Drawing from the literature reviewed, hypotheses are proposed in the next section to be tested. The chapter eventually ends with operational definition of terms used in the study.

## **2.2 Theoretical Framework**

For some years now, researchers have sought to understand union joining behavior and what causes and predicts this behavior. As a result, some theories such as the social exchange theory have been propounded to explain union behaviour. Although no single theory or perspective is in itself full proof, altogether, the various theories and perspectives provide important insights and may lead to more effective ways of understanding union behavior. For the purpose of this study, Blau's (1964) social exchange theory and the norm of reciprocity (Gouldner, 1960) was discussed in this study.

### **2.2.1 Social Exchange Theory (Blau, 1964).**

The social exchange theory has been a key framework for explaining individuals work related attitudes as well as employee union behaviours. The social exchange theory proposes that human beings behave in specific ways based on the need to reciprocate and the anticipation that their reciprocal behaviors will be rewarded (Blau, 1964). Social exchange relationships represents improperly specified terms with favourable action from a party being repaid in a non-specific and flexible way over a period of time (Blau, 1964). In social exchange relationships, established obligations of the parties involved are essentially not stated explicitly, but the exchange relationship typically flourishes on the idea that benefits will be reciprocal. This is unlike economic exchange relationships, where the expectations from each of the parties involved in the exchange relationship are clearly specified of which parties are unlikely to go the extra mile in the fulfillment of their obligations (Van Knippenberg, Van Dick & Tavares, 2007).

This in effect suggests that rational self-interest drives people's social exchanges (Blau, 1964). People therefore enter and leave relationships depending on their judgments concerning the

benefits and costs of remaining in the relationship. Individuals evaluate interactions in which they are involved in terms of rewards and costs, and by extension, evaluate authorities in terms of what they gain or lose from the authority's decisions (Tyler & Lind, 1992). Closely linked to the social exchange theory is the norm of reciprocity (Goulder, 1960). Social exchange relationship is generally assumed to be facilitated by the norm of reciprocity. The norm of reciprocity posits that individuals possess the innate tendency to reciprocate (Perugini, Gallucci, Presah & Ercolani, 2003). If individuals perceive a favourable treatment, reciprocity of norms suggests that individuals will pay back with favourable treatment by behaving in positive ways. Similarly, negative or unfavourable actions will be repaid with negative actions. The norm of reciprocity also emphasizes that an individual's desire to reciprocate also is contingent on the exchange commodity being presented by each person and the degree of gratification obtained from what each party receives Goulder (1960).

Relating the social exchange relationship to the exchange relationship that may exist between an individual and his or her union, it may be argued that from an exchange perspective, union commitment could be said to be based on a cognitive evaluation of the costs and benefits of remaining a member of the union. The extent to which the employee see the union as demonstrating concern for their needs and wellbeing as employees, generates a feeling of obligation and reciprocation through positive union attitudes and behaviours and a general commitment to the union. Thus, union members who believe they have been treated well by their unions hold a positive perception of the exchange relationship between themselves and their unions and are likely to reciprocate with high commitment and effort towards the activities of the union but withdraw their efforts and commitment if they perceive an unfair treatment by their unions. A positive perception of the priorities and performance of union leaders in terms of their ability to bargain for certain benefits will induce a concern for the union's well-being and a

longing to reciprocate the favors being given by the union. Thus, union members in exchange of their accumulated investments (e.g. their commitment) would in return expect their unions to provide them with protection and other services such as improving their quality of work life (QWL).

Also the norm of reciprocity by Goulder (1960) emphasize that an individual's desire to reciprocate also is contingent on the exchange commodity being presented by each person and the degree of gratification obtained from what each party receives. By implication, quality of work life because of the satisfaction it yields has become an important commodity to the contemporary employee, union members are therefore likely to be committed to the unions to the extent they see their unions to be involved with improving their QWL.

Though the social exchange theory has been instrumental in explaining the reciprocal relationship that may exist between employees and their unions, there have been some criticisms. The social exchange theory according to Shore and Coyle-Shapiro (2003) does not take into account how certain individual factors affect the exchange relationship. For instance, though Goulder (1960) suggests the norm of reciprocity to be a universal principle it is unable to explain the impact individual differences has on the exchange relationship. Thus even if reciprocity is a human universal principle, individual differences exists as to the degree to which different individuals value reciprocity (Shore & Coyle-Shapiro,2003). Some researchers have suggested that individuals may differ in the degree to which they endorse reciprocity (Parker, 2002). Those who are high on an exchange orientation may carefully follow obligations and ensure that exchanges are reciprocated. On the other hand, individuals who have a low exchange orientation may be less concerned about obligations and are less likely to care if reciprocation of exchanges is not forthcoming (Shore & Coyle-Shapiro,2003). This implies that individuals who have a

strong exchange orientation are more likely to honour their obligations than those who are low in exchange orientation.

## **2.3. Related Studies**

### **2.3.1 Introduction**

This section reviews some of the studies that have been conducted in the area of perceived union effectiveness, quality of work life and union commitment that are related to the present study.

The section seeks to establish the relationship between the variables as it has been investigated.

### **2.3.2 Perceived Union Effectiveness and Union Commitment**

Union effectiveness has been described to reflect members' mental assessment of the costs and profits associated with union representation specifically, whether the presence of the union is viewed by the members as improving or harming benefits (Newton & Shore, 1992). One rationale for proposing a relationship between perceived union effectiveness and union commitment is based on the assumptions of the social exchange theory which posits that individuals evaluate interactions in which they are involved in terms of rewards and costs and by extension evaluate authority's in terms of what they gain or lose from the authorities decisions. Translating the concept of the exchange theory to the union context, union effectiveness –the degree to which the union is perceived to be instrumental in obtaining favourable job conditions for their members including compensation, benefits, promotions and job security for their constituents is hypothesized to lead to union commitment due to the obligation to reciprocate favourable behaviours.

Findings from other studies have expressed support for the proposed relationship between perceived union effectiveness and union commitment. For instance Hemmasi and Graf (1993) in their research developed a model of faculty unionism that integrates diverse set of factors representing various perspectives of voting behavior in unionization drives. Data for the study were collected through survey responses. Participants used in testing the model were obtained from faculty in three institutions of higher education simultaneously undergoing collective bargaining elections. In accordance with equity theory, it was hypothesized that, work context, socio-political beliefs, general attitudes towards unions, at one's own workplace and pay satisfaction would be strong determinants of union voting behavior. As expected, results of the study generally supports an integrative model that includes economic, political and ideological explanatory factors for understanding unionism with union instrumentality being the single largest determinant of vote. The results of Hemmasi and Graf (1993) study suggests that though unionization may be viewed as a process caused by work context through mistreatment, distrust and dissatisfaction which is solidified by liberal socio-political predispositions, favourable perceptions of unions as institutions is what sustains members attachment. This suggests that although employees' dissatisfaction may attract interest in union representation, it does not necessarily result in a pro union vote favourable perception is a major determinant of the direction of union vote (Hemmasi & Graf, 1993).

Despite contributions made to literature by the results of this research the absence of the use of causal analysis in Hemmasi and Graf (1993) study precludes a definitive statement from being made concerning directions of causality among the research variables. Hence statistically significant relationships found could only be interpreted simply as evidence of plausibility of the hypothesized or implied causal relationship. The present study however addressed this limitation

by using regression analysis which helped determine directions of causality among the variables of study and also the amount of variance accounted for by each of the independent variables. Also different from Hemmasi and Graf's (1993) study is the present study's focus on understanding union members' behaviour after certification voting as opposed to the determinants of voting behaviour during certification voting emphasized by the past study. Most research on union instrumentality perceptions focus on how instrumentality perceptions determine whether a union would be certified by its members. However the behaviour of members after the certification voting is important since the behaviours of the members within the unions determines the sustainability or the survival of the union. The current study therefore fills this gap by examining union commitment and its predictors.

Whiles Hemmasi and Graf (1993) investigated pay satisfaction and instrumentality perceptions on voting behaviour, Fullagar and Barling (1989) assessed four different types of loyalty to the union and organization: loyalty to union and company, loyalty to the company but not the union, loyalty to neither the company nor union, and loyalty to the union and not company. Two Canadian unions were used to examine the determinants and outcomes of the different forms of union and organizational loyalty. Using a longitudinal design over a six month period, multivariate and discriminant analysis of covariance established the existence of exclusive predictors of loyalty to the company and loyalty to the union. Although results of the analysis proved the existence of unique predictors of organizational and union loyalty, only one common predictor of both union and company loyalty was found, namely union involvement. The relationship between involvement in union activities and union loyalty was negative ( $r = -0.30$ ), whereas that between union involvement and organizational commitment was positive ( $r = 0.42$ ). The researchers concluded that involvement in union activities does not necessarily bind

the member to the union and facilitate consonant attitudes. Indeed, involvement in union actions and behaviours appeared to trigger a sense of disillusionment with the union, which caused a decrease in members' loyalty to the union and strengthened attitudes of commitment to the employing organization. Implying that, unless involvement in union activities is perceived as rewarding, positive attitudes of attachment to the union are not necessarily forthcoming and union members may focus their loyalty on the organization (Fullagar & Barling, 1989). As noted by Magenau, Martin and Peterson (1988), this provides evidence to prove that the nature of the relationship between union involvement and union loyalty appears to be moderated by the degree of satisfaction with an individual's exchange relationship with the union.

Unlike Fullagar et al. (1989) study, the present study focuses on investigating the predictors of employee's commitment to their unions only (unilateral commitment) as opposed to commitment to both company and union (dual commitment) investigated in Fullagar and Barling (1989) study. Also, the researchers in this past study used a longitudinal research design which serves as a major drawback for the generalization of the results of the study as sample attrition might have negatively affected the sample size leading to a decrease in the amount of data collected and the subsequent reduction in the percentage of sample response needed for data analysis. The present study however sought to address this limitation by using a cross-sectional survey design which sought to collect data from participants at a single point in time.

In a meta-analysis, Bamberger, Kluger, and Suchard (1999) proposed and found support for an "integrative" model of union commitment and participation. According to their model, the impact of job satisfaction on union commitment is partially mediated by organizational commitment. Also, union commitment has a direct effect on union participation. Bamberger et al. (1999) found that pro-union attitudes have a larger direct effect on union commitment. Based

on this, these researchers argued that unions should pay more attention to social exchange aspects of the member-union relationship, since pro-union attitudes reflect perceived mutual support and solidarity. This implies that unions would be better off if they adopt a campaigning approach, emphasizing rank-and-file and community involvement and building pro-union attitudes, rather than relying solely on appeals to narrow instrumentality. Bamberger et al. (1999) found evidence of dual commitment to union and employer, in that there was a positive relationship between organizational and union commitment. They also found a positive relationship between job satisfaction and organizational commitment, and a negative relationship between job satisfaction and union commitment.

Mohamed, Shamsudin and Johari (2010) conducted a research using union members from an in-house manufacturing company in Malaysia. Data was gathered from 415 respondents through a survey of union members. Mohamed et al. (2010) expected a positive relationship between union organization as well as its individual dimensions and delivery effectiveness. As expected, the results from the multiple regression analysis showed a significant positive relationship between union organization and delivery effectiveness. A positive relationship was also found between two of the dimensions of union organization (understanding employer business and communication within unions) and delivery effectiveness with communication between unions being the highest predictor of delivery effectiveness. Mohammed and colleagues (2010) concluded that unions would be evaluated by their members to be effective if they enhance the rights of members to be heard. This is because developing an open communication with union members enable them to voice out their concerns over workplace issues concerning how the union is run. Unions must therefore enhance their internal democracy by practicing open

communication where union members would be allowed to share their views on workplace issues as well as the state of the union.

This study however considered only the organizational effectiveness of unions that is, how the structures of the union as an organization affect their performance. The current researcher however sought to examine both the organizational effectiveness of unions and the delivery effectiveness of unions that is how union members evaluate the performance of their unions in terms of the benefits that they obtain.

Similar to Mohammed et al.(2010) study was a research conducted by Sinclair and Tetrick (1993) which extended organizational support perceptions to the union setting by examining employee's perceptions of union support and instrumentality to the prediction of union commitment. The paper examined these antecedents of union commitment in a small Northeastern state university using data collected from a sample of 77 employees from the University. Results from the correlational multiple regression analysis indicated that perceptions of union support accounted for more variance in union commitment than did union instrumentality. Limitation of small-sample cross-sectional research was however identified in this. The study used 77 employees as its sample which poses as serious threat to the power and stability of any data analysis. Also, somewhat recorded low reliabilities for belief in unionism and exchange ideology may diminish their relations with other variables which could eventually confound the results of the study. The present study however used a larger sample of 150 employees in order cut back the negative effects of limited sample size. Further, the current researcher sought to extend literature on union instrumentality perceptions by finding out whether non-economic instrumentality perceptions predict union commitment. To achieve this, the study examined how each of the dimensions of union effectiveness predicts union

commitment as opposed to the economic-based instrumentality perceptions emphasized in the previous study.

Bagraim, Bolton, Khan, Mohamed, Witten and Zvobgo (2007) also extend literature by the findings of their research which examined the relationship between union participation and union commitment among blue collar workers in South Africa. The research employed a survey in which a convenience sampling technique was used to sample 81 males and 9 females. After controlling for demographic factors, the results of the study showed that union participation was a predictor of union commitment after it accounted for 43% variance in union commitment. The study recorded black participants exhibiting highly significant levels of commitment and participation than the white participants.

However, compared to the sample used by the researcher in the present study, the sample size used in Bolton et al. (2007) study was limited which could affect the generalizability of the results. Again, context effects were not taken into account as South Africa at the time of the study had experienced a re-emergence of an alleged disruptive and violent behavior during strikes (Cooke, 2005). Since industrial climate affects union participation, context effects could be said to have posed a major threat to the findings of this study.

In predicting employee attitudes to both company and union, Barling, Wade and Fullagar (1990) in their use of divergent models assessed whether various work experiences and personal characteristics would predict company and union loyalty. Barling et al. (1990) expected that although job satisfaction would be negatively associated with union commitment and positively associated with organizational commitment, it would be a common predictor of both types of

commitment. Positive perceptions of organizational climate were also expected to predict both commitments to union and company. Job involvement was also anticipated to have a positive relationship with both organizational and union commitment. Data was collected through survey responses from 100 participants sampled from a white collar union. The results of the study however did not support the hypotheses of the study since neither of the results from the multiple regression analyses showed any of the variables as a predictor of a significant portion of the variance in both union and company commitment. Job satisfaction, organizational climate and job involvement were not significant predictors of company commitment. Union tenure was the only significant predictor (5.3% of the variance) of union commitment.

The results of Barling et al. (1990) study however, underscores the need to construct separate models of company and union commitment which is exactly what this research intends to do by studying only union members unilateral commitment to their unions and the factors which predict this commitment . It was also realised that, since the questionnaires were mailed and not administered personally, the percentage of returned questionnaires was not up to 50% which might have also affected the results.

In an attempt to find out the relationship between union leadership and member attitudes, Bayazit, Hammer and Wazeter (2009) examined the relationship between union leadership and instrumentality and justice perceptions by their members. Data was obtained from 326 local union presidents, 51 field staff and 436 teachers. Using a multi-level survey data, results of the study indicated significant union-level effects on the beliefs and attitudes of union members about their unions. Specifically the results found leadership activities to be positively correlated with the attitudes and behaviours of union members. A stronger association was found between

external leadership and members' perceptions of distributive justice (i.e., equity in wages). Also local presidents effectiveness was evaluated based on the amount of time they spent on wage issues thus the more time union leaders spent on wage issues the stronger the perception that unions were instrumental in obtaining valued outcomes. Bayazit et al. (2009) concluded that internally- and externally focused leadership behaviors are related to union members' attitudes and beliefs towards their unions. However, their research was limited to studying the relationship between effectiveness of union leadership and economic or extrinsic bargaining abilities. The present study unlike this previous study attempts to fill this gap in literature by not only examining of leadership effectiveness perceptions in extrinsic terms but also in intrinsic terms and also responsiveness of leaders to their members.

Though Bayazit et al. (2007) research contributes to literature on union effectiveness, the samples composed of persons holding union positions and this might have affected the validity of the results in that, an evaluation of unions by leaders will mean an evaluation of their own performance. In order to maintain a cognitive consistency they may evaluate the union positively which may not necessarily be so. The current study however rectifies this flaw by excluding union stewards/executives from its sample.

Based on the above literature reviewed, it was hypothesized that perceived union effectiveness (PUE) will significantly predict union commitment.

### **2.3.3 Quality of Work life and Union Commitment.**

Kochan (1986) asserts that, union members may now look to the unions to provide them with benefits such as meaningful work, appreciation of individual effort and a sense of belonging to the work situation which requires unions to develop a concept of work environment and the need to gain control over it through collective bargaining (Hian& Einstein, 1990). It may be argued that, though extrinsic benefits may attract employees to a union, much more may be required to sustain their commitment to the union. This implies unions should find it necessary to broaden their base of benefits that they bargain for by including more intrinsic rewards in order to expand workplace democracy by enlarging direct or indirect control workers have on the decisions that affect their work (Joshi, 2007).

Published works have stated some components of QWL that should be considered as key for an organization's QWL initiatives. Sirgy, Efraty, Siegal and Lee (2001) posited that two dominant approaches to QWL prevails namely, the spillover and need satisfaction approach. The needs satisfaction approach draws its basic assumptions from need satisfaction theories such as Maslow's theory of needs (Maslow, 1954). The main tenet of the need satisfaction approach is that individuals come to work with basic needs that they expect to fulfill. Satisfaction that an individual obtains from work is based on the extent to which these are met. The spill-over approach to QWL is based on the assumption that satisfaction in one area of life affects satisfaction in another area. Though there appears to be no singular definition of QWL the key elements that have been proposed by most researchers include: work-family balance, compensation/benefits (Huang, Lawler & Lei, 2007) job security and job stress (Saklani, 2004) management and supervisory style, satisfactory working hours and meaningful tasks (Ivancevich, 2001); skill level, autonomy and challenge (Perrewe & Ganster, 2002); nature of job and stimulating opportunities (Wyatt & Wah, 2001).

An evaluation of the various recommendations of the key elements that should constitute QWL constructs makes it evident that there is no agreed on combination of QWL factors that can be applicable to every organizational context. Hence Siklani (2004) recommendation that, QWL factors that would be considered by any organization must consider the needs and expectations of workers in relation to their job context or content and should further be suitable for the implementing organization.

Inferring from previous studies therefore, quality of work life for the purposes of this study is defined as the individuals' evaluation of their work/life balance, job characteristics, supervisory behaviour and compensation/ benefits.

From the social exchange theory and the norm of reciprocity, Rhoades and Eisenberger (2002) established that, when employees perceive they are being adequately and fairly compensated in relation to their inputs, it enhance their perceptions of quality of work life which ultimately result in their willingness to exhibit several commitment behaviours.

Based on their research, Farh, Podsakoff and Organ (1990) confirmed Walton (1975) assertion that experiencing a high QWL is contingent on job characteristics. These researchers suggested that, since the structure of jobs give the employee meaning and fulfillment, the extent to which jobs allows employee to apply and develop his skills and competencies has an influence on an employee's appraisal of QWL and also the willingness to exhibit helpful behaviours like commitment.

In their research, Rhoades and Eisenberger (2002) found supervisor-subordinate interactions to be instrumental to an individual's appraisal of QWL. They argued that, when employees receive

approval, recognition and support from their supervisors, they reciprocate the leader's positive intentions by giving back their expertise, devotion and commitment. This confirms the findings of Gaertner (1999) meta-analysis which found supervisory behaviour to be directly related to organizational commitment. Work life balance was also found to be a significant contributor to employee loyalty and commitment to the organization.

Relating organizational commitment to union commitment, this study sought to extend the QWL and organizational commitment relationship to the union setting and test member's perceptions of QWL (as well as its individual constituents) to the prediction of union commitment.

Several studies have supported the quality of work life –union commitment relationship. For instance, Kochan, Lipsky and Dyer (1975) in their research observed a substantial difference in the perception of union performance by participants' and nonparticipants concerning a range of functions, including "bread and butter" issues as well as QWL issues. QWL participants who experienced the greatest participation in the QWL program evaluated the union as considerably more effective in quality of work life issues, bread and butter issues and strategic concerns, among other matters, than nonparticipants.

Another investigation by Fields and Thacker (1992) purported to advance understanding of the influence of participation in quality of work life endeavor on both company and union commitment by examining variations in union and company commitment after the carrying out of a cooperative union-management quality of work life program. The research was conducted in a large Midwestern utility involved in two separate joint union-management QWL interventions (intervention 1 and intervention 2). Using a repeated- measures within-respondents methods, data was gathered through survey administrations from 293 employees in intervention 1 and 119

employees in intervention 2 at two different times., The multivariate analysis of variance (MANOVA) with repeated measures was used to test the hypotheses with the results of the study providing support for their hypotheses that, both union and company commitment would increase after employee involvement in a joint QWL process. The multivariate analysis of the data also provided evidence of a significant positive relationship between QWL, union commitment and company commitment after employees' involvement in a joint QWL process. Thacker and Fields (1992) concluded from their study that changes in union commitment are a product of changes in the attitudes of union leaders. In that, the specific attitudes of leaders towards QWL interventions determine member's behaviours towards the unions. Thus, members will show positive attitudes when union leaders show active interest in QWL endeavours.

The use of a repeated measures design however poses a great threat to the findings of their research such that correlations observed in the two interventions might not reflect the actual perceptions of respondents regarding QWL interventions but may turn out to be so as a result of attitudinal inconsistencies across the two time periods. The present study will however rectify this discrepancy by using a survey research design which allows data to be collected from respondents only once thereby avoiding carry over effects.

Eaton, Gordon and Keefe (1992) also found results that parallel the findings of the above study. In their study which sought to investigate how grievance system effectiveness and QWL program impacts union loyalty, the researcher's sampled 630 union members from four separate units of bargaining within the same local. Based on the analysis of data, the researchers concluded that union members who participated in QWL programs were less likely than non-participants to view QWL as a threat to the union. These participants were also found to be more loyal to their unions. The findings of the study also revealed that perceived effectiveness of

grievance procedure was a stronger determinant of union members' attitudes towards their unions than QWL. Despite these findings the researchers still considered QWL of work life to be an important determinant of positive attitudes towards unions.

A study conducted by Fiorito, Jarley & Delaney (1993) among national unions in United States of America had as its primary goal to examine union members' perception of union performance. The main objective of the study was to investigate the characteristics of the union as a possible factor in explaining declined union membership in the United States. In the study, 275 top national officials representing 111 national unions based on 6 dimensions of union performance, (politics, self-help, organizing, member solidarity and resource acquisition) individual union members were interviewed. The result of the study revealed that that union effectiveness is enhanced by innovation and reduced by centralization of decision making in the union. This implies that unions that are more innovative in their tactics and have been decentralizing decision making process among their members have had greater success in retaining membership. In later research in 1995, the same researcher focused on organizing effectiveness and found that innovation and internal democracy enhanced organizing effectiveness (Fiorito et al., 1995) where organizing effectiveness in this contest refers to the degree to which the union is able to attract and retain members. Fiorito et al. (1995) study focused on job enrichment but the current study focuses on QWL of work life which is a broader construct than job enrichment.

Another study in relation to quality of work life was conducted by Carillon and Sutton (1982). This study investigated the relationship between union services and members' job satisfaction, job security and satisfaction with their compensation. Specifically the study hypothesized that to

the extent that a union effectively renders direct services; members of the union will report global job satisfaction, job security and satisfaction with their compensation. It was further anticipated that members of effective unions will also report better physical health and greater participation in job-related decisions. Using a two-step sampling procedure which maintained equal probability of selection principle for teachers, a total of 200 teachers surveyed from 25 public schools were used. A mixed method of both qualitative and quantitative method comprising of a structured interview based on the 1977 Quality of Employment Survey as well as a self-administered questionnaire was used in the collection of data from the participating teachers. Using the Pearson product-moment correlations between union effectiveness measures and quality of worklife, results of the study found a positive relationship between union performance and job satisfaction, job security and satisfaction with their compensation with correlation between members' perception of economic bargaining and compensation satisfaction being significantly higher than any of the other relationships. The findings of the study suggest that union's performance, in rendering direct services for employees has important consequences for members' QWL. From the member's viewpoint, there was a general positive relationship between the set of union performance variables and the set of job enrichment.

The research by Carillon and Sutton (1982) combined both qualitative and quantitative forms of gathering data whiles the current study uses only quantitative (questionnaires) means of data collection. The current research also looks more into the relationship between perceived union effectiveness, QWL and union commitment rather than just the relationship between perceived union effectiveness and job enrichment looked at by Carillon and Sutton (1982). Also, this previous research unlike the present study included in its sample both local executives of the union as well as union members. This poses a serious threat to the results of the study since

union executive in their attempt to maintain a cognitive consistency would bias the results of the study by rating their unions to be effective which might not necessarily be so. The current study however addressed this limitation by excluding all union leaders in its sample and sampling only union members.

Brett (1980) however provides an inconsistent finding to the findings of the above researches as he posits that QWL consists of the involvement of workers in decisions about various workplace issues, and this aids direct communication between management and employees, and eventually weakens the role of the union in enhancing workplace democracy by seizing its functions. Specifically, participative groups which happen to be a major QWL strategy may address matters directly related to existing collective bargaining agreement. Similarly, issues that formerly would have been the focus of official negotiations between unions and management may be tackled by these participative groups instead.

Desouza (2013) in her study which examined the moderating effect of perceived external prestige and the relationship between quality of work life and organizational commitment among 137 working individuals from two large public sector organizations also found a positive relationship between managements improvements in employee quality of work life and organizational commitment. Drawing on the social exchange and the social identity theories, it was hypothesized that employee's perceptions of quality of work life will cause them to reciprocate with organizational commitment. The results of the study showed a significant positive relationship between quality of work life and organizational commitment. The findings indicate that placing emphasis on employee quality of work life is a sure way of enhancing organizational commitment.

Parker (2002) also emphasizes that anxiety remains that unions participation in QWL issues will erode the commitment of members to the unions and eventually their participation in union activities. This is because the issue pertaining to employee QWL has to do directly with outcomes that favour management and the organization such as productivity, quality of goods or product and efficiency. These outcomes direct the resources of management and labour towards improving the profitability of the company. This may lead to an employee identifying strongly with management weakening his or her commitment to the union. In effect, lessened member identification and involvement in union activities springing from QWL might present unions with the difficulty of undertaking a strike action thereby weakening its bargaining power. Finally, to the extent that commitment to the union and bargaining strength are weakened by QWL programs, the very survival of the union may be endangered.

#### **2.3.4 Quality of Work Life and Perceived Union Effectiveness.**

Joshi's (2007), in his study which was carried out in the service and manufacturing (public) sectors, more specifically in the Banking, Insurance, and Hospitals which sought to explore, in its entirety, the issue of representation of the legitimate interests of women workers also provided results that supports the union effectiveness – quality of work life relationship. The study attempted to quantify union efforts to enhance QWL conditions, as perceived by four categories of women workers in Indian. The study revealed a positive perception among nurses concerning the role of their union in QWL conditions, as reflected in their positive assessment of their union for looking after their interests. The study's findings further revealed that women employees evaluated the union to be highly effective because wider issues having implications

for the entire workforce was addressed by the union in their negotiations despite the general conditions of work life their organizations provided being low.

Though Joshi (2007) study has contributed to the understanding of how women evaluate the performance of their unions concerning their involvement in enhancing their QWL, the findings of their study cannot not be generalized across gender since their sample consisted of only women. According to Armstrong and Steenkamp (2008) women workers by virtue of their vulnerability within the labour market, derive more benefits from their status as trade union members. Hence, the gender differences may exist as to the value of unions deliver to their members as well as the evaluation of the performance of unions.

Waddington and Whitston's (1997) findings emphasized the importance of shop stewards and branch activists in recruiting workers to union membership. The study also found that the key reason reported by members for joining a union was for support if they had a problem at work, which suggests that union's performance would have an important bearing on member's commitment. If a union is seen to be ineffective, potential members will not believe that the union can help them with potential problems. Later research by Waddington and Kerr (1999), which examined the reasons why workers leave a trade union found that around a quarter of those who quit trade union membership do so because they are dissatisfied with some aspect of the trades union's policy or effectiveness concerning employee welfare issues. However, this analysis covers former members of a single trade union in the UK. As to whether it is applicable to the Ghanaian setting, the present study is yet to verify.

Ghosh, Nandan and Gupta (2009) in their study, investigated the changing roles of trade union leaders among plant-level trade union members in India. Their objective was to investigate the priorities of union members concerning bargaining benefits and role of plant-level trade unions in enhancing the QWL of their members. Using a qualitative research design, structured interviews were conducted using union chairpersons and members of the unions as well as union officers of different departments. Secondary data was also collected from annual reports and monthly newsletters. Responses from their study indicated that employees rated participation of unions in decisions regarding their welfare, their grievances and their QWL as the most important issues. The researchers concluded by indicating that when trade unions are aiming at recruiting more members, active involvement in QWL measures may lead to increased membership.

Limitations of this study however concern the data upon which conclusions were made. Since data collected for the study was based solely on the opinions of members, elements of bias in the responses may pose a threat to the validity of the results. The results of the study may however be validated by conducting a survey based study which employs statistical analysis of data and this is exactly what the present study sought to fulfill.

### **2.3.5 Summary of Review of Related Studies**

A careful look at literature indicates that majority of these researchers based their conclusions on samples that comprised union members and union executives and predicted that shop stewards level of commitment should outweigh that of members due to the active union leadership role they play (Bayazit et al., 2007; Carillon & Sutton, 1982; Gosh et al., 2009). However, the basis for drawing such inferences may be flawed since the items on the scale may not measure

identical constructs across these two groups of respondents with different characteristics. Variance observed in these measurements may therefore be a result of shop stewards measuring their own performance with respect to their roles as union leaders. The present study however attempts to address this problem in literature by using only union members and not a combination of union members and shop stewards as sample for the study.

Also the review of literature revealed that most of the studies on QWL were largely qualitative (Ghosh et al., 2009), and also involved the use of experimental design (Eaton, Gordon & Keefe, 1992; Fields & Thacker, 1992). The use of the qualitative design has been helpful as it enables researchers derive meaning and possibly explain union commitment in an open system where conditions develop and possibly interact with each other. Despite these benefits, the use of qualitative design makes it difficult to study large samples and thus limits generalization to larger samples. Also even when large samples had been studied by these researchers, information was drawn from already existing data which may not be devoid of biases.

Moreover, from the literature, none of the previous studies in their anticipation of members' commitment to their unions from individual or union level variables controlled for likely non independence in their data. Most of these studies have the sources of their data from a number of unions that differ in type and size (Kelloway et al., 1992; Tan & Aryee, 2002). The present study again controlled for contextual variance which was absent in most previous studies by making observations from the same organizational unit or cluster in order to make the data more homogenous as against observations made from non-independent units.

## **2.4 Rationale for the Present Study**

Due to the recent decline in union membership, there is a surging interest in enhancing the commitment of members to their unions. However, there is still a dearth of research on union commitment. Labor relations literature seems to lack comprehensive theoretical models that include explications on how perceptions of unions may explain the commitment behaviors of members. The few studies that have investigated the perception of union effectiveness have only done so from an economic or wage bargaining perspective (Armstrong & Steenkamp, 2008; Hemmasi & Graf, 1993). There is no systematic research into union effectiveness from a comprehensive perspective of other working conditions specifically non-economic perspective and how it affects the commitment of members. The current research therefore sought to fill this gap in literature by examining how union members evaluate the effectiveness of their unions in economic and non-economic terms. This, the study sought to achieve by examining the various dimensions of union effectiveness which include evaluations of the unions in extrinsic terms, intrinsic terms and also their responsiveness to members.

Again, the unit of analysis of most union commitment studies concerning the benefits of collective bargaining processes has often been based on economic or extrinsic benefits and its effects on union commitment (Premack & Hunter, 1988; Zalesny, 1985). Though this has helped in understanding how economic benefits or tangible outcomes explain union commitment it is important to know how non-economic benefits or extrinsic benefits may determine an individual's commitment to the union. The current study therefore extends literature by examining quality of work life (QWL) which consists of both economic and non-economic job related outcomes as a determinant of union commitment. Further, to gain an in-depth understanding into the role quality work life plays as a predictor of union commitment, the

present study sought to examine how the various dimensions of quality of work life predicts union commitment. Thus the study expected supervisory behaviour, job characteristics, compensation/benefits and work life balance to be positively related to union commitment.

Also most of the researches done on quality of work life basically adopted qualitative or experimental designs which has been helpful as qualitative researches enables researchers derive meaning, describe and possibly explain outcomes in an open system where conditions develop and interact with each other. Also despite the advantages of experimental design in helping establish a causal relationship and also aiding replication of findings obtained, experimental and qualitative designs makes it difficult to study large populations. Even when large samples had been used in some qualitative researches it was based on existing data provided by the organizations under study. But secondary data as one of its flaws is hardly devoid of biases since every organization would like to present itself in good light to seen as the best. It is therefore essential to use a quantitative approach which will allow large amounts of data to be collected more rapidly and efficiently in order to make generalization possible. And this is what the present study sought to do.

Theoretically, despite the persistent interest in member commitment to unions, many of the existing research on union commitment (Fuller & Hester, 2001; Sinclair & Tetrick, 1995, Waddington & Whiston, 1997) have been based on western samples. Past researches which examined the applicability of western inspired theories of union commitment obtained findings which were basically consistent with those in literature. Though the results of past findings may be considered to be indicative of the applicability of these theories, African countries including Ghana that are at different stages of industrialization and also with different unionization

histories would also need to be used in order to test the applicability and the generality of these western theories. Furthermore in the Ghanaian context, there has not been much research done in the area of union commitment.

## **2.5 Statement of Hypotheses**

Based on the literature reviewed above, the study examined the following hypotheses.

1. Perceived union effectiveness will be a significant predictor of Union Commitment.
2. Quality of work life will significantly explain variance in Union Commitment.
3. Quality of Work life dimensions (a. Work life Balance (b). Job Characteristics (c). Supervisory Behaviour d. Compensation/Benefits) will significantly predict Union Commitment.
4. Perceived Union effectiveness dimensions (a. Union's ability to obtain Intrinsic Benefits b. Union's ability to obtain Extrinsic Benefits c. Unions Responsiveness to members) will significantly explain variance in Union Commitment.

## 2.6 Conceptual Framework

### Predictor variable

#### Quality of Work life

- Adequate and Fair Compensation
- Supervisory Behaviour
- Job Characteristics
- Work life Balance

#### Perceived Union Effectiveness

- Obtaining Intrinsic Benefits
- Obtaining Extrinsic Benefits
- Being responsive to Members

### Criterion variable



*Figure 1. Summary of hypothesized relationship between predictor variables and the criterion variable as well as the moderating variable.*

The above model indicates union commitment as a criterion variable and quality of worklife and perceived union effectiveness as predictor variables. The model presumes that the predictor variables have a true relationship with the criterion variable. The model posits that QWL and PUE are directly related to UC.

## 2.7 Definition of Terms

### Dependent Variable:

1. *Union Commitment*: An individual's loyalty to the union, willingness to work for the union and responsibility to the union.

### Independent Variables:

2. *Perceived Union Effectiveness*: member's evaluation of union's priorities and performance in bargaining for extrinsic benefits, intrinsic benefits and being responsive to their members.
3. *Intrinsic Benefits*: getting workers a say in how they do their work, how the employer runs the business and also making job more interesting.
4. *Extrinsic Benefits*: improvements in wages, fringe benefits, and security on the job.
5. *Responsiveness to Members*: granting members a say in how the union is run, what the union is doing and effectively handling member grievances.
6. *Quality of Work life*: A measure of an employee's evaluation of the organizations response to their needs in terms of their work/life balance, job characteristics, supervisory behavior and compensation/ benefits
7. *Job Characteristics*– the degree to which the job is autonomous, creative, meaningful and full of challenges (Huang et al., 2007).

8. *Compensation/Benefits*– the degree to which an individual perceives his/her financial rewards on the job to be fair.
9. *Supervisory Behaviour*– perception of subordinates concerning the provision of appropriate instruction, assistance and recognition by leaders (Huang et al., 2007).
10. *Work/life balance*– the degree to which an individual is equally satisfied with his/her work and non-work roles (Greenhaus, Collins, & Shaw, 2003).

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.1 Introduction**

This chapter presents a description of the research methodology used in the study. It provides an overview of the research design, population, the sample and the sampling procedure, and the instruments that were used for data gathering including their psychometric properties. The chapter also provides outlines of the pilot study, and the procedures used in the study which includes data collection strategy.

#### **3.2 Population**

The population for this study was employees working in Ghanaian Mining industries who were union members with an estimated population size of about 18,000 (Anyemadu, 2000). Of particular interest to the researcher were employees in the mining industries who were miners and also union members. This population was chosen because research have indicated that white collar workers have historically been less interested in union as compared to blue collar workers with white collar workers reporting higher levels of job satisfaction than blue collar workers (Kochan & Wever, 1990). Since the mining industry falls under the category of blue collar jobs, the researcher found it necessary to use employees in the mining companies for the study. Also, workers from the mining industries were considered most suitable for the study because, the unique nature of their work (e.g., working long hours, and also working under the shift system) made it more likely for the variables under study (especially Quality of work life) to be investigated amongst them.

### 3.3 Sample/Sampling Technique

The study used the convenient and purposive sampling technique. The convenient sampling technique was used to select the mining companies for the study. This is in view of the fact that not all of the local unions in the mining companies were interested in granting approval for data to be collected from their employees for the study. Consequently, those companies who gave their approval were used.

The sampling was also purposive because it made it possible for the right people who were suitable for the study to be selected since the study was interested in employees in the mining industries who were union members and also miners. Purposive sampling technique was therefore appropriate. In view of this, in each of the mining companies, prospective participants who qualified for the study were first identified after which those who gave their consent to participate in the study were given the questionnaires to respond to. Two hundred union members were targeted for the study. The sample size was determined based on Tabachnick and Fidell (2007) suggestion that for regression analysis, the minimum sample size (N) should be  $N > 50 + 8M$ ; where M = the number of independent variables to be used and N is the sample size in the research. This study has 2 independent variables, which means that a sample size of not less than 66 would be required.

Descriptive analysis of the 150 respondents indicated that 112 respondents were males (74.7%) and 38 were females (25.3%). In terms of respondents' age, 63 respondents were between 20 to 30 years (42.0%) whereas 49 respondents were between 31- 40 years (49%) 23 respondents were between 41- 50 years (15.3%) whereas 15 were 50 years and above. Of these participants, 70 had been employed between 1-5 years (46.7%) 63 had been employed between 6-10 years (42.0%) while 17 had been employed from 11 years and above representing 11.3%.

*Table 3.1 – Sample Demographics: Percentage of Responses by Category of Gender, Age, Length of Service, Organisational Status.*

Demographics	Frequency	Percentages
<b>Gender</b>		
Male	112	74.7
Female	38	25.3
<b>Age</b>		
20-30years	63	42.0
31-40years	49	32.7
41-50years	23	15.3
51years above	15	10.0
<b>Length of Employment</b>		
1-5years	70	46.7
6- 10years	63	42.0
11years and above	17	11.3
<b>Respondent Organization</b>		
Anglo Gold Asante	30	20
New mount Ghana	65	43
Gold Fields Ghana	55	37
<b>Level in Organization</b>		
Junior Staff	97	64.7
Senior staff	53	35.3
<i>Total Number of Respondents (N= 150)</i>		

From Table 3.1, it can be seen that males (74.7) constitute a greater percentage of the total sample size compared to females (25.3). This is typical of mining organization where more males are employed than females because of the nature of work done.

Also majority of respondents fell within the ages of 20 to 30 years followed by those at 31 to 40 years. This shows that most of the respondents' were young adults in their productive years of life.

About 70 of the respondents in this study had worked with various organizations for less than 6years and about 63 have worked for less than 11years. This is evident from the fact that Anglo Gold Ashanti and Newmont Ghana were companies that merge with existing mining firms in Ghana. Their operation in Ghana has been in the past few years. Moreover the table also shows that most of the respondents sampled were junior staffs (64.7%). Out of the total sample of 160 about 30 were from Anglo Gold Asante mines, 65 were from Newmont Ghana Gold Limited and Gold Fields Ghana 55.

### **3.4 Measures**

Measures in the study were based on instruments used in earlier investigations on the predictors of union commitment. These measures were used because they had demonstrated reliabilities which exceed the 0.70 minimum acceptable levels for alpha (Price, 1997).

A four section questionnaire was used in this study, Section A of the questionnaire measured union commitment, Section B consisted of measures for perceived union effectiveness, and Section C consisted of items measuring quality of work life. Section D of the questionnaire

included items on personal data. Below is a description of the instruments and how responses were scored as well as the reliabilities of the instruments.

### **Section A: Union Commitment**

Union commitment was assessed with a modification of Friedman and Harvey (1986) 20-item scale on union commitment as adapted by Bayazit, Hammer and Wazeter (2004). The scale is part of the original 30-item scale that previous research had found to be a valid measure of union commitment based on the dimensions of attitudes of loyalty to the union, a feeling of responsibility to the union, a willingness to exert strong effort on behalf of the union (Bayazit, Hammer & Wazeter 2004). One of Friedman and Harvey (1986) items was discarded by Bayazit et al. (2004) because it did not apply to their union. It was however replaced with another item representing the same dimension (item 10). Minor revisions were made by Bayazit et al. (2004) on some of the items, most of which involve replacing the word “union” with “local association”. The present study used the adapted version of the scale. Respondents were required to respond on a five point Likert scale ranging from “strongly disagree” to “strongly agree”. Responses were scored from 1 to 5 (1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree). None of the items was reversed scored hence the possible range of scores here was from 20 to 100, with high scores indicating a high level of union commitment and low scores indicating low level of union commitment. The reliability coefficient (Cronbach alpha) for the adapted scale was .88. Sample items are “I feel a sense of pride in being a part of this union” and “I talk up this union to my friends as a great organization to be a member of”. For the present study, there liability for the scale was established as .82.

## **Section B: Perceived Union Effectiveness.**

Union effectiveness was measured using the Union Instrumentality scale designed by Chacko (1985). The questionnaire measures the instrumentality of unions in terms of Unions ability to bargain for *Intrinsic Benefits*, *Unions Ability to bargain for Extrinsic Benefits* and *Unions Responsiveness to its members*. The scale was measured on a five point Likert scale ranging from 1=strongly disagree, 2=disagree, 3=neutral, 4=agree to 5=strongly agree. Responses were scored from 1 to 5. Since none of the items was reversed scored, the possible range of scores here was from a minimum of 10 to a maximum of 50. The item score are summed up to obtain a total score for each respondent. Higher scores indicated higher perception of union effectiveness while lower scores indicated lower perception of union effectiveness. The coefficient alpha of this scale reported by Chacko (1985) is .74 with the internal reliabilities (Cronbach alpha) of the three subscales being .69 for intrinsic benefits, .74 for extrinsic benefits and .71 for responsiveness to members. That for the current study is .82. With Cronbach alpha for the three subscales being .74 for intrinsic benefits, .86 for extrinsic benefits and .88 for responsiveness to members. Some of the responses on this 10-item scale include “the union makes every effort to help get workers a say in how they do their work” and “the union makes every effort in getting better fringe benefits for members”.

## **Section C: Quality of Work life**

Twelve items developed by Huang, Lawler and Lei (2007) were used to represent the four dimensions of the quality of work life –*worklife balance*, *job characteristics*, *supervisory behavior*, and *compensation and benefits*. Sample items include: “my current job does not interrupt my family life” “my job permits me to decide on my own how to go about doing the

work” “my supervisor provides me assistance on how to solve my job related problems” “I am fairly rewarded compared to similar jobs outside my organization”. Each QWL dimension scale was measured by 3 items. Respondents were asked to indicate their perception about each QWL question with anchors ranging from strongly disagree (1) to strongly agree (6). The scale was scored by summing up the response of the participants on 12 items of the scale. None of the items was reversed scored hence a participant could have a score of 12-72 with high scores indicating a high perception of quality of work life and low scores indicating low perception of quality of work life. Internal consistency of the scale ranged between .70 -.86 in prior studies (Huang et al., 2007) and for this study it reported a Cronbach alpha of .76 with the Cronbach alpha for the various subscales being .71, .68, .75 and .78 for compensations/benefits, job characteristics, supervisory behavior and work life balance respectively.

#### **Section D: Personal Data**

The last section of the questionnaire gathered information on personal details of the respondents. This section consisted of items which investigated demographic characteristics such as sex, age and tenure of work. The demographic information was necessary since it enabled the researcher give some description of the sample used.

### **3.5 Research Design**

The study was a correlational survey design. This design is used in research to identify any pattern of relationship that exists between two or more variables and to measure the strength of the relationship. In the study, a self-report measurement technique was employed to collect data from participants at a single point in time concerning their union commitment and its predictors.

The independent variables in this study are perceived union effectiveness (obtaining extrinsic benefits, obtaining intrinsic benefits and responsiveness to members) and quality of work life (supervisory behaviour, compensation and benefits, job characteristics and work life balance).

### **3.6 Procedure**

Two major stages were involved in the study. The first procedure involved a pilot study and the second, the main study. Details of both the pilot and main study are stated below.

#### **3.6.1 Pilot Study**

The research adapted existing scales with already established validity and reliability. However because the current study was conducted on a Ghanaian sample, a pilot study was conducted before the actual study. This was necessary as the existing scales with established reliability and validity had been used on different samples from different environments and not on any Ghanaian sample which may be different from the environment in which the established scales had been used. It mainly examined how reliable the instruments were and their general suitability for the study. The pilot study helped the researcher determine reliabilities and ecological validity of variables and compared them to the reliabilities established by the developers of the scale to determine if it was good for this study since they were established in different environments.

Also, the pilot study was done to check for clarity of items on the scale since it is possible that some of the expressions may not be familiar in our Ghanaian setting making it difficult for respondents to understand and interpret as intended.

Again, the pilot study gave advance warning about where the final research project could fail, to identify places where research may not be allowed, or whether proposed methods or instruments are inappropriate or too complicated (Teijlingen van, Rennie, Hundley & Graham, 2001).

One local union from a mining company was conveniently sampled from which twenty-seven (27) employees comprising of 18 males and 9 females were purposively sampled for the pilot study. Access to the respondents was gained through the union executives of the organization. Out of the twenty-seven (27) questionnaires administered, twenty-four (24) were returned. In all, participants did not express difficulty in responding to the items on the scale, suggesting that participants understood all the items on the scales.

### **3.6.2 Main Study**

The researcher sought ethical clearance from the Institutional Review Board (IRB) of the Noguchi Memorial Institute for medical research, University of Ghana. A letter of Introduction was then obtained from the Department of Psychology and taken to the Human Resource Department of the national union office of the Ghana Mine Workers Union. The letter introduced the researcher to the organisation and also sought approval for the research to be conducted with their union members. When approval was obtained from the national union office, copies of the introductory letter were then sent to the local unions of the mining companies which consented to participate in this study. The purpose of the study was explained to the various union executives with a copy of the research questionnaire and a copy of the research proposal. For the current study, local unions of three major mining companies were used.

Two weeks after approval from the various mining companies, data collection commenced. The union secretaries in the various organizations introduced the researcher to the various

departments and requested their support for the research. The first part of the questionnaire informed participants of the purpose of the research indicating that participation was voluntary. Also participants were assured that their responses would be treated confidentially. The researcher together with two trained research assistants then administered the questionnaires to participants who consented to participate in this study. Individuals who were preparing to go into the mining pits as well as those who were taking their rest after coming out of the pit were approached and asked to complete the questionnaires. The researcher read and explained the various items on the questionnaire in the local dialect (Akan language) to individuals who couldn't read and answer the questionnaires themselves. A follow-up was made by the researcher purposely to retrieve completed questionnaires from participating organizations but some of the questionnaires were retrieved after a week and others in two weeks. Finally, to assure confidentiality, a research assistant was assigned to collect the remaining questionnaires directly from the various mining companies. It took the researcher approximately five weeks to go to all the local unions of the various mining companies to collect filled questionnaires.

### **3.6.3 Rate of Collection**

Out of the two hundred and thirty (230) questionnaires that were given out, a total of one hundred and ninety-eight (198) were properly filled but only one hundred and fifty (150) met the required criteria for inclusion in the study since questionnaires which were not properly filled were not included in the ones used for the statistical analysis. Statistical analysis was performed on the 150 usable questionnaires represents a response rate of 65.22%.

### **3.6.4 Ethical Considerations**

In accordance with the American Psychological Association (APA, 2002) Ethical Code, certain ethical considerations were deemed necessary and therefore included in this study in accordance with the ethical principles governing the use of human participants for research purpose. The Ethical Code as stipulated by APA is intended to provide specific standards to cover most situations encountered by psychologists. The main purpose of the Ethical Code is the welfare and protection of individuals and groups with whom psychologists work and the education of students, members, and the public regarding ethical standards of the discipline.

In consonance with the APA guidelines, certain steps were taken in this research to ensure that these principles were followed. In the first place, what was expected of participants was explained to them both in writing and verbally and their consent respectfully sought. Specific instructions regarding the purpose of the study, voluntary participation in the research were explicitly stated on the questionnaire. In addition, it was explained to participants that there was no foreseeable risk, discomfort or adverse effect should they participate or decline to participate in this research.

Also, they were not induced financially to participate in the study. To ensure confidentiality and anonymity of responses, participants were informed not to write their names on the questionnaires or mark the questionnaire in ways that would reveal their identity. Again, participants were advised that they were not in any way obliged to partake in the study and could also pull out at any point in the study.

Lastly, the investigator made available her phone number on the questionnaire so that participants could contact her in case they wanted to seek any clarification(s) about the research.

## CHAPTER FOUR

### PRESENTATION OF RESULTS

#### 4.1 Introduction

The present study investigated perceived union effectiveness and quality of work life on union commitment. Specifically, the study examined the relationship between perceived union effectiveness and union commitment, the relationship between quality of work life and union commitment. In addition the contribution of the various dimensions of perceived union effectiveness (obtaining extrinsic benefits, obtaining intrinsic benefits and responsiveness to members) as well as the dimensions of quality of work life (supervisory behaviour, job characteristics, compensation/benefits and work life balance) to the prediction of union commitment was investigated.

#### 4.2. Data Analysis Procedure

One hundred and fifty (150) questionnaires met the requirement for inclusion in the data analysis. SPSS version 18.0 software was used for the data entry and analysis. Descriptive Statistics was performed on the various variables. Correlational analysis was run to determine the relationship between the predictors and the criterion variables. Regression analyses were also performed to determine the amount of variance in the criterion each predictor accounted for.

#### 4.3. Descriptive Statistics.

Below is the summary of Maximum and Minimum Scores, Means, Standard Deviation, Skewness and Kurtosis for the predictor and criterion Variables.

*Table 4.1. Summary of the Means, Standard Deviation, Skewness and Kurtosis*

	N	Mean	Std. Deviation	Minimum	Maximum	Skewness	Std. Error	Kurtosis	Std. Error
Perceived Union Effectiveness	150	36.36	8.046	20	48	-.56	.19	-.88	.39
Quality of Work Life	150	55.42	13.37	25	70	-.83	.19	-.55	.39
Union Commitment	150	68.56	21.06	30	98	-.34	.19	-1.15	.39

Table 4.1 shows that Perceived Union Effectiveness had a mean of 36.36 with a standard deviation of 8.046, individual scores ranged from a minimum of 20 to a maximum of 48. Quality of work life also reported a mean of 55.42 with a standard deviation of 13.37 and showed a minimum score of 25 with a maximum of 70. Furthermore, the distribution of Union Commitment scores ranged from a minimum of 30 to a maximum of 98, with a mean score of 68.56 and a standard deviation of 21.06. According to Tabachnick and Fidell (2007) data is said to be normal when the skewness and kurtosis values fall within 2 and -2. An observation from table 4.1 shows that all the skewness and kurtosis values were within the 2 and -2 range

#### 4.4. Hypotheses Testing

##### Correlation Among Variables

Pearson Product moment ( $r$ ) correlation analysis was conducted in this study to determine the relationship between the predictor and criterion variables since this is a requirement for performing regression analysis. According to Field (2005) correlations above 0.90 indicate multicollinearity. The correlation coefficients among the variables were less than .9 and this does not pose a threat to multicollinearity. Interpretation of the results is shown below;

**Table 4.2: Inter- Correlation among Variables**

Variables	1	2	3
1. Perceived Union Effectiveness			
2. Quality of work life	.55*		
3. Union Commitment	.72*	.65*	

\* Correlation is significant at the 0.01 level.

Union Commitment had a substantial positive correlation with Perceived Union Effectiveness ( $r = .72, p < .01$ ), and Quality of work life ( $r = .65, p < .01$ ). This shows that Union commitment increases with Quality of work life as well as Perceived Union Effectiveness. Consequently Quality of work life had a positive correlation with Perceived Union Effectiveness ( $r = .55, p < .01$ ). Meaning that the more employees perceive that Unions are effective the more they experience an increase in their quality of life.

To test hypotheses 1 and 2 the hierarchical multiple regression analysis was used. The steps provided by Baron and Kenny (1986) for regression analysis was used. The steps in the

relationships are between: first, the independent variable and the dependent variable; second, the moderator (if any) or independent variable and the dependent variable; and third, the interaction of the independent and moderator variables with the dependent variable. All predictors were centered prior to being entered into the regression analysis. Summary of the hierarchical moderated multiple regression is presented below.

**Table. 4.3 Summary of the Hierarchical Moderated Multiple Regressions.**

	<i>B</i>	SEB	Beta	<i>t</i>	<i>p</i>
<b>Model 1</b>					
(Constant)	1.168	.052		.000	1.00
Perceived Union Effectiveness	.772	.052	.772	14.79	.00
<b>Model 2</b>					
Perceived Union Effectiveness	.596	.057	.596	10.45	.00
Quality of Work Life	.320	.057	.320	5.61	.00

*p* < .01 Model 1, and 2 reported adjusted R<sup>2</sup> of .594 and .663 respectively.

In the first step, Perceived Union Effectiveness was added to the equation. The model was significant and accounted for 59.4% of the variance in Union commitment. Perceived Union Effectiveness significantly predicted Union commitment ( $\beta = .77, p = 0.00$ ). This means that, when unions are perceived as effective, individual commitment to unions activities can be predicted to increase. Therefore, the hypothesis which stated that Perceived Union Effectiveness will be a significant predictor of union commitment is supported.

Quality of work life was added to the equation in the second step. This model accounted for 66.3% of the variance in Union commitment and was significant. From Table 4.4, above, it would be seen that quality of work life significantly predicted employee's Union commitment ( $\beta = .320, p = .00$ ). This means that, as the quality of work life of employees increases, their commitment to Unions can be predicted to increase. Therefore, the hypothesis which stated that quality of work life will significantly explain variance in Union commitment was confirmed.

### *Hypothesis Three*

Pearson correlation analysis was conducted to determine the relationship between the dimensions of QWL and Union commitment. Interpretation of the results is shown below;

**Table 4.4: Inter- correlation among Quality of Work Life dimension Union Commitment**

	1	2	3	4
1. Work Life Balance				
2. Job Characteristics	.228**			
3. Supervisory Behavior	.221**	.261**		
4. Compensation/Benefits	.192*	.178*	.211**	
5. Union Commitment	.61**	.16*	.17*	.186*

\*\* . Correlation is significant at the 0.01 level. \* . Correlation is significant at the 0.05 level

Union Commitment had a substantial positive correlation with Work Life Balance ( $r = .61, p < .01$ ), and a low positive correlation with Job Characteristics ( $r = .16, p < .05$ ), Supervisory Behavior ( $r = .17, p < .05$ ) and Compensation benefits ( $r = .186, p < .05$ ). This shows that Union commitment increases with Work Life Balance, Job Characteristics, and Supervisory Behavior as well as Compensation benefits.

Hypotheses 3, which stated that, Quality of Work Life dimensions (a). Supervisory Behavior (b) Job Characteristics(c).Work Life Balance and (d).Compensation/benefits will significantly predict Union Commitment was tested with the simultaneous multiple regression analysis. This test is used when there is no theoretical consideration or previous findings to specify the order to enter the variables into the model. Here the researcher specifies the set of predictor variables that makes up the model. All the QWL dimensions were entered into the model at stage 1. Summary of the simultaneous multiple regression analysis is presented below.

**Table. 4.5 Summary of the Simultaneous Multiple Regression Analysis**

	B	Std. Error	Beta	t	p
(Constant)	-74.367	5.90		-12.59	.00
Work Life Balance	9.803	.235	.98	41.65	.00*
Job Characteristics	-.257	.260	-.023	-.99	.33
Supervisory behavior	.501	.237	.050	2.11	.04**
Compensation/ Benefits	0.51	.159	.004	2.0	.02**.

\* $p < .01$ , \*\* $p < .05$ . Model 1 reported adjusted R2 of .926,

The variables were entered in one step. The model was significant and accounted for 92.6% of the variance in Union commitment. Work Life Balance ( $\beta = .98$ ,  $p = .00$ ) Supervisory behavior ( $\beta = .050$ ,  $p = .04$ ) and Compensation/ benefits ( $\beta = .004$ ,  $p = .02$ ) significantly predicted Union commitment. This means that, when Work Life Balance, Supervisory behavior and Compensation/Benefits increases, individual commitment to unions' can be predicted to

increase. Job Characteristics was not a significant predictor of Union Commitment. Hypothesis three was partially supported.

#### ***Hypothesis Four***

Pearson correlation analysis was conducted to determine the relationship between the dimensions of Perceived Union Effectiveness and Union commitment. Interpretation of the results is shown below;

***Table 4.6: Inter- Correlation among Perceived Union Effectiveness Dimensions and Union Commitment***

	1	2	3
1. Obtaining Intrinsic Benefits			
2. Obtaining Extrinsic Benefits	.48**		
3. Responsiveness to Members	.69**	.56**	
4. Union Commitment	.85**	.77**	.89**

\*\* . Correlation is significant at the 0.01 level

Union Commitment had a very high positive correlation with Intrinsic Benefit ( $r = .85, p < .01$ ), Extrinsic Benefits ( $r = .77, p < .01$ ), and Responsiveness to Members ( $r = .89, p < .01$ ). This shows that Union commitment increases with union's ability to obtain Intrinsic Benefits, Extrinsic Benefits, and being Responsive to Members.

In all, the correlations were very high enough so the scores were centered before performing the regression test in order to avoid multicollinearity.

To test hypotheses 4 which stated that Perceived Union Effectiveness dimensions a. Obtaining Intrinsic Benefits b. Obtaining Extrinsic Benefits and c. Being Responsive to Members will significantly predict Union Commitment was tested with the simultaneous multiple regression analysis. All the dimensions were entered into the model at stage 1. Summary of the simultaneous multiple regression analysis is presented below.

**Table. 4.7 Summary of the Simultaneous Multiple Regression Analysis**

	B	Std. Error	Beta	T	p
(Constant)	.853	.412		2.07	.040
Obtaining Intrinsic Benefits	1.003	.041	.384	24.70	.00
Obtaining Extrinsic Benefits	.776	.032	.329	24.43	.00
Responsiveness to Members	1.172	.043	.448	27.39	.00

\* $p < .01$ , Model 1 reported adjusted  $R^2$  of .982

The results above show that the model was significant and accounted for 98.2% of the variance in Union commitment. Intrinsic benefit ( $\beta = .384$ ,  $p = 00$ ), Extrinsic Benefit ( $\beta = .329$ ,  $p = 00$ ) and Response to Members ( $\beta = .448$ ,  $p = 00$ ) significantly predicted Union commitment. This means that, when members perceive the ability of their unions in obtaining Intrinsic Benefit, Extrinsic Benefits and being Responsive to them to be effective their individual commitment to union can be predicted to increase. Hypothesis four was supported.

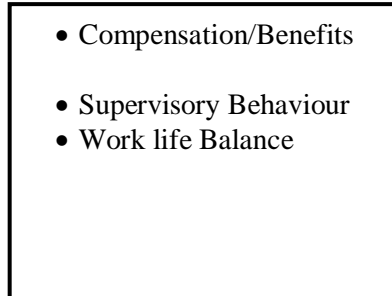
#### 4.5 Summary of Results

Results from the data analysis shows that

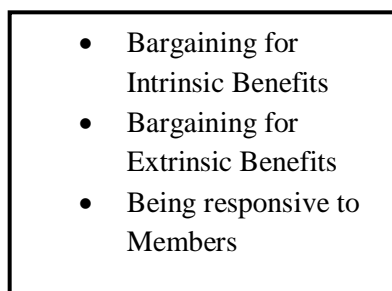
1. Perceived Union effectiveness significantly predicted Union commitment.
2. Quality of work life significantly explained variance in Union Commitment.
3. Quality of work life dimensions, Work Life Balance, Supervisory behavior and Compensation/Benefits significantly predicted Union commitment but Job Characteristics was not a significant predictor.
5. Perceived Union effectiveness dimensions, Obtaining Intrinsic Benefits, Obtaining Extrinsic Benefits and Responsiveness to Members significantly predicted Union commitment.

#### Observed Model

##### Quality of Work life



##### Perceived Union Effectiveness



**Union Commitment**

**Figure 2: Observed Relationship Between the Predictor Variables and the Criterion Variable.**

From the above model, perceived union effectiveness and quality of work life significantly predicted Union commitment. Also quality of work life dimensions, (work life balance, supervisory behavior and compensation/benefits) significantly predicted Union commitment but job characteristics was not a significant predictor. Perceived Union effectiveness dimensions, (Obtaining Intrinsic Benefits, Obtaining Extrinsic Benefits and Responsiveness to members) significantly predicted Union commitment.

## **CHAPTER FIVE**

### **DISCUSSION**

#### **5.1 Introduction**

The study investigated the relationship between perceived union effectiveness (PUE), Quality of work life (QWL) and union commitment (UC). Specifically, the study explored the relationship between perceived union effectiveness and union commitment; the relationship between quality of work life and union commitment. The rationale for investigating the moderating effect of QWL was to help understand the conditions under which PUE will most strongly predict to UC. Additionally, the study investigated the amount of variance accounted for by each QWL sub-dimensions in union commitment. Also the various dimensions of perceived union effectiveness were investigated to know the amount of variance each account for in union commitment.

In light of previous literature and theory, the findings of the study are discussed in detail in the next section of this chapter. Implications of the findings on theory and practice as well as limitations and recommendations for future research are addressed in order to find practical ways of applying the findings of the study.

#### **5.2 Discussion of Main Findings**

##### **5.2.1 Relationship Between Perceived Union Effectiveness and Union Commitment**

Perceived union effectiveness significantly predicted union commitment among the study's sample. The results support the proposed hypothesis that perceived union effectiveness will be a significant predictor of union commitment. The finding suggests that union member's perception of the effectiveness of their unions account for the reason why they remain committed to their unions. When their perception of the effectiveness of their unions in terms of their performance

and priorities increase, they also increase their commitment to the unions. The findings is in consonance with the social exchange theory by Blau (1964) where individuals evaluate interactions in which they are involved in terms of rewards and costs and by extension evaluate authorities in terms of what they gain or lose from the authority's decisions. By implication union members who perceive the priorities and the performance of their unions as enabling them obtain desired outcomes pertaining to intrinsic benefits, extrinsic benefits and also being responsive to their members will express their appreciation by exhibiting high levels of commitment to the union. Similar results were also found by other studies on the perceived union effectiveness-union commitment relationship, Bayazit et al. (2009) concluded that union member's perceptions of leadership priorities is positively correlated with their attitudes and behaviours towards the union. Burchielli (2004) also found that instrumentality perceptions of unions as an organization was the greatest determinant of participation in union activities. This is further confirmed by findings from Hemmasi and Graf (1993) study which investigated union instrumentality perceptions as a predictor of faculty voting behaviour. The findings of Hemmasi and Graf (1993) analysis revealed that union instrumentality perceptions and satisfaction with the union was positively associated with pro union voting behaviour. The researchers suggested that though employee dissatisfaction may attract interest in union representation, it does not necessarily result in pro union vote from union members, instrumentality perceptions will be the major determinant of the direction of union vote.

The results of the present study underscore the fact that union effectiveness perceptions play a vital role in determining the behaviour of members within the union. This further explains that, Ghanaian union members commitment to their unions is certainly related to how well they perceive the priorities and performance of their unions in obtaining intrinsic benefits, extrinsic

benefits as well as being responsive to their members. Moreover, the results prove that effectiveness perceptions of unions enhance the commitment of members which imply a high retention of members thereby reducing membership erosion.

### **5.2.2 Relationship Between Quality of Work life and Union Commitment**

Consistent with prediction, a significant positive relationship existed between quality of work life and union commitment. The result supports the proposed hypothesis (Hypothesis two) that quality of work life will significantly explain variance in union commitment. Thus increased quality of work life was associated with increased union commitment, and a decreased quality of work life was associated with a decreased union commitment. The observed positive relationship indicates that union members who experience quality of work life also exhibit positive commitment behaviours and attitudes towards their unions. The finding again reflects the basic assumption underlying the norm of reciprocity (Gouldner, 1960) which posits that because individuals have an innate propensity to reciprocate, if they perceive a favourable treatment they will pay back that positive treatment by behaving positively, on the other hand, if they perceive an unfavourable treatment, they will reciprocate with an unfavourable action. A sustained social relationship therefore depends on mutual profitability. Hence a union member's motivation to remain committed to the union is contingent upon the belief or the expectation that effort expended will yield desired outcomes such as an improved quality of work life. The norm of reciprocity also indicates that an exchange between two parties depends on the exchange commodity being offered by each person and the degree of satisfaction derived from what each party receives. Inferring from this, the changing world of work and the subsequent changes in the needs and aspirations of today's workers has presented quality of work life as an important exchange commodity. Quality of work life was therefore a significant predictor of union

commitment because it yields a fulfillment of specific needs of employees; union endeavours at improving members QWL would imply the offering of a valuable exchange commodity capable of inducing commitment. Literature also shows some studies that used quality of work life as a predictor of certain union joining behaviours had similar results. For instance, research by Ghosh et al. (2009) concluded that, though ensuring the economic welfare of members such as wages and benefits still remain vital as ever to present day workers, unions focus on quality of work life which also represents the social needs of employees enables members to put forth effort on behalf of their unions. The positive relationship observed in this study also parallels Fields and Thacker (1992) study which proved quality of work life as a predictor of union loyalty, indicating that changes in union loyalty is a product of the changes in the attitudes of union leaders towards enhancing quality of work life. Thus, members show positive reactions towards their unions when union stewards display active interest in QWL issues. Eaton et al. (1992) also emphasized that if trade unions would want to increase member attachment, enhancing their quality of work life would result in member attachment.

The relationship between quality of work life and union commitment observed in this study is however inconsistent with Parker (2002) proposition that because quality of work life has to do with the involvement of workers in decisions about various issues at the workplace, it facilitates direct communication between management and workers which potentially erodes the unions' role at the workplace by usurping its functions and consequently rendering it irrelevant in the eyes of its members. This discrepancy observed in Parker (2002) study may be due to the fact that, unlike the present study, which focused on a sample of union members, Parker (2002) study might have used non- union employees as its sample. Hence the views that were gathered may not be a true reflection of what transpires in a union setting.

The positive relationship realized between quality of work life and union commitment is a clear indication that factors such as gaining autonomy on the job, having a challenging and supportive work environment as well as a balance between work and family life are equally important to the present day employee as adequate and fair compensations. This may be due to the fact that most of today's employee's especially young workers perceive any given job as one in a series of jobs they will have in the trajectory of their career. Hence their desires for opportunities that enable them have greater participation in decisions that affect their jobs and working conditions. Consequently, active union involvement in quality of work life efforts other than the "old" or "traditional" representational tactics will enable rank-and-file union members perceive high level of influence in certain job areas which transcends the traditional functions of the union which will lead to union commitment. Unions must therefore avoid their narrow focus on improving and protecting the economic interests of their members (which constitutes a portion of employee's needs) to being proactive in taking collaborative steps with management in improving their member's quality of work life. This emphasizes that unions' proactive orientation towards employees quality of work life will be positively related to how well their members will value and participate in the union activities.

### **5.2.3 Relationship between Quality of work life dimensions and Union Commitment**

The study hypothesized that the various dimensions of quality of work life (a) work life balance, (b) job characteristics (c) supervisory behaviour and (d) adequate and fair compensation will account for variance in union commitment.

### **5.2.3.1 Relationship Between Work life Balance and Union Commitment.**

The quality of work life dimension, work life balance significantly predicted union commitment. Results of the study supports the hypothesis that work life balance will significantly predict union commitment. The finding indicates that union members who experience a good balance between their work and life outside work exhibit a high sense of commitment to their unions. This implies that union members would remain committed to the union to the extent that they perceive the union to be involved in collective bargaining processes that enhance their work life balance. The positive relationship between work life balance and union commitment underscores Heery (2002) assertion that dramatic changes in the nature of work which has occurred as a result of globalization, contemporary workplace technologies and structural adjustments coupled with rapid increase in the number of women entering the workforce have resulted in changes in family compositions and responsibilities within families and this has affected the way work is viewed and ultimately the expectations and demands of the employee. According to Budd and Mumford (2004) dual-earner couples with dependents struggle to meet their family duties while coping with the strains of work. Surprisingly, most organizations despite these changes continue to operate based on the traditional mentality of a male bread winner who works very hard to raise a family with his wife solely responsible for the care of the children. It is therefore likely that modern employees require trade unions to pay attention to this reality since work life balance may not have received the attention it deserves from management. Spinks and Moore(2000) therefore suggests that trade unions can help in promoting the needs of employees with family responsibilities in particular through collective bargaining processes that emphasize family friendly benefits such as flexible work hours, on-site child care and parental and family leave. This further explains that if unions would want to increase the commitment of their members, then they must broaden their scope and conception of collective bargaining by introducing

clauses in collective bargaining agreements which are geared towards advocating for organizational policies that enhance a good balance between employees work life and their lives outside work. Hence the better the perception of unions' efficacy in articulating and representing employee needs and interests in work life balance issues the more committed they would be to the union.

#### **5.2.3.2 Relationship between Job Characteristics and Union Commitment.**

Another hypothesis of the study was to investigate whether job characteristics (a dimension of quality of work life) will be a significant predictor of union commitment. The hypothesis stated that job characteristics will significantly predict union commitment. This hypothesis was not supported by findings of the study. Job characteristics was not a significant predictor of union commitment. This implies that employees perception of the extent to which their job is autonomous, creative and meaningful and full of challenges did not determine how committed they were to their unions.

A possible explanation to the observed non-significant relationship may be as a result of the characteristics of the sample used in the study. The study used low skilled blue collar employees from the mining companies as its sample for the study. And as Paarup (2002) advanced in his study, blue collar workers who are basically unskilled are generally satisfied with having a job with relatively good income, and good relations with coworkers and with management than jobs which fulfill their personal ambitions or motivate them to advance on their jobs. This is unlike white collar workers who because of their high education require jobs that fulfill their personal ambitions, facilitate the use of their best abilities and also the exercise of high levels of autonomy. Parrup (2002) from his study concluded that blue collar workers because they are

unskilled are very low on need for achievement as against their high need for affiliation. Even though all the blue collar workers used in the present study were not unskilled, the findings of Paarup (2002) research which found blue collar workers to be high on the need for affiliation and low on the need for achievement corresponds the findings of the current research in that, the present study also used a sample of blue collar miners who work in the mining pit. And as concluded by Kovach (1995) blue collar workers might be more intrinsically content with their jobs, because in most cases their tasks are well defined, routine, and involve conventional technology which may not require high levels of autonomy and responsibility. This proposition is quite prominent in the mining industry given the relevance they attach to adhering to safety procedures. Deviation from these procedures attracts serious penalties which could cost them their jobs. Company policies are therefore relied upon to the neglect of autonomy to a greater extent since employees are supposed to follow laid down standards or procedures in the course of discharging their duties. The extreme cautiousness of not wanting to deviate from these procedures ultimately serves as disincentive for autonomy and skill variety. Personal growth on the job in terms of job autonomy, and skill variety may therefore not be a motivator for the low skilled blue collar employee. In this regard, it may be concluded that blue collar workers because they are intrinsically content with their jobs may not perceive any constraints on their job characteristics which may require vigorous efforts of unions to become the leading voice in advocating for skill enhancement policies which is already implicitly incorporated in their work hence commitment to their unions may not take into account the effort expended by unions in improving the job characteristics of their members. This may be the possible reason for the observed non-significant relationship

### **5.2.3.3 Relationship between Supervisory Behaviour and Union Commitment**

The proposed hypothesis that supervisory behavior will significantly predict union commitment was supported by the results of the study. This implies that supervisory behaviour as a quality of work life dimension, predicted employees' commitment to their unions. Supervisory behavior was positively correlated with union commitment, indicating that union employees who receive appropriate instruction, assistance and recognition from their supervisors will be committed to their unions. This implies that unions role in advancing or advocating for policies that enhance good supervisory behavior has important consequences for members commitment to the union.

The positive relationship observed between supervisory behavior and union commitment is in consonance with the social exchange theory which draws its inspiration from Skinner (1957) theory of behaviourism. Social exchange theory from the theory of behaviourism posits that animal behavior could be determined by providing or withholding food. Humans unlike animals gain their motivation from a much wider range of goals. While animals are likely to do anything for food, humans are more likely to seek recognition, approval, love and money. Blau (1964) concluded that gaining recognition and approval from people is directly parallel to money. Both approval and money can be said to be general means of exchange in the social interaction. By implication, commitment to unions according to the social exchange theory can be said to increase when union members are able to bargain for policies that enhance good supervisory behavior such as receiving the necessary commendation and recognition from superiors when a subordinate excels in his field of assignment at the work place. This is because people do things that lead to rewards and they avoid whatever they are punished for. The finding may also be explained in terms of the expectations of the societal norms of the Ghanaian culture which highlights total obedience to rules and regulations from superiors without questioning or offering

any constructive criticisms. This has possibly made some managers or supervisors in certain organizations bureaucratic exercising absolute control over their supervisees. The inability to challenge the status quo emphasized by these societal norms therefore creates a mechanistic environment for employees who eventually feel reluctant and powerless to be proactive by taking initiatives on their own. But with the advent of globalization and the changing nature of workforce African employees working in environments with such work ethic desire not only wages and job security but also opportunities for fair treatment, good supervisory relationship and liberation from job and organizational alienation (Amoako & Dartey-Baah, 2011). Accordingly, union efforts directed towards advancing or advocating for policies and practices that facilitate good supervisory relationship will induce membership commitment by rendering the union relevant in the eyes of their members. The positive relationship between supervisory behavior and union commitment therefore means that an increase in union efforts towards advancement of good supervisor-supervisee relationship will promote union members loyalty to their unions, responsibility towards the unions and a willingness to work for the union.

#### **5.2.3.4 Relationship between Compensation/Benefits and Union Commitment**

The study hypothesized that compensation/benefits (as a quality of work life dimension) will significantly predict union commitment. Results from the analysis of the data supported the hypothesis which implied that compensation and benefits was a significant predictor of union commitment. The findings indicate that employees' adequate and fair compensation or benefits is a determinant of their commitment to their unions. What this meant was that, Ghanaian union employees who receive adequate and fair compensation or benefits show high union commitment than union employees who do not receive adequate and fair compensation. The finding of the present study provides support for the result of Bayazit, Hammer and Wazeter

(2009) study in which they found a significant relationship between union members beliefs and attitudes and the performance of union stewards concerning wage outcomes indicating that traditional collective bargaining issues-wages, fringe benefits and job security still act as a determinant of members beliefs and attitudes towards their unions. Armstrong and Steenkamp (2008) also found an association between increased union members earnings and members loyalty to their unions. Paralleling Armstrong et al. (2008) finding is Amoako & Dartey-Baah (2011) assertion that due to high cost of living and sometimes challenging economic conditions emanating from expectations of societies from workers, the Ghanaian worker is saddled with bread and butter issues when it comes to unionization and collective bargaining agreement such that the propensity of an employee to purchase union membership and remain committed to it depends on the ability of the union to secure wage increases.

This emphasizes that union members in Ghana still consider “bread and butter” or economic issues to be an important reason to be part of a union and be committed to it. As such, unions that are thinking of enhancing the commitment of their members must acknowledge the role of compensation and benefits in determining union commitment. Thus union members in Ghana will be committed to unions that give priority to ensuring increase in wages and salaries.

#### **5.2.4 Relationship between Perceived Union Effectiveness Dimensions and Union**

##### **Commitment**

The fourth hypothesis of the study predicted that there would be a significant positive relationship between the dimensions of Perceived Union Effectiveness and Union Commitment.

Thus the study hypothesized that union’s ability to obtain intrinsic benefits, extrinsic benefits and how responsive they are to their members will significantly predict union commitment.

### **5.2.5.1 Relationship between Ability to Obtain Extrinsic Benefits and Union Commitment**

Consistent with the prediction, perceived union ability to obtain extrinsic benefits accounted for significant variance in union commitment. The results support the hypothesis that union effectiveness in obtaining extrinsic benefits will significantly predict union commitment. The observed significant relationship implies that employees' commitment to their unions is in a way contingent upon how well they perceive their unions to be functioning in terms of bargaining for improvements in wages and salaries as well as job security. In other words, union employees will be less committed to their unions if they perceive their unions to be weak in terms of their performance and priorities regarding the attainment of extrinsic benefits. The observed significant positive relationship between union's effectiveness in obtaining extrinsic benefits and union commitment corroborates Bayazit et al. (2009) study which found a strong association between distributive justice perceptions and perceived instrumentality of unions. Hemmasi and Graf (1993) also concluded that the more effort union leaders spent on wage bargaining issues, the stronger the perception that unions were instrumental in obtaining valued outcomes. Bolton et al. (2007) further suggested that union activity is evaluated by the present day affluent workers in instrumental and extrinsic terms. To these researchers, compensation and benefits as well as job security are just essential in binding the contemporary employee to his organization, as well as determining an individual's commitment to his union when that individual is dissatisfied with his job.

The positive relationship realized between perceived effectiveness of unions in obtaining extrinsic benefits and union commitment gives a clear indication that union members who perceive their unions to be effective in bargaining for extrinsic benefits such as wages and benefits are more committed to their unions than members low on perception of union

effectiveness in obtaining extrinsic benefits. What this means is that modern Ghanaian union still evaluate the effectiveness of unions in terms of “traditional” bargaining issues such as improvements in pay, fringe benefits and job security and that the more effort unions put in obtaining these benefits the higher would be the effectiveness perception of their members which will induce their commitment to the union.

#### **5.2.5.2 Relationship between Unions Ability to Obtain Intrinsic Benefits and Union Commitment**

Union effectiveness in obtaining intrinsic benefits was also found to be positively related to union commitment. This supports the proposed hypothesis that union’s effectiveness in obtaining intrinsic benefits will significantly predict union commitment. The findings indicate that an increase in union members’ perception of their union’s ability in obtaining intrinsic benefits caused an increase in their commitment to the unions’ while a decreased perception of the unions ability in this regard caused a decrease in their commitment to the union. This explains that union members who perceive their unions to be instrumental in fighting for the intrinsic aspects of the jobs (such as a sense of autonomy on the job, providing opportunities for achievement) will perceive the union to be effective and thereby exhibit positive attitudes and behaviours towards the unions. The findings of the present study provide support for Newton and Shore (1992) conceptualization which recommends the need for unions to emphasize instrumental gains in the form of intrinsic benefits for members. This is because the traditional issues (e.g. wages, benefits and job security) which members have previously evaluated the effectiveness of unions on may have given way to completely new expectations by workers. Thus members may now expect unions to advocate for benefits such as meaningfulness of work,

a sense of belonging to the workplace and appreciation of personal efforts. It is thus incumbent on unions in present times to broaden their scope in terms of the benefits that they bargain for by including more intrinsic rewards coupled with the “old” or traditional extrinsic benefits. Advocating for such intrinsic benefits may eventually render unions effective in the eyes of rank-and-file union members and consequently, prepare the stage for the growth of commitment among members.

### **5.2.5.3 Relationship between Unions Responsiveness to Members and Union Commitment.**

The results of the study further support the prediction that union’s responsiveness to their members will significantly predict commitment. This means that union members who perceive their unions to be responsive to them will also be committed to the union. Implying that, union members increase their commitment to their unions when they perceive the union to be effective in granting members a say in how the union is run, what the union is doing and effectively handling member grievances. Based on the social exchange theory (Blau, 1964) the finding of the study suggests that an individual’s commitment to the union is a function of the union’s commitment to that individual. In other words, when unions are seen by their members as less responsive to them, members will less likely engage in vital union activities such as attending meetings, voting in union elections and even using the union as a channel to pursue their grievances. The results of the study also provide some consistency with the findings from Ghazali and Johari (2011) study which indicated that an individual’s loyalty and responsibility to a union is a product of the unions commitment to them as members in terms of how well the union value their needs and well-being as well as their ideas and contributions towards the administration of the union. It can therefore be argued that union members’ commitment to their

union is likely to be the result of unions' adequate concern and consideration for their members, in that, the more union representatives respond to their members and discuss issues pertaining to their unions with them and also solicit their opinions concerning how they think the union should be run, the more attached they will feel towards the union. This conclusion is further supported by the findings of Mohamed, Shamsudin & Johari (2010) in their survey among in-house union members in Malaysia which indicated that union official's communication and openness to the opinion of their members concerning how the union should be run is an important factor in assessing the delivery effectiveness of unions. This means that enhancing the right of union members to be heard and also having control over union issues leads to increased member satisfaction because union members feel part of the decision making processes of their unions. Sinclair and Tetrick (1995) also concluded that union member's day to day experience with the union and agents of the union (e.g. union stewards) leads to the development of members support perceptions. Consequently, once a union is established after members have made their decisions to join the union, perceptions of a good relationship between union leaders and their members becomes vital in establishing and maintaining members commitment to the union.

The positive relationship realized between unions responsiveness to their members and their commitment gives a clear indication that enhancing union member's right to voice out their concerns about the activities and operation of the unions will enable the union member feel valued by the union and hence intensify his or her commitment to the union. What this means is that an increase in unions ability to practice open communication where information about the union and workplace issues is shared with members will enhance satisfaction of members which will induce positive commitment attitudes and behaviours. This emphasize that the strength of union members commitment will be positively related to how effective the member perceives the

union to be responsive to them in terms of their communication with them and their response to member grievances.

### **5.3 Implications of the Study**

The findings of the study imply that Perceived Union Effectiveness (PUE) and Quality of Work life (QWL) are significant constructs associated with Union Commitment (UC). The study contributes theoretically to the understanding of what components participants in this study considered relevant to their commitment to their unions. There is therefore the need for unions in Ghana to change their organizational processes and adopt the techniques that would make employees more committed.

The present study was however unique in its emphasis on how perceptions of unions as well as the QWL of employees affects members commitment to their unions. Notably, the study provides a direct contribution to union strategies aimed at enhancing commitment, one definite way as revealed by this study is to emphasis employee quality of work life and also enhance their instrumentality based perceptions by effectively bargaining for the intrinsic and extrinsic needs of their members as well as being responsive to them

Further, the findings of the study reveal that ensuring the QWL of employees is a responsibility shared jointly by employees, union leaders and employers. The strategy advocated is that unions must seek to play a less adversarial role by seeking union-management cooperation as a way of protecting the rights and interests of employees. It is suggested that, though unions would still continue to provide “traditional” collective bargaining related services, they should also seek to enhance their attractiveness to their members by advocating employee participation and representation in workplace structures instituted by management.

#### **5.4 Recommendation for Practice**

In order to respond to the changes in the structure of the economy and workforce in general, trade unions in Ghana would have to effect changes in their worker representation strategies and institutional structures. To achieve this, unions must move from their conventional representational strategy of extreme focus on wages and benefits to being proactive by anticipating managerial strategies for organizing work and also contributing to the development of organizational structures such as ones that will improve work life balance and also enhance good supervisory relationship. Though collective bargaining plays a role in upgrading low paying jobs it may not be adequate in meeting the needs and interests of today's worker. Since management's failure to systematically identify and address employee's extrinsic and intrinsic needs can explain why employees unionize the organization to which the individual belong may already have high compensation packages, which may imply that unions must enhance their relevancy in terms of their ability to bargain for intrinsic benefits.

Also since improved QWL has been revealed by the results of the study to be relevant to union commitment, it is recommended that unions enhance their relevancy in the eyes of their members by paying attention to improving employee QWL which responds to workers economic, social and political growth needs for improved work and working conditions which may be less explicit in traditional job satisfaction endeavours. This requires unions to develop new institutional mechanisms by taking collaborative steps with management to develop QWL strategies. Also, it is recommended based on the findings of this study that unions in Ghana place emphasis on work life balance issues as well as the relationship between a supervisor and his supervisee. Trade unions can achieve improvements in employees work life balance and supervisory relationships by advocating for improvements in national as well work legislations and policies concerning

working time provisions and family friendly policies. Also unions serving on committees that deal with socio-economic policy can enhance their relevance by getting work family issues on the agenda for it to be considered.

Generally, it is recommended that if unions in Ghana would want to experience resurgence in their membership by enhancing their relevancy and also increasing the commitment of their members, the core principle of collective representation must not only focus on “extrinsic” factors, such as wages, salaries and job security to the exclusion of the individual employee (intrinsic) needs. Rather, unions must become a leading voice in advocating for improvements in the welfare needs of the employee such as work life balance and a good supervisory relationship. It is suggested that unions should continue to provide services relating to traditional “bread and butter issues”, but they should also seek to enhance their attractiveness to their membership by providing individual representation and participation in workplace governance structures established by management. In doing so, unions would demonstrate to management their commitment to the long term success of the firm by considering how best to implement flexible working practices, explaining to workers the necessity for change and assisting in the process of implementation.

### **5.5 Recommendation for Future Studies**

It is suggested that future studies look more deeply into the predictors of union commitment in different work environments by comparing the participation behaviour of white-collar union members and blue-collar union members. Also, future research must examine the direct relationship between perceived union effectiveness dimensions and quality of work life dimensions in order ascertain how union’s extrinsic and intrinsic effectiveness relates to the extrinsic and the intrinsic aspects of the quality of work life dimensions.

## **5.6 Strength and Limitations of Study**

The primary contribution of this study lies in its investigation of the individual constructs of perceived union effectiveness (specifically, unions' effectiveness in obtaining extrinsic benefits, intrinsic benefits and being responsive to its members). Also the previously understudied construct of quality of work life as well the contributions of its individual dimensions to the prediction of union commitment was also investigated by the current study.

The contributions of the current study notwithstanding, there were some limitations. The first limitation of the study is the assessment of the constructs through the use of self-reports. Though self-reports were considered appropriate for the study, sensitive questions (like PUE and UC) may enhance social desirability bias especially when union members perceive that their union leaders or their employers may see their responses. This perception may bias responses of the participants and thus affect the actual relationships that exist between the variables being studied. This notwithstanding, the researcher took practical steps in reducing the possible effects of common method bias in that the anonymity of participants was protected. Also, the scales used in the research were pre-tested by the researcher to minimize any ambiguity in the items.

Secondly, the use of scales developed in the Western culture poses a limitation to the findings of the study. Though the researcher conducted a pilot study to enhance participant's general understanding of the items, developing a Ghanaian based scale would offer a true reflection of the state of research on perceived union effectiveness and quality of work life in Ghana by taking into account the actual components of perceived union effectiveness and quality of work life in the Ghanaian context.

Notwithstanding these limitations, this study extends our understanding of the role union effectiveness and quality of work life plays in union members' commitment to their unions. The

results of the study suggests that union members evaluate the effectiveness of their unions in terms of their ability to bargain for intrinsic and extrinsic benefits as well as how responsive they are to their members. A positive perception of unions in this regard leads to an enhanced member's commitment. Also union's involvement in employee's quality of work life issues was also found by this study to be a determinant of union commitment. The study found that sustaining the interests of union members require unions to broaden their scope by collaborating with management to develop strategies and policies that supports improvements in work life areas such as employees compensation/benefits, their relationship with their supervisors, and a good balance between work and their lives outside work

### **5.7 Summary and Conclusion**

This correlational survey design was basically used to explore the relationship between perceived union effectiveness, quality of work life and union commitment among union employees of the Ghana Mine Workers Union. The study examined the variables among 150 union members from three large mining companies in Ghana. Participants consisted of miners at all levels in the organization. The social exchange theory served as the main theoretical underpinning for the research. The theoretical framework from the theory proposed that perceived union effectiveness and quality of work life will predict union commitment. Relevant studies were reviewed and respondents were given Likert type questionnaires to answer after which their responses were subject to analysis. The responses from the 150 union miners revealed that both perceived union effectiveness and quality of work life were determinants of union commitment. The study revealed that union effectiveness in obtaining extrinsic benefits, intrinsic benefits and being responsive to their members predicted union commitment. Also quality of work life dimensions, work life balance, supervisory and compensation and benefits were found to be determinants of

union commitment. These relationships are an indication that a union member's psychological attachment to the union is a likely determinant of his or her behavioural engagement in the activities of the union. Also the predictions of the individual constituents of perceived union effectiveness reveal that though a union member may evaluate union delivery in extrinsic terms, considerations of pay and job security may not be the only motivating factor in an individual commitment to the union. Thus unions may be considered effective based on how they relatively bargain for intrinsic benefits (e.g. work life balance, job autonomy) and also how responsive they are to their members in terms of their commitment to them.

Quality of work life significantly predicted union commitment but its moderating role in the perceived union effectiveness-union commitment relationship was not supported. Practically, the finding suggests that if unions want to influence membership commitment as well as positive attitudes and behaviours, maximum attention should be given to improving the quality of worklife of its members which requires unions to take practical steps in collaborating with management to improve the welfare of employees as well as solving their work related issues. Also findings from the study revealed that with the exception of job characteristics, all the three components of quality of work life; compensation/benefits, work life balance and supervisory behaviour accounted for variance in union commitment. This is an indication that, for the contemporary worker to remain commitment to the union, unions in their bargaining attempts must equally give attention to non-economic aspects of jobs which will enable the union member gain adequate participation in decisions that affect their jobs and working conditions.

The hope of the researcher is that observations made in this research will not only be useful to the unionization literature but it will go a large extent to aid organizations and government

agencies interested in improving the welfare of employees by providing them with strategies for satisfying those needs.

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## APPENDICES

### APPENDIX 1: CONSENT FORM

**Title:** The Relationship between Perceived Union Effectiveness, Quality of Worklife and Union Commitment

**Principal Investigator:** Doreen Karle Lartey

**Principal Supervisor:** Dr Robert Akuamoah-Boateng

**Address:** Department of Psychology, University of Ghana, Legon

#### General Information about Research

You are invited to participate in an academic research project which seeks to examine how trade union members perception of the effectiveness of their unions and their quality of worklife as employees affect their commitment to their union. I am conducting this research to understand how employees' satisfaction with their unions affects their overall performance on their jobs. Your opinions will be sort by filling a questionnaire. The questionnaire is estimated to take between 15 - 20minutes to fill. If there is anything you don't understand please feel free to ask.

#### Possible Risks and Discomforts

Some of the tests may be easy, while others may be difficult. You are not required to answer all the questions correctly.

**Possible Benefits**

Practically, the findings of this study would provide some insights to the present trade unions in Ghana in formulating strategies to increase the member commitment toward their unions. The results of the research will also help in improving the quality of work life of union members through union- management cooperation.

**Confidentiality**

Your responses will be treated with utmost confidentiality. Be assured that your responses will be used exclusively and strictly for academic purposes only. Only the researcher and approved research assistants will have access to the individual data you will provide and under no circumstances will any individual participant be unidentified in a publication or presentation describing this study.

**Compensation**

This study does not make provision for any compensation apart from a verbal appreciation of your valued time and efforts.

**Voluntary Participation and Right to Leave the Research**

Your participation in this survey is completely voluntary and your participation is very important and greatly appreciated. However, you may refuse to participate in this research without any

penalty. You may at any time, for any reason, withdraw your participation without any negative consequences after having begun as a participant.

### **Contacts for Additional Information**

The following numbers can be contacted in case of any discomfort, explanation or further information.

Researcher: Doreen Karle Lartey (Tel: 024-2577165)

Supervisor: Dr R. Akuamoah-Boateng (Tel: 027-7455122)

### **Your rights as a Participant**

This research has been reviewed and approved by the Institutional Review Board of Noguchi Memorial Institute for Medical Research (NMIMR-IRB). If you have any questions about your rights as a research participant you can contact the IRB Office between the hours of 8am-5pm through the landline 0302916438 or email addresses: [nirb@noguchi.mimcom.org](mailto:nirb@noguchi.mimcom.org) or [HBaidoo@noguchi.mimcom.org](mailto:HBaidoo@noguchi.mimcom.org) .

## VOLUNTEER AGREEMENT

The above document describing the benefits, risks and procedures for the research title (*The Relationship between Perceived Union Effectiveness, Quality of Worklife and Union Commitment*) has been read and explained to me. I have been given an opportunity to have any questions about the research answered to my satisfaction. I agree to participate as a volunteer.

\_\_\_\_\_

Date Name and signature or mark of volunteer

### **If volunteers cannot read the form themselves, a witness must sign here:**

I was present while the benefits, risks and procedures were read to the volunteer. All questions were answered and the volunteer has agreed to take part in the research.

\_\_\_\_\_

Date Name and signature of witness

I certify that the nature and purpose, the potential benefits, and possible risks associated with participating in this research have been explained to the above individual.

\_\_\_\_\_

Date Name Signature of Person Who Obtained Consent

## **APPENDIX 2: QUESTIONNAIRES**

Dear respondent, I am an MPhil Industrial/Organizational Psychology student at the Psychology Department, University of Ghana. As part of the requirements for the award of an MPhil degree in Psychology, I am conducting research on the relationship between perceived union effectiveness, quality of work life and union commitment. I will therefore need your help to make this possible. Your role is to complete this questionnaire as honestly as possible. It should require approximately 15 minutes in completing it.

For the response to be meaningful and useful, all questions must be answered. Feel free to answer all the questions as sincerely as you can. Be assured that your responses will be used exclusively and strictly for academic purposes only. In view of this, do not write your name anywhere on the questionnaire and also please seal the completed questionnaire in the envelope that you will be provided with before returning it. Participation in this survey is completely voluntary and your participation is very important and greatly appreciated.

Should you have any questions about this research and its conduct, you may contact;

**DOREEN KARLE LARTEY**

(Investigator)

**Department Of Psychology**

**University Of Ghana, Legon.**

Tel: 0242577165

**SECTION A**

This measure evaluates the extent to which an individual is committed to the union. Please indicate the extent to which you agree or disagree. Write the number in the space provided using the following rating scale.

**1**                      **2**                      **3**                      **4**                      **5**  
 Strongly Disagree      Disagree              Neither              Agree              Strongly Agree

<b>ITEM</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
I feel a sense of pride being part of the union					
The record of this local is a good example of what dedicated people can get done.					
There is a lot to be gained by joining the union					
As long as I am doing the kind of work I enjoy, it does not matter if I belong to a union					
Deciding to join the union was a smart move on my part.					
I have little confidence and trust in most members of my local association					
Very little that the membership wants has any real importance to the local association					
My values and unions' are not very similar					
I feel little loyalty to the local association.					
The union adequately represents the interests of all members.					
I talk up the union to my friends as a great organization to be a member of.					
Based on what I know now and what I believe I can expect in the future, I plan to be a member of the union for the rest of the time I work in the organization.					
If asked I would serve on a committee for the union					
I doubt that I would do any special work to help the union					
I am willing to put in a great deal of effort beyond that normally expected of a member to make the union successful.					
If asked I would run for an elected office in the union					
Every association member must be prepared to take the risk of filing a grievance					

It is the duty of every member “to keep his/her ears open” for information that might be helpful to the union.					
It is every member’s duty to support or help another member use the grievance procedure.					
It is every member’s responsibility to see to it that the organization “lives up to” all the terms of the contract.					

**SECTION B**

This measure evaluates how you perceive the effectiveness of your union. Please indicate the extent to which you agree or disagree. Write the number in the space provided using the following rating scale.

**1**                      **2**                      **3**                      **4**                      **5**  
 Strongly              Disagree              Neither              Agree              Strongly Agree  
                                  Disagree

ITEM	1	2	3	4	5
The union makes every effort to help get workers a say in how they do their work.					
The union helps to make my job more interesting					
The union helps in getting workers a say in how their employer runs the business or organization					
The union helps in negotiating for better wages					
The union makes every effort in getting better fringe benefits for members					
The union helps in improving my security on the job					
The union is committed to improving safety and health on the job					
The union grants members a say in how the union is run					
The union tells members what the union is doing					
The union is effective in handling member grievances					



**SECTION D****Demographic Details**

Please provide the following information

**Section D: PERSONAL DATA**

For each of the following questions, please fill in the blank or check the appropriate space. These questions deal with different aspects of yourself, your job, and your living situation.

**Sex:** Male  Female

**Age:**  years

**Length of service**

**Comments** -----  
-----  
-----

**Organization:** \_\_\_\_\_

**Thank you**

**APPENDIX 3: FREQUENCY TABLES****Gender**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	112	74.7	74.7	74.7
Female	38	25.3	25.3	100.0
Total	150	100.0	100.0	

**Age of Respondents**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 20-30years	63	42.0	42.0	42.0
31-40years	49	32.7	32.7	74.7
41-50years	23	15.3	15.3	90.0
51years above	15	10.0	10.0	100.0
Total	150	100.0	100.0	

**Lenght of Service**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1-5years	70	46.7	46.7	46.7
6- 10years	63	42.0	42.0	88.7
11years and above	17	11.3	11.3	100.0
Total	150	100.0	100.0	

**Respondent Organisation**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Anglo Gold Asante	30	20.0	20.0	20.0
Newmount Ghana	65	43.0	43.0	63.0
Gold Fields	55	37.0	37.0	100.0
Total	150	100.0	100.0	

**Level in Organisation**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Junior Staff	97	64.7	64.7	64.7
Senior staff	53	35.3	35.3	100.0
Total	150	100.0	100.0	

**Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Perceived Union Effectiveness	150	20	48	36.36	8.046	-.564	.198	-.882	.394
Quality of Work Life	150	25	70	55.42	13.367	-.830	.198	-.546	.394
Union Commitment	150	30	98	68.56	21.063	-.336	.198	-1.150	.394
Valid N (listwise)	150								

**APPENDIX 4: CORRELATION TABLES****Correlations**

		Union Commitment	Perceive Union Effectiveness	Quality of Work Life
Union Commitment	Pearson Correlation	1	.72**	.649**
	Sig. (1-tailed)		.000	.000
	N	150	150	150
Perceive Union Effectiveness	Pearson Correlation	.72**	1	.552**
	Sig. (1-tailed)	.000		.000
	N	150	150	150
Quality of Work Life	Pearson Correlation	.649**	.552**	1
	Sig. (1-tailed)	.000	.000	
	N	150	150	150

\*\* . Correlation is significant at the 0.01 level (1-tailed).

## Correlations

		Work Life Balance	Job Characteristics	supervisory behavior	compensation/ benefits
Work Life Balance	Pearson Correlation	1	.228**	.221**	.192*
	Sig. (2-tailed)		.005	.006	.019
	N	150	150	150	150
Job Characteristics	Pearson Correlation	.228**	1	.261**	.178*
	Sig. (2-tailed)	.005		.001	.029
	N	150	150	150	150
supervisory behavior	Pearson Correlation	.221**	.261**	1	.211**
	Sig. (2-tailed)	.006	.001		.010
	N	150	150	150	150
compensation/ benefits	Pearson Correlation	.192*	.178*	.211**	1
	Sig. (2-tailed)	.019	.029	.010	
	N	150	150	150	150
Union Commitment	Pearson Correlation	.610**	.187*	.161*	.176*
	Sig. (2-tailed)	.000	.022	.049	.031
	N	150	150	150	150

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).

## Correlations

		Intrinsic	Extrinsic	Responsiveness to Members	Perceived Union Effectiveness
Intrinsic	Pearson Correlation	1	.484**	.694**	.854**
	Sig. (2-tailed)		.000	.000	.000
	N	150	150	150	150
Extrinsic	Pearson Correlation	.484**	1	.557**	.765**
	Sig. (2-tailed)	.000		.000	.000
	N	150	150	150	150
Responsiveness to Members	Pearson Correlation	.694**	.557**	1	.89**
	Sig. (2-tailed)	.000	.000		.000
	N	150	150	150	150
Perceived Union Effectiveness	Pearson Correlation	.854**	.765**	.898**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	150	150	150	150

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**APPENDIX 5: REGRESSION TABLES****Variables Entered/Removed<sup>b</sup>**

Model	Variables Entered	Variables Removed	Method
1	Z score: Perceive Union Effectiveness <sup>a</sup>		. Enter
2	Z score: Quality of Work Life <sup>a</sup>		. Enter
3	Interaction <sup>a</sup>		. Enter

a. All requested variables entered.

b. Dependent Variable: Z score: Union  
Commitment

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.772 <sup>a</sup>	.596	.594	.63737155
2	.817 <sup>b</sup>	.668	.663	.58038122
3	.817 <sup>c</sup>	.668	.661	.58213211

a. Predictors: (Constant), Zscore: Perceived Union  
Effectiveness

b. Predictors: (Constant), Zscore: Perceived Union Effectiveness, Zscore: Quality of Work Life

c. Predictors: (Constant), Zscore: Perceived Union Effectiveness, Zscore: Quality of Work Life, Interaction

#### ANOVA<sup>d</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	88.876	1	88.876	218.776	.000 <sup>a</sup>
	Residual	60.124	148	.406		
	Total	149.000	149			
2	Regression	99.484	2	49.742	147.672	.000 <sup>b</sup>
	Residual	49.516	147	.337		
	Total	149.000	149			
3	Regression	99.524	3	33.175	97.896	.000 <sup>c</sup>
	Residual	49.476	146	.339		
	Total	149.000	149			

a. Predictors: (Constant), Zscore: Perceived Union Effectiveness

b. Predictors: (Constant), Zscore: Perceived Union Effectiveness, Zscore: Quality of Work Life

c. Predictors: (Constant), Zscore: Perceived Union Effectiveness, Zscore: Quality of Work Life, Interaction

d. Dependent Variable: Zscore: Union Commitment

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.168E-15	.052		.000	1.000
	Zscore: Perceived Union Effectiveness	.772	.052	.772	14.791	.000
2	(Constant)	3.844E-16	.047		.000	1.000
	Zscore: Perceived Union Effectiveness	.596	.057	.596	10.448	.000
	Zscore: Quality of Work Life	.320	.057	.320	5.612	.000
3	(Constant)	.011	.057		.192	.848
	Zscore: Perceived Union Effectiveness	.595	.057	.595	10.393	.000
	Zscore: Quality of Work Life	.312	.062	.312	5.022	.000
	Interaction	-.020	.059	-.019	-.342	.733

a. Dependent Variable: Zscore: Union Commitment

**Excluded Variables<sup>c</sup>**

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics
						Tolerance
1	Zscore: Quality of Work Life	.320 <sup>a</sup>	5.612	.000	.420	.695
	Interaction	-.124 <sup>a</sup>	-2.307	.022	-.187	.916
2	Interaction	-.019 <sup>b</sup>	-.342	.733	-.028	.777

a. Predictors in the Model: (Constant), Zscore: Perceive Union Effectiveness

b. Predictors in the Model: (Constant), Zscore: Perceive Union Effectiveness, Zscore: Quality of Work Life

c. Dependent Variable: Zscore: Union Commitment

**QWL COMPONENT****Variables Entered/Removed<sup>b</sup>**

Model	Variables Entered	Variables Removed	Method

1	compensation/ benefits, Job Characteristics, Work Life Balance, supervisory behavior <sup>a</sup>		. Enter
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a. All requested variables entered.

b. Dependent Variable: Union Commitment

### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.963 <sup>a</sup>	.928	.926	5.735

a. Predictors: (Constant), compensation/ benefits, Job Characteristics, Work Life Balance, supervisory behavior

### ANOVA<sup>b</sup>

Model	Sum of Squares	df	Mean Square	F	Sig.
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1	Regression	61333.085	4	15333.271	466.118	.000 <sup>a</sup>
	Residual	4769.875	145	32.896		
	Total	66102.960	149			

a. Predictors: (Constant), compensation/ benefits, Job Characteristics, Work Life Balance, supervisory behavior

b. Dependent Variable: Union Commitment

### Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-74.367	5.902		-12.599	.000
	Work Life Balance	9.803	.235	.977	41.651	.000
	Job Characteristics	-.257	.260	-.023	-.988	.325
	supervisory behavior	.501	.237	.050	2.111	.036
	compensation/ benefits	.051	.159	.004	2.00	.02

a. Dependent Variable: Union Commitment

### PERCEIVED UNION EFFECTIVENESS

**Variables Entered/Removed<sup>b</sup>**

Model	Variables Entered	Variables Removed	Method
1	Responsiveness to Members, Extrinsic, Intrinsic <sup>a</sup>		. Enter

a. All requested variables entered.

b. Dependent Variable: Perceive Union Effectiveness

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.991 <sup>a</sup>	.982	.982	1.084

a. Predictors: (Constant), Responsiveness to Members, Extrinsic, Intrinsic

**ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9474.848	3	3158.283	2.685E3	.000 <sup>a</sup>
	Residual	171.712	146	1.176		
	Total	9646.560	149			

a. Predictors: (Constant), Responsiveness to Members, Extrinsic, Intrinsic

b. Dependent Variable: Perceived Union Effectiveness

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.853	.412		2.070	.040
	Intrinsic	1.003	.041	.384	24.704	.000
	Extrinsic	.776	.032	.329	24.430	.000
	Responsiveness to Members	1.172	.043	.448	27.399	.000

a. Dependent Variable: Perceived Union Effectiveness