

The copyright of this thesis vests in the author. No quotation from it or information derived from it is to be published without full acknowledgement of the source. The thesis is to be used for private study or non-commercial research purposes only.

Published by the University of Cape Town (UCT) in terms of the non-exclusive license granted to UCT by the author.



**UNIVERSITY OF CAPE TOWN**

**An investigation of the relationship between union  
commitment and union participation.**

**by**

**Lilita A. Marques**

**(MRQLIL001)**

A dissertation submitted in partial fulfillment of the  
requirements for the award of the Degree of Master of  
Commerce in Organisational Psychology

Faculty of Commerce

University of Cape Town

2006

**COMPULSORY DECLARATION:**

This work has not been previously submitted in whole, or in part, for the award of any degree. It is my own work. Each significant contribution to, and quotation in, this dissertation from the work, or works of other people has been attributed, and has been cited and referenced.

Signature: signature removed

Date: 23 November 2006

## **ACKNOWLEDGEMENTS**

I would hereby like to extend my sincere gratitude to the following people who made the completion of this thesis possible:

Lance Witten (supervisor) - Thank you for your guidance, support and encouragement throughout the year.

Jeff Bagraim - I sincerely appreciate your recommendations and endless patience.

William Alexander - Thank you for setting up the meetings with the participants at the organisations.

Last but not least, thank you to all the participants who took the time to complete the questionnaire.

# TABLE OF CONTENTS

<i>Acknowledgments</i> .....	I
<i>Table of contents</i> .....	II
<i>List of tables and figures</i> .....	IV
<i>Abstract</i> .....	V
<b>CHAPTER 1: INTRODUCTION</b> .....	01
<b>CHAPTER 2: LITERATURE REVIEW</b>	
2.1 Introduction.....	04
2.2 Definition of union participation.....	05
2.3 Union participation as a construct.....	06
2.4 Union commitment as the main predictor of union participation.....	10
2.4.1 Union loyalty.....	10
2.4.2 Union commitment.....	12
2.5 Predictors of union commitment.....	16
2.5.1 Perceived union instrumentality.....	17
2.5.2 Organisational commitment.....	19
2.6 Demographic factors.....	21
2.6.1 Gender.....	22
2.7 Research question.....	23
<b>CHAPTER 3: METHOD</b>	
3.1 Research design.....	24
3.2 Participants.....	24
3.3 Measures.....	25

3.3.1 Perceived union instrumentality.....	26
3.3.2 Affective union commitment.....	26
3.3.3 Behavioral union participation.....	26
3.3.4 Affective organizational commitment.....	26
3.4 Procedure.....	27
3.5 Statistical analysis.....	27

#### **CHAPTER 4: RESULTS**

4.1 Factor analysis.....	29
4.2 Reliability analysis.....	32
4.3 Descriptive statistics.....	33
4.4 Correlation analysis.....	33
4.5 Regression analysis.....	35
4.6 T-test analysis.....	38
4.7 Conclusion.....	38

#### **CHAPTER 5: DISCUSSION**

5.1 Affective union commitment and union participation.....	39
5.2 Perceived union instrumentality and affective union commitment.....	40
5.3 Affective organizational commitment and affective union commitment.....	41
5.4 Gender and affective union commitment.....	42
5.5 Implications for practice.....	43
5.6 Limitations of the study.....	43
5.7 Recommendations for future research.....	44
5.8 Conclusion.....	44

<i>References</i> .....	47
<i>Appendices: Union Commitment Questionnaire (English)</i> .....	54
<i>Union Commitment Questionnaire (Afrikaans)</i> .....	57

## **LIST OF TABLES AND FIGURES**

<b>Table</b>	<b>Description</b>	
Table 1	Factor analysis of perceived union instrumentality (Inscom).....	30
Table 2	Factor analysis of affective union commitment (A-UC).....	31
Table 3	Factor analysis of behavioural union participation (B-Part).....	31
Table 4	Factor analysis of affective organisational commitment (A-OC).....	32
Table 5	Means, Standard Deviations & Inter-correlations.....	34
Table 6	Regression analysis for affective union commitment predicting behavioural union participation.....	35
Table 7	Regression analysis for perceived union instrumentality predicting affective union commitment.....	36
Table 8	Hierarchical regression analysis.....	37
<b>Figure</b>	<b>Description</b>	
Figure 1	Model of results.....	37

## **ABSTRACT**

Commitment to trade unions becomes increasingly important for unions in the context of declining union membership. Unions in major developed countries are facing a decline in union membership. This is due to the changing nature of the labour market caused by factors such as globalisation, competitive markets, free trade agreements and atypical employment. South Africa, in the challenge to compete in a global market is increasingly under pressure to conform to the dictates of a global market place. Declining union membership could diminish the role that trade unions play in South African labour market.

The aim of this research is to investigate the relationship between union commitment and union participation. The research was conducted in the electrical engineering industry in the Western Cape. The respondents ( $N = 131$ ) were all employees of electrical engineering companies in the Western Cape. From a sample of 65.5 per cent, 41.9 per cent of the respondents were female and 58, 01 per cent was male. Results indicated that union commitment is the main predictor of union participation and perceived union instrumentality is a significant predictor of union commitment. Affective organizational commitment and affective union commitment correlated moderately with each other. Results also indicated that there are no significant differences between union participation levels of male and female union members.

## **CHAPTER 1: INTRODUCTION**

There has been a decrease in membership in trade unions, especially in the developed countries (Spinrad, 1960; Chacko, 1985; Fullagar, Gallagher, Gordon, & Clark, 1995; Frenkel & Kuruvilla, 1999; Hester & Fuller, 2001), such as the United Kingdom (Wood & Brewster, 2002; Waddington & Whitston, 1997; Ozaki, 1996), the United States of America and a large part of Western Europe (Turnley, Bolino, Lester & Bloodgood, 2004). This is due to the changing nature of the labour market caused by factors such as globalisation, competitive markets, free trade agreements and atypical employment (Thompson, 2003). Trade unions in general have lost their effectiveness in representing union members and the challenge for trade unions is to establish credibility with its members (Frenkel & Kuruvilla, 1999). Huszczo, (1983) postulated that union membership does not guarantee that members will participate in union activities. Therefore, if unions want to retain their relevancy, union participation must be encouraged and maintained (Gordon, Philpot, Burt, Thompson, & Spiller, 1980).

In South Africa, trade unions have been subjected to dramatic changes over the past few decades (Bendix, 2001). In particular, ethnic divisions exacerbated by apartheid segregated White and Black workers. Currently, the labour market in South Africa is regulated by protective labour legislation which ensures that employees enjoy equal employment opportunities and are protected against unfair labour practises (Bendix). Against this background, trade unions are regarded as an essential part of the labour relationship, as they act as mediators between the employer and the employee (Bendix).

According to Wood and Brewster (2002), union membership in South Africa is generally stable and on the increase in some sectors, as opposed to the global trend. Supporting this view, Schillinger (2005) noted that trade unions in Africa are generally weak, except for the trade unions in South Africa which are the perfect example of the importance of trade unions in political transformation processes. However, Gindin (1993) warned that trade unions in South Africa are increasingly under pressure to conform to the dictates of the global-market place. There is a desire to promote South Africa's global competitiveness and at the same time, to secure the long-term role of organised labour (Wood, 2002). Van der Veen and Klandermans (1995) postulated that where industrial developments and laws are no longer supportive of unionism as they once were, the persistence of unions despite the erosion of infrastructure or in the face of onslaughts against them is a phenomenon disclosing a distinctive aspect of individual socio-emotional attachments to organisations. Therefore, research in union commitment and participation addresses important dimensions of behaviour in organisations and the role of socioeconomic status, in particular working class identification (Van der Veen & Klandermans).

Union participation engenders workplace democracy (Wood, 2001). Therefore the aim of this research is to investigate the relationship between union commitment and union participation, and to identify those factors that predict union commitment in order to strengthen the relationship between union members and their unions. This will contribute to unions remaining relevant and effective in the South African labour relations context.

This thesis is structured as follows:

- Chapter 2: The literature review outlines the existing body of literature, exploring previous research to establish the theoretical validity of the constructs of this study.
- Chapter 3: The method chapter will discuss the participants and the measurements that were used to obtain data, and the statistical analysis procedures that were applied to the data in order to obtain valid and reliable results.
- Chapter 4: The results chapter presents the relevant findings after the data were statistically analysed.
- Chapter 5: The discussion chapter presents an interpretation of the results as well as integrating it with the literature.

## **CHAPTER 2: LITERATURE REVIEW**

### **2.1 Introduction**

The impact of trade unions in the industrial relations arena is diminishing throughout the world and, in order to survive, the trade union movement has been obliged to change its strategy on many issues such as union membership, employee commitment and participation in the union (Bendix, 2001). This decline in unions occurred because unions have focussed mainly on the collective bargaining function, rather than on employee participation in union activities (Bendix). Collective bargaining has been defined as a forum whereby employees, employers and trade unions reach a perceived equitable settlement on matters of mutual interest through the process of negotiation (Finnemore, 2002).

Union participation has sparked new interest in industrial relations (Johnson & Jarley, 2004) as it is often regarded as an indicator of union democracy (Fullagar, Gallagher, Gordon and Clark, 1995). According to Barling, Fullagar and Kelloway (1992) union democracy is a system in which union members actively participate, either directly, or indirectly through their representatives, in decision making, policy implementation, and selection of officials, at all levels of the union organisation. Barling et al. (1992) regarded union participation as an important contributor to "the very fabric of unions" (Gordon, Philpot, Burt, Thompson & Spiller, 1980). This notion has been recognised in earlier literature, as Spinrad (1960) argued that union participation is a necessary component without which most unions could not operate.

If unions want to retain their relevancy, secure and maintain their power base, union participation must be encouraged and maintained (Gordon et al., 1980). This view was supported by Mclean Parks, Gallagher and Fullagar (1995) who asserted that unions depend on the representation of member involvement and participation for their leverage in union-management negotiations. Thus, union members might have a favourable disposition toward their union, but it will not guarantee participation in union activities (Huszczko, 1983). If unions in South Africa want to remain relevant and effective, it is necessary to investigate the predictors of union participation as a contribution to union sustainability.

## **2.2 Definition of union participation**

Kelloway and Barling (1993) defined union participation as a behavioural construct that requires the expenditure of time on union affairs. Union participation involves participation in decision-making processes, taking part in activities organised or offered by the union and performing union duties (Nel, Swanepoel, Kirsten, Erasmus & Tsabadi, 2005). They postulated that literature use different terminology in the exploration of the nature, dynamics, and merits of this construct, and thus it is not possible to provide a universally accepted definition for the concept of "employee participation". However, Paquet and Bergeron (1996) explained worker union participation as when a worker takes part in the activities organised or offered by the union or performing union duties.

Klandermans (1986b) outlined three theoretical approaches that underlie research on union participation. The first theoretical approach

is the frustration-aggression theory which postulates that trade union participation is a reaction to dissatisfaction or alienation in the work situation (Klandermans). The underlying assumption of this approach is that unions are symptoms of incomplete integration of employees in the organisation (Klandermans). People and organisations are viewed as two separate systems striving for equilibrium (Klandermans). The second theoretical approach is the rational choice theory that regards trade union participation an outcome of an individual's perceived costs and benefits of participating in the union (Klandermans). This approach is often used in analyses of union growth, union membership decline and strike statistics (Klandermans). The third theoretical approach is the interactionist theory (Klandermans). This theory posits that union participation is related to the social groups and networks in and out of the organisation (Klandermans). An individual's decision to participate in the union is therefore influenced by the group to which an individual belongs (Klandermans).

### **2.3 Union participation as a construct**

Barling et al. (1992) maintained that early research on participation in union activities was characterized by inconsistent conceptualization of the construct, poor quality or lack of empirical evidence and simplistic and bi-variate analyses. It was postulated that union participation is not constant, but is characterised by periods of high activity, followed by stretches of dormancy (Barling et al.). According to McShane (1986) there is growing evidence that union participation is a multidimensional construct. The extent to which a person will participate in union activities is also limited by an individual's role in the union (McLean Parks et al., 1995) and it varies from one union to

another (Strauss & Sayles, 1952). Klandermans (1986) added that the degree of participation in union activities is influenced by the available opportunities for participation.

Gordon et al. (1980) defined union participation in terms of past and present activities which included: serving in elected offices, voting, attendance at general membership meetings, knowledge of the union contract and filing a grievance. Researchers like Portwood et al. (as cited by McShane, 1986) and Klandermans (1986) suggested that there is increasing evidence that union participation has to be broken down into different categories of activities. McShane (1986) added that the different types of union activities have distinct factorial and casual structures that require an independent study. He identified three types of union participation, namely, involvement in the administration of the union branch, union voting participation and union meeting attendance. Administrative participation has been linked to growth needs and those who frequently attend union meetings have a stronger need for affiliation (McShane). Participation in union voting corresponds most closely with needs related to the job context (McShane). However, involvement in one form of union activity will not determine participation in other union activities (McShane). Rather, union participation is a function of the motivation to participate and the opportunity to do so (McShane). Motivation is represented by the union member's willingness to participate and is determined by personal needs and union related attitudes (McShane).

Barling et al. argued that the conceptualization of union participation does not necessarily mean a uni-dimensional nor a multi-dimensional approach, but rather a distinction can be drawn between formal and

informal union activities. They defined formal participation as behaviours that are necessary for the union to operate effectively and democratically such as involvement in elections, meeting attendance, familiarity with the terms of the contract, filing a grievance, and serving as an officer or on a committee. Informal participation was defined as “those activities that reflect support for the union but are not necessary for its survival” (Barling et al., 1992, p. 97). Examples of informal participation include helping other members file a grievance, talking about the union with friends, and reading the union’s literature and newsletters (Barling et al.).

McLean Parks et al. (1995) conceptualised union participation as a three factor model. The first factor is the administrative factor which comprises of participation in the administration of the union, including running for or holding union office, work on union committees, and serving as a union steward. Secondly, supportive factors include factors that were generally supportive of the union through interactions with other members, such as helping others learn about the union, and showing how the union could help them. Thirdly, intermittent participation represents items which reflect participation in scheduled union activities, such as voting in the union elections, voting on contract issues, and attending meetings.

Paquet and Bergeron (1996) proposed that union participation consists of four components of participation in union activities and two components of participation in union management. The four components comprising participation in union activities were collective bargaining, regular membership meetings, individual activities and utilisation of services. Collective bargaining was defined as the process

of negotiation on matters of mutual interest and regular membership meetings refer to the attendance of union meetings (Paquet & Bergeron). Individual activities include reading union newsletters and printed material (Paquet & Bergeron). Utilisation of services includes utilising union services such as grievances, complaints, advice or help from a shop steward (Paquet & Bergeron). Participation in union management consisted of regular participation and casual participation (Paquet & Bergeron). They further proposed that attitude toward union participation is an important dimension of union participation. This dimension consists of two facets, one being functional and the other affective (Paquet & Bergeron). The functional dimension refers to the perceived instrumentality of union participation and the affective dimension refers to the attitudes toward the union (Paquet & Bergeron). Therefore, an employee's behavioural attitude is the combined result of expected benefits from participating in the union and the employee's attitude toward the union (Paquet & Bergeron). Research conducted by Paquet and Bergeron indicated that employee attitude toward the union and the perceived instrumentality of union participation are significant predictors of actual union participation.

Nel et al., (2005) differentiated between direct participation and indirect participation. They defined direct participation as when a worker personally and directly participates in the decision-making processes. Indirect participation occurs when employees participate indirectly through their elected or appointed union representative (Nel et al.).

## **2.4 Union commitment as the main predictor of union participation**

A union's strength and its ability to survive and be effective are derived from membership participation and commitment to the union (Paquet & Bergeron, 1996). Gordon et al., (1980) maintained that union commitment has four dimensions namely: union loyalty, responsibility to the union, willingness to work for the union and belief in unionism. Union loyalty consists of pride and the understanding of the advantages of union membership (Gordon et al.). Responsibility to the union refers to the willingness of members to carry out daily obligations to the union (Tetrick, 1995). Willingness to work for the union indicates the enthusiasm to participate in union activities and belief in unionism indicates the ideological belief in the concept of trade unions (Tetrick). Gordon et al.'s findings indicate that union loyalty is a significant predictor of union commitment.

### *2.4.1 Union loyalty*

Gordon et al. (1980) posited union loyalty as one of their four dimensions of union commitment since the effectiveness of the union depends on the loyalty of its members. Union loyalty was defined as an affective attachment to the labour organisation and is characterised by positive attitudes toward the union and its values and goals, a sense of pride in being a member of the union, and a desire to maintain one's membership (Fullagar & Barling, 1989). They postulated that an understanding of loyalty to labour organisations enables greater insight into psychological processes involved in union participation. It further provides unions with an opportunity to test the generality of theories of organisational attachment. Research

conducted by Fullagar (1986) and Gordon, Beauvais, & Ladd (1984) noted that union loyalty accounted for the most variance in union commitment (Fullagar & Barling). They hypothesized that attitudes expressing loyalty to the union would cause participation in essential union activities. Their results indicated that union loyalty was positively related to formal participation in union activities. Fullagar and Barling posited that if loyalty caused greater participation in union activities, then it may be crucial for improving union efficiency.

Kelloway and Barling (1993) hypothesized that union loyalty is an antecedent of willingness to work for the union. Their results revealed a positive relationship between willingness to work for the union and union loyalty (Kelloway & Barling). Furthermore, subjective norms such as socialization experiences in the first year of union membership, and perceptions of the instrumentality of union activism predicted union loyalty.

In a recent study, Metochi (2002) formulated a model that outlined three main components of union participation: leadership, member attitudes (union loyalty, union instrumentality, "them-and-us" attitudes, workplace collectivism) and willingness to participate. Union loyalty was found to be the best predictor of union participation (Metochi).

However, according to Meyer and Allen (in Tetrick, 1995) union loyalty appeared to be attitudinal and reflective of union commitment. Tetrick (1995) questioned whether the four dimensions of union commitment postulated by Gordon et al., (1980) are indeed four distinct constructs.

He maintained that the four dimensions of union commitment are similar to the conceptualisation of organisational commitment.

Meyer and Allen (1997) distinguished between three components of commitment: affective, continuance, and normative commitment. Affective commitment refers to the employee's emotional attachment to, identification with, and involvement in the organisation (Meyer & Allen). Continuance commitment refers to the awareness of the costs associated with leaving the organisation, and normative commitment as a feeling of obligation to continue employment. Research conducted by Bamberger, Kluger, and Suchard (1999) and Meyer and Herscovitch (2001) supports the dimensionality of Meyer and Allen's commitment scales. They posited that affective commitment is the most desirable form of commitment and the one that organisations are most likely to instil in their employees. Snape, Redman and Chan (2000) referred to union loyalty and affective union commitment as the same construct as there appears to be little discriminate validity between the two concepts.

#### *2.4.2 Union commitment*

Gordon et al. (1980) argued that the ability of unions to attain their goals is generally based on the members' loyalty, belief in the objectives of organised labour and willingness to perform services voluntary, rendering commitment to the union essential. The dimensions in their four factor model of union commitment yielded significant correlations between the four components (Gordon et al.). However, Friedman and Harvey (1986) proposed that a two factor model (union attitudes and opinions, and pro-union behavioural

intentions) provides a more concentrated approach to Gordon's (1980) Union Commitment Questionnaire. They further maintained that these two factors does not provide a comprehensive definition of union commitment, but constitute an alternative, more parsimonious view of union commitment.

Newton and Shore (1992) defined union commitment as the extent to which a member identifies with the goals and beliefs of the union. Cohen (1993) studied union commitment according to three dimensions. The first dimension is identification. This occurs when an individual adopts the goals and values of the union as their own. The second dimension is affiliation. This refers to feelings of belonging to the union. The third dimension is moral involvement which refers to the internalisation of the roles of the union demonstrated by feelings of care and concern for their own union. Fullagar et al. (1995) in a longitudinal study noted that most of the research that investigated the relationship between union commitment and union participation has been cross-sectional in nature. They adopted a longitudinal approach to empirically test the relationship between commitment and participation over a period of time. Commitment to the union was found to be fundamental to the perceived strength, democracy and effectiveness of the union (Fullagar et al.). Union participation is considered to be the behavioural component of union commitment, thus union commitment precedes union participation (Paquet & Bergeron, 1996). Paquet and Bergeron posited that an employee's attitude refers to either positive or negative feelings towards an action. Therefore, behaviour is predicted by an attitude held toward it (Paquet & Bergeron).

Sverke and Kuruvilla (1995) proposed two alternative theoretical approaches to union commitment. The first approach is the theory of reasoned action, developed by Fishbein and Ajzen (1975), and the second theory is the rationalistic approach developed by Sverke and Abrahamsson (1993). The theory of reasoned action focuses on understanding the information processes that underlie attitude formation which leads to an understanding of why people behave in certain ways (Sverke & Kuruvilla). They postulated that once an attitude is formed about an object, action, or event, the resultant attitude leads to the formation of behavioural intentions with respect to that object, action, or event.

Support of this theory was found by Klandermans (1989), Friedman and Harvey (1986) and, Kelloway and Barling (1993) (Sverke & Kuruvilla). The rationalistic approach posits that union commitment can best be described in terms of two dimensions derived from Weber's (1968) theory of social action (Sverke & Kuruvilla). These two dimensions are instrumentality rational and value rational. Instrumentality rational is determined by expectations of the behaviour of objects in the environment and of other human beings (Sverke & Kuruvilla). These expectations are used as conditions or means for the attainment of the individual's own rationality pursued and calculated ends (Sverke & Kuruvilla). Value rational is determined by a conscious belief in the value for its own sake of some ethical, aesthetic, religious, or other form of behaviour, independently of its prospects of success (Sverke & Kuruvilla). Thus, instrumentality rationality-based commitment to the union reflects a utilitarian relationship between members and the union, where the individual member is attached to the union mainly because of the union's

instrumental value to the member (Sverke & Kuruvilla). Value rationality-based commitment refers to the degree of value congruence between the members and the union (Sverke & Kuruvilla). Sverke and Kuruvilla findings supported their two dimensionality model of union commitment.

Bamberger et al. (1999) argued that although there is a general consensus with regard to the definition of union commitment, the proposed factor structure of the construct remains in dispute. This lack of consensus on the nature and dimensionality of the union commitment construct has led to divergent findings (Bamberger et al.). They carried out a meta-analysis to determine the main predictors of union commitment. These included union instrumentality, pro-union attitudes and job satisfaction (Bamberger et al.). Job satisfaction is defined as the degree to which an individual enjoys the job they perform and the various aspects involved in the job (Iverson & Kuruvilla, 1995). They found that union instrumentality and pro-union attitudes had a strong impact on union commitment but conceded that the nature and composition of a workforce may moderate the relative strengths of instrumentality perceptions and pro-union attitudes in predicting union commitment.

Bayazit, Hammer and Wazeter (2004) maintained that there are a number of methodological problems related to measurement, samples, and the use of analysis techniques that limit researchers' ability to test union commitment models. They identified three concerns. Firstly, the treatment of negatively worded items in union commitment scales, secondly the populations sampled and thirdly the use of individual-level analysis with multi-level data. They measured union commitment

with a modified version of Friedman and Harvey's (1986) 20-item scale, and part of Gordon's et al. (1980) 30-item scale. Their results indicated that negatively worded items contribute meaningful variance to their latent factor. Furthermore, measurement parameters differed across populations and that there is contextual variance in union commitment scores.

According to Fullagar, Gallagher, Clark, and Carroll (2004) the correlation between union commitment and union participation has been found to be consistent, positive and moderate. In a longitudinal study, Fullagar et al. (2004) measured union commitment using a 13-item scale, which reflected three dimensions of union commitment: union loyalty, responsibility to the union and willingness to work for the union. Initial commitment to the union was found to be persistent after ten years whereas union participation was found to be inconsistent (Fullagar et al.).

## **2.5 Predictors of union commitment**

According to Bamberger et al. (1999) few attempts have been made to incorporate the antecedents of union commitment into a single comprehensive model. Previous models of union commitment typically include union participation as a key consequence of union commitment (Bamberger et al.). For the purpose of this study, perceived union instrumentality and organisational commitment are posited as antecedents of union commitment.

### 2.5.1 *Perceived Union Instrumentality*

Anderson (1979) asserted that union members who perceive their union to be effective are more involved in union activities. This idea was refined by Klandermans (1984) who suggested that the willingness to participate in an activity of their trade union is a function of the perceived costs and benefits of such participation. He classified perceived costs and benefits under three headings. Firstly, goal motives refer to motives related to the achievement of a goal. Secondly, social motives relate to the expected reactions of significant others. Thirdly, reward motives relates to the anticipated rewards and punishment of participation. He applied his model to the Industrial Workers' Trade Union in the Netherlands and found that the perceived costs and benefits of participation determined the willingness to take action. Further research by Klandermans (1986a) argued that willingness to participate was determined by the perceived goal-related, social, and material costs and benefits of participation. He hypothesized that if members perceive the benefits gained from union participation to be less than the costs, members will be unlikely to participate, alternatively if members perceive benefits to be greater than the costs, members would be more willing to participate in union activities. His findings indicated that union participation is a consequence of expected benefits. Other variables of union commitment included a person's political sympathies and those of parents, class consciousness, image of society and political-economic ideology to be clearly related to activism in the organisation (Klandermans).

A study conducted by Chako (1985) found that a member's perceptions of their unions' effectiveness in obtaining both extrinsic and intrinsic benefits and the unions' responsiveness to membership was significantly related to member participation in union activities. This implies that union members view their union as providing them with the benefits they expect and disseminates information concerning their interests and needs (Fullagar, 1986).

Fullagar and Barling (1989) showed that perceived union instrumentality influences union participation in several ways. Union loyalty would only bring about participation in union activities if the union is perceived as being instrumental in bringing about change in the workplace (Fullagar & Barling). Perceived union instrumentality thus becomes an increasingly important variable for understanding union participation (Barling et al., 1992).

McFarlane Shore, Tetrick, Sinclair and Newton (1994) conducted a study to determine the construct validity of perceived union support as an independent variable in relation to union commitment and union instrumentality. Union instrumentality was compared to perceived union support to determine the distinctness of the two variables (McFarlane Shore et al.). They noted that conflicting evidence was found on the multi-dimensionality of the union instrumentality measure. Union instrumentality consisted of two correlated components when it was measured independently, whereas when it was measured with other union attitudes, it was found to be uni-dimensional (McFarlane Shore et al.). Their findings suggested that an instrumentality measure that focuses on the traditional collective bargaining issues (e.g., wages, benefits, and job security) might

produce a clearer factor structure. Although Gordon's et al. (1980) study advocated that union instrumentality underlies union loyalty, these components should be measured separately (McFarlane Shore).

Sinclair and Tetrick (1995) maintained that social exchange theory is a useful framework for understanding commitment, albeit organisational or union commitment. They proposed that an individual's commitment to an organisation is a function of their perceptions of the organisation's commitment to them. They found that union member perceptions of the union's commitment to them (union support) correlated strongly to their commitment to the union.

Fuller and Hester (2001) noted that perceived instrumentality was considered to be the best predictor of union commitment. Based on the social exchange theory, they defined perceived union instrumentality in terms of union support, and economic exchange as the perceived capability of the union to obtain economic benefits (e.g., wages and benefits). Their results revealed that the correlation between union instrumentality and union commitment was substantially higher than reported by a study conducted by Sinclair and Tetrick (1995).

### *2.5.2 Organisational commitment*

Organisational commitment refers to the attachment of an employee to an organisation (Gordon et al., 1980). Porter et al. (as cited in Gordon et al. 1980) postulated that this attachment refers to a strong desire to remain a member of the organisation, a willingness to participate in the organisation and a strong belief in the objectives and values of the organisation. This approach has been labelled as

attitudinal commitment (Mathieu & Zajac as cited in Snape et al., 2000) and is similar to Meyer and Allen's (1997) affective commitment component in their three component conceptualisation of commitment. According to Meyer and Allen's three component model, affective organisational commitment can be defined as an emotional attachment to, and the degree to which the employee identifies with organisation and is involved in it (Meyer & Allen, 1990). Continuance organisational commitment refers to when an employee recognises the various costs associated with leaving the organisation (Meyer & Herscovitch, 2001). Normative organisational commitment refers to an employee's feelings of obligation to remain with the organisation (Meyer & Allen).

Meyer and Herscovitch (2001) postulated that there is some disagreement in the literature with regard to the dimensionality of organisational commitment and that the differences among the multidimensional frameworks stem largely from the different motives and strategies involved in their development. Their findings indicate that affective commitment correlates more significantly and stronger with a wider range of outcome measures. O'Reilly and Chatman (as cited in Meyer & Herscovitch, 2001) defined organisational commitment as the psychological attachment felt by the person for the organisation. It reflects the degree to which the individual internalizes or adopts characteristics or perspectives of the organisation. Fullagar and Barling (1991) found a significant relationship between union participation and organisational commitment. They further posited that if union members are dissatisfied with their union, the commitment toward their employing organisation increases.

Snape et al. (2000) observed that researchers (Stagner, 1954; Angle and Perry, 1986; Sverke and Sjöberg, 1994) have shown an interest in whether or not it is possible for employees to be highly committed to both their union and their employing organisation at the same time, also known as dual loyalty or dual commitment. They posited that the majority of previous research has found a positive correlation between organisational and union commitment, however, in some cases a modest negative correlation was found. This could be due to the differences in the industrial relations contexts of various samples (Snape et al.). In their own research, they found that commitment to the employing organisation is a positive predictor of union commitment.

Early researchers such as Purcell (1954) and Stagner (1954) predicted that commitment to the union would result in lower levels of organisational commitment (Cohen, 2005). Cohen conducted a study to investigate the relationship between organisational commitment and union commitment. He defined dual commitment as an employee's positive or negative attachment to the employing organisation and to the union. Where positive relations between the union and management existed, employees were committed to both the organisation and the union and vice versa (Cohen). However, the presence of conflict tends to push employees toward unilateral commitment to one side or the other (Cohen). By using multi-dimensional scales, Cohen found support for dual commitment between the organisation and the union.

## **2.6 Demographic factors**

Klandermans (1986) posited that demographic factors such as age, seniority, education, and race account for little of the variance in union commitment. McShane (1986) findings indicate that education, age and employment status relate to participation in administration activities. Kelloway and Barling (1993) disputed that union participation showed a significant correlation with union tenure as opposed to age and education. For the purpose of this study, only gender will be investigated.

### *2.6.1 Gender*

According to Klandermans (1986) female union participation has been insufficiently investigated, despite the rapidly growing proportion of women in the workforce. Women tend to be less willing to participate in union activities than men, because they are usually the minority (Glick, Mirvis, & Harder, 1977). Gordon et al. (1980) confirmed this as they found that females tend not to participate in union activities. They ascribed this to a woman's domestic responsibilities. Sinclair (1996) argued that although domestic commitments may play an important part in determining union participation, socialisation and perceptions relating to the work environment and to trade unionism may also make a significant contribution to women's lower activity rates. In contrast with these findings, Newton and Shore (1992) observed that women are more committed to the union than their male counterparts, because they perceive unions as being instrumental in satisfying their demands. Barling et al. (1992) posited that gender differences only become prominent when one is concerned with union membership.

Women's representation in unions has grown substantially since the early 1960s (Sinclair, 1996). Unfortunately, women's level of union participation has not increased in accordance with their union membership (Sinclair). Although more women are becoming union members, it is not reflected in their levels of participation in union activities (Sinclair, 1996; Metochi, 2002). This could be due to their status in the workplace, and that the union culture discourages female union activity (Sinclair).

## **2.7 Research question**

The main focus of this research is to investigate the relationship between union commitment and union participation. With regards to the research question, the following hypotheses will be investigated:

Hypothesis 1: Union commitment will account for a significant amount of the variance in union participation.

Hypothesis 2: Perceived union instrumentality will account for a significant amount of the variance in union commitment.

Hypothesis 3: Affective organisational commitment will account for a significant amount of the variance in union commitment.

Hypothesis 4: Female union members are more likely to participate in union activities than male union members.

## CHAPTER 3: METHOD

### 3.1 Research Design

The aim of this research is to investigate the relationship between union commitment and union participation in the electrical engineering industry in the Western Cape. The research is a descriptive, cross-sectional study and therefore aims to describe phenomena by means of accurate observations at a given point in time (Terre Blanche & Durrheim, 1999). Data was collected by means of a survey questionnaire. According to Hair, Babin, Money and Samouel (2003) surveys typify cross-sectional studies.

### 3.2 Participants

The participants consisted of blue-collar workers selected from the electrical engineering industry in the Western Cape. A sample of 200 participants was drawn from two sites. Male and female participants with at least one year's union membership were selected randomly and no specific age requirement was set.

Questionnaires were completed by 138 participants. Seven of these questionnaires were not usable due to too much missing data thus, totalling a response rate of 65.5 per cent ( $N = 131$ ). 41.9 per cent of the respondents were female and 58.01 per cent were male. The majority (80.15 per cent) of respondents were Coloured, while 7.63 per cent represented Black African participants. White respondents represented 4.58 per cent of the response rate while 8.39 per cent preferred not to answer. There were no Indian participants in the study. Organisational tenure ranged from one to 32 years ( $M = 5.25$ ;

$SD = 6.05$ ) and union tenure ranged from one to six years ( $M = 1.14$ ;  $SD = 0.53$ ). The majority of participants (53.4 per cent,  $N = 70$ ) had passed matric and 13.7 per cent ( $N = 17$ ) had obtained an education at tertiary level. Several participants (10.6 per cent,  $N = 14$ ) had an education lower than Std. 8 (Grade 10) while 21.3 per cent ( $N = 30$ ) had obtained Std. 8 (Grade 10).

### **3.3 Measures**

Convenience sampling was used to select the participants and therefore, no inferences can be made with regards to union participation in other industries. According to Hair, et al. (2003) convenience sampling is a procedure whereby sample elements are selected on the basis that they are readily available to participate in the research and they can provide the necessary information. A structured survey (questionnaire) comprising of union commitment scales from Bagraim (2004), Sverke and Kuruvilla (1995), Kelloway et al. (1995), and Gordon et al. (1980) was distributed amongst the participants. A 5-point Likert scale with response options ranging from 1 = strongly disagree to 5 = strongly agree was used for all scale items. Participants were asked to tick off the most appropriate response. The scales measured the following variables; perceived union instrumentality, affective union commitment, behavioural union participation and affective organisational commitment. The questionnaire included the following demographic information: gender, race, education, job tenure, and union tenure.

### *3.3.1 Perceived union instrumentality*

Perceived union instrumentality was measured by a scale developed by Sverke and Kuruvilla (1995). The scale consisted of eight items. The items in this scale measured the extent to which the employee belief that the union can improve various work related factors.

### *3.3.2 Affective union commitment*

Scales adapted from Bagraim (2004) was used to measure affective union commitment. This scale is comprised of four items measuring the various degrees of commitment to the union.

### *3.3.3 Behavioural union participation*

Behavioural union participation was measured by scales based on Kelloway, Catano & Southwell (1992). The scale consisted of six items and measured the extent to which an employee participates in the various activities of the union.

### *3.3.4 Affective organisational commitment*

Affective organisational commitment was measured with scales adapted from Bagraim (2004). This scale consisted of four items and measured the extent to which an employee is committed to the organisation.

These scales were used in previous research by Bolton, Bagraim, Witten, Mohamed, Zvogbo, and Khan (2005) and reported cronbach

alphas of between .908 and .935. According to Hair, Babin, Money and Samouel (2003) coefficient alpha ranges from 0 to 1, with .9 considered to be excellent.

### **3.4 Procedure**

Oral consent was obtained via the union representative from the participants and the organisations beforehand. Data were collected during lunch breaks and union meetings. An average of fifty participants attended a single session. The survey questionnaire was translated in Afrikaans and participants were asked to indicate their choice of language. The questionnaires were distributed personally to the work sites in 3 sessions at a pre-arranged time. A cover letter attached to the questionnaires, explained the purpose of the research, the necessary instructions to complete the questionnaire, and assuring the participants of complete confidentiality and anonymity. The participants were provided with pens to complete the questionnaire. Once the questionnaires were completed, they were immediately collected by the researcher. This was done to ensure a high response rate.

### **3.5 Statistical analysis**

The data from the questionnaires was first coded and then captured on an Excel spreadsheet before it was interpreted using the Statistica 7 package. Random checks were made with the hard copies of the questionnaires to make sure that the electronic version was captured accurately. In instances where cases had too many missing variables, they were excluded from the analysis (Hair et al., 2003). A reliability

analysis was done to determine the internal consistency of the items in the scales used (Hair et al.). Hypotheses were tested by means of the following tests: regression analysis, correlation analysis and t-tests. Correlation analysis was conducted to determine whether a relationship exists between two variables and the relative strength of that relationship (Hair et al.). Regression analysis was conducted to measure the relationship between a dependent variable and independent variables (Nicol & Pexman, 2000).

University of Cape Town

## **CHAPTER 4: RESULTS**

The main aim of this chapter is to report the results of the statistical analysis conducted in order to answer the research question. Since this study follows a quantitative research paradigm, the data were empirically manipulated by means of different statistical tests. The first section of this chapter presents a summary of analysis that was conducted to measure the dimensionality of the measuring scales used. The second section indicates the reliability of the measuring scales. The third section outlines the descriptive statistics of the demographic variables and perceived union instrumentality, affective union commitment, behavioural union participation, and affective organisational commitment. The fourth section examines the relationship between the variables (correlation analysis). The fifth section shows to what extent certain variables are predicted by other variables (regression analysis). Finally, the difference between male and female union participation is examined using t-test analysis.

### **4.1 Factor analysis**

Principle-axis factor analysis was performed on the items to examine the dimensionality for each of the measurement scales. That is, items for each of the following scales were analysed: perceived union instrumentality (Inscom), affective union commitment (A-UC), union participation (Bpart) and affective organisational commitment (A-OC) respectively. Factors with an Eigenvalue greater than one were retained. Each scale reported high factor loadings.

Table 1 show the results of a principle component factor analysis that was conducted on the original perceived union instrumentality items. All items loaded strongly onto one factor that accounted for 56,12 % of the variance in the scale.

**Table 1**

*Factor Analysis: Perceived union instrumentality (Inscom scale)*

<b>Items</b>	<b>My union can improve...</b>	<b>Factor 1</b>
Inscom1	...my pay	-0,80
Inscom2	...physical work environment	-0,83
Inscom3	...job security	-0,84
Inscom4	...how interesting my job is	-0,67
Inscom5	...how company operations work	-0,78
Inscom6	...my work situation	-0,74
Inscom7	...the control I have over my work	-0,60
Inscom8	...how fairly the company treats me.	-0,69
Eigenvalue		4,50
% of variance explained		56,12

Table 2 indicates that the four affective union commitment items loaded strongly onto one factor that accounted for 69,26 % of the variance in the scale.

**Table 2***Factor Analysis: Affective union commitment (A-UC scale)*

<b>Items</b>	<b>About my trade union...</b>	<b>Factor 1</b>
A-UC1	I feel a strong connection to my union	-0,82
A-UC2	I feel emotionally attached to my union	0,82
A-UC3	I feel like part of the family at my union	0,86
A-UC4	My union has a great deal of personal meaning for me	-0,83
Eigenvalue		3,00
% of variance explained		69,26

The original behavioural union participation scale consisted of 18 items. Table 3 indicates the final factor structure that obtained an Eigenvalue greater than one that accounted for 59 % of the variance.

**Table 3***Factor Analysis: Behavioural union participation (BPart scale)*

<b>Items</b>	<b>About my union...</b>	<b>Factor 1</b>
BPart8	I support my union if it calls for action	-0,81
BPart9	I support my union if it calls for action, even when I disagree	0,78
BPart11	I would support my union if it called for a strike	0,82
BPart12	I would support my union if it called for protest action	0,82
BPart14	I actively assist my union to organise meetings	0,68
BPart15	I actively help at union events	0,70
Eigenvalue		3,54
% of variance explained		59,00

Table 4 show the results for the factor analysis that was conducted on the affective organisational commitment scale. All the items loaded strongly onto one factor that accounted for 72,77 % of the variance.

**Table 4**

*Factor Analysis: Affective union commitment (A-OC scale)*

<b>Items</b>	<b>About the company that I work for</b>	<b>Factor 1</b>
A-OC1	I feel a strong connection to this organisation	-0,86
A-OC2	I feel emotionally attached to this organisation	0,86
A-OC3	I feel like part of the family at this organisation	0,89
A-OC4	This organisation has a great deal of personal meaning for me	-0,80
Eigenvalue		3,00
% of variance explained		72,77

#### **4.2 Reliability analysis**

The aim of a reliability analysis is to measure the internal consistency of items in a scale (Terre Blance & Durrheim, 1999). The reliability analysis results of the measuring scales are highlighted in Table 5. The Cronbach alpha obtained for perceived union instrumentality is ,882. The affective union commitment scale had a Cronbach alpha of ,851 and the union participation scale had a Cronbach alpha of ,859. The affective organisational commitment scale had a Cronbach alpha of ,873. All these scales can be regarded as highly reliable (Hair et al., 2003).

### **4.3 Descriptive statistics**

Table 5 indicates that participants showed average to high levels ( $M = 3,35$ ;  $SD = 1,01$ ) of union participation, affective union commitment ( $M = 3,38$ ;  $SD = 0,95$ ) and affective organisational commitment ( $M = 3,10$ ;  $SD = 1,12$ ) respectively. Participants showed high levels ( $M = 4,07$ ;  $SD = 0,87$ ) of perceived union instrumentality.

### **4.4 Correlation analysis**

Table 5 show that all correlations ranged between 0,30 and 0,45 and were significant at  $p < .05$ . This indicates that the correlations between variables are positive but moderate (Hair et al., 2003) A strong, positive relationship was found between affective union commitment and perceived union instrumentality ( $r = 0,45$ ,  $p = .000$ ). Similarly, a strong, positive significant relationship was found between affective union commitment and union participation ( $r = 0,41$ ,  $p = .000$ ). Perceived union instrumentality were correlated moderately with union participation ( $r = 0,30$ ,  $p = .001$ ).

In a separate correlation analysis, affective union commitment (A-UC) was correlated with affective organisational commitment (A-OC). The correlation was significant ( $r = 0,10$ ,  $p < .05$ ).

**Table 5***Means, Standard Deviations, Reliabilities, and Inter-correlations*

	<b>M</b>	<b>SD</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
<b>1. Company tenure</b>	5.25	6.05						
<b>2. Union tenure</b>	1.15	0.53	0.07					
<b>3. Inscom</b>	4.07	0.87	-0.06	-0.02	<b>(.882)</b>			
<b>4. A-UC</b>	3.38	0.95	0.13	0.10	0.45****	<b>(.851)</b>		
<b>5. BPart</b>	3.35	1.01	0.00	-0.05	0.30***	0.41****	<b>(.859)</b>	
<b>6. A-OC</b>	3.10	1.12	0.01	0.01	0.09	0.10*	0.02	<b>(.873)</b>

Note: N = 119, Cronbach alphas are displayed on the diagonal in parentheses \*\*\*\*p < .0001, \*\*\*p < .001, \*\*p < .01, \*p < .05; Inscom = perceived union instrumentality, A-UC = affective union commitment, BPart = behavioural union participation, A-OC = affective organisational commitment

#### 4.5 Regression analysis

Table 6 and 7 show the results of regression analysis. Simple regression analysis is a statistical technique that examines the relationship between one dependent variable and one independent variable in order to determine the extent to which the independent variable predicts the dependent variable (Hair et al.). Two separate regression analysis were conducted because in both instances a different set of variables were used.

**Table 6**

*Regression results for affective union commitment predicting behavioural union participation (DV = Bpart)*

Variable	Beta	SE of Beta	B	SE of B	t(125)	p value
<b>A-UC</b>	<b>,440</b>	<b>,080</b>	<b>,469</b>	<b>,086</b>	<b>5,475</b>	<b>.0001</b>

Note: N = 127; R = ,439; R<sup>2</sup> = ,193; F(1,125) = 29,97; p < .0001; SE of estimate: ,914; p = ,0001; A-UC - affective union commitment

Union participation as the dependent variable and affective union commitment as the independent variable was regressed in a simple regression model. Table 6 indicates that this regression model is significant (R<sup>2</sup> = ,20, p = .0001). Affective union commitment accounts for 20 per cent of the variance in union participation (R<sup>2</sup> = ,19, p = .0001). Affective union commitment is a significant predictor of union participation (Beta = ,440, p = .0001).

**Table 7**

*Regression results for perceived union instrumentality predicting affective union commitment (DV = A-UC)*

Variable	Beta	SE of Beta	B	SE of B	t(122)	p value
<b>Inscom</b>	<b>,444</b>	<b>,081</b>	<b>,479</b>	<b>,087</b>	<b>3,9066</b>	<b>.0002</b>

Note: N = 124; R = ,444; R<sup>2</sup> = ,197; F(1,122) p < 0002; SE of estimate: ,843; P < .0002; Inscom - perceived union instrumentality

Affective union commitment was modeled on perceived union instrumentality in a simple regression model. This model is also significant (R<sup>2</sup> = ,20, p = .0002). Table 7 indicates that perceived union instrumentality accounts for 20 per cent of the variance in affective union commitment (R<sup>2</sup> = ,20, p = .0002) and is a significant predictor of affective union commitment (Beta = ,444, p = .0002).

Table 8 indicates the results of a hierarchical regression model which shows the amount of variance explained by demographic factors and affective union commitment (A-UC), and behavioural union participation (BPart). Hierarchical regression analysis is a procedure whereby a set of independent variables are selectively added to a dependent variable in a regression equation in order to determine the total variance explained by the independent variables (Hair et al., 2003). In the first step, a set of demographic variables were entered which in total explains 2 per cent of the variance in behavioral union participation (R<sup>2</sup> = ,22, p = .0001). None of the demographic variables were significant predictors of behavioral union participation. Affective union commitment was entered in a second step and results show that it is a significant predictor of behavioural union participation (Beta = 0,51, p = .0001). Affective union commitment model explains 22 per cent of the variance in behavioral union participation.

**Table 8**

*Hierarchical regression analysis (DV = BPart)*

Steps	Variables	Beta	SE of Beta	B	SE of B	t(119)	p value
1.	<b>DEMOGRAPHICS:</b>						
	Gender	-0,06	0,10	-0,22	0,18	-0,6	,51
	Race	-0,05	0,08	-0,03	0,11	-0,6	,52
	Education	-0,12	0,10	0,02	0,10	1,30	,20
	Company tenure	-0,02	0,10	-0,00	0,01	0,21	,83
	Organizational tenure	-0,10	0,08	-0,10	0,15	-1,24	,21
2.	<b>COMMITMENT</b>						
	A-UC	0,51	0,08	0,51	0,09	5,62	0,001

Note: N=126; R = ,472; R<sup>2</sup> = ,22; ΔR<sup>2</sup> after step 2 = ,21; F(6,119) p = .00001; SE of estimate = ,917; p < .00003; A-UC – affective union commitment

**Figure 1**

**Model of results**

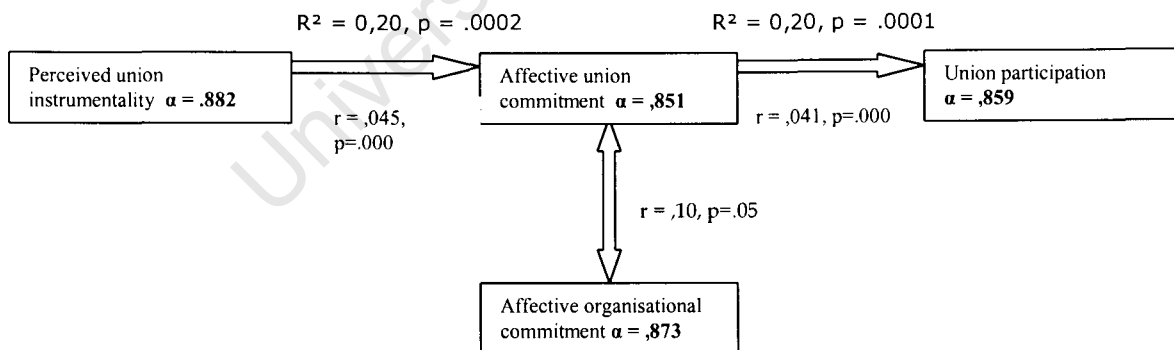


Figure 1 summarizes that perceived union instrumentality accounts for a significant amount of the variance of affective union commitment (R<sup>2</sup> = ,20, p = .0002), which in turn is a significant predictor of union participation (R<sup>2</sup> = ,20, p = .0001). Affective organizational

commitment is correlated weakly with affective union commitment ( $r = 0.074$ ,  $p = .408$ ).

#### **4.6 T-test analysis**

The sample consisted of more or less equal numbers of males (41.9%) and females (58.01%). Results indicate that no significant differences was found between behavioural union participation levels of males and females ( $t = 1.118$ ,  $p = .237$ ). Levene's test of homogeneity of variance was conducted. Results ( $F = 2.373$ ,  $p = .126$ ) indicate that the assumption of homogeneity of variances was not violated.

#### **4.7 Conclusion**

The aim of this chapter was to apply statistical analysis to a collected data set as accurately and rigorously as possible. The relationship and the extent of variance between variables were measured by means of correlation analysis and regression analysis. The results obtained in this chapter will be interpreted and discussed in depth in the next chapter.

## **CHAPTER 5: DISCUSSION**

This chapter presents a discussion of the results of the study. The results are summarised and interpreted with the aim of examining the original hypotheses. The main objective of this research was to investigate the relationship between union commitment and union participation. The results will be discussed according to the hypotheses that were formulated around the objective of this study. The chapter concludes with an outline of the implications for practise, the limitations of the research and recommendations for future research.

### **5.1 Affective union commitment and behavioural union participation**

Paquet and Bergeron (1996) asserted that union participation is the behavioural component of union commitment. This is supported by the theory of reasoned action developed by Fishbein and Ajzen (as cited in Sverke and Kuruvilla, 1995), where an attitude toward an object, event or action will lead toward behavioural intentions. Therefore, union commitment precedes union participation, since commitment is necessary to provide the motivation for participation (Snape et al., 2000).

The results of this study indicate that affective union commitment accounts for 20 per cent of the variance in behavioural union participation, and is therefore a significant predictor of behavioural union participation. A strong significant positive relationship was also found between affective union commitment and union participation. These results support Fullagar et al's. (2004) assertion that union

commitment is the main predictor of union participation. Fullagar et al. (2004) also found consistent, strong correlations between union commitment and union participation. The implication of these results is that the emotional attachments that union members have toward their union determine whether they will participate in union activities or not.

Previous research conducted by Klandermans (1986), McShane (1986) and Kelloway and Barling (1993) found divergent evidence of the relationship between various demographic factors and union commitment. In an independent hierarchical regression model, demographic variables and affective union commitment was modelled onto behavioural union participation to determine which variables account for most of the variance in behavioural union participation. The results show that affective union commitment accounts for most of the variance in union participation as opposed to demographic factors. This is supported by research conducted by Klandermans (1986) that found that demographic variables account for little of the variance in union participation. This implies that demographic variables do not predict union participation.

## **5.2 Perceived union instrumentality and affective union commitment**

Previous research (Anderson, 1979; Klandermans, 1986; Chako, 1985; Fullagar & Barling, 1992) examined the relationship between perceived union instrumentality and union participation. The results of these studies have shown that there is a strong predictive relationship between perceived union instrumentality and union participation.

However, the underlying assumption of this study is that union commitment is a significant predictor of union participation and posits perceived union instrumentality as an antecedent of union commitment. Perceived union instrumentality was found to account for 20 per cent of the variance in union commitment. Likewise, Fuller and Hester (2001) found a strong predictive relationship between union instrumentality and union commitment. Results from the correlation analysis also indicate that there is a strong, positive relationship between perceived union instrumentality and affective union commitment. However, only a moderate relationship was found between perceived union instrumentality and union participation. This is contradictory to previous research that found a strong relationship between perceived union instrumentality and union participation. This implies that the perceptions that union members have of the instrumentality of their union predicts the emotional attachment that members have toward the union. This in turn, predicts whether union members will participate in union activities. These results are congruent to what Sverke and Kuruvilla (1995) termed the psychological processes underlying union commitment. Thus, positive perceptions foster stronger emotional attachments which are then translated into behaviour.

### **5.3 Affective organisational commitment and union commitment**

Previous research (Purcell, 1954; Stagner, 1954; Fullagar and Barling, 1991) found divergent evidence for the relationship between affective organisational commitment and affective union commitment. The reason for the conflicting results could be ascribed to the contextual

differences in different samples of research. Where positive relations between the union and management existed, employees were committed to both the organisation and the union and vice versa (Cohen, 2005). However, the presence of conflict tends to push employees toward unilateral commitment to one side or the other (Cohen).

A significant relationship was found between affective organisational commitment and affective union commitment. This is supported by Snape et al.'s (2000) assertion that the majority of research has found a positive relationship between organisational and union commitment. The organisations that participated in this study underwent major structural changes at the time the data were collected. This result indicates that union members can be committed to both the organisation and the union in a conflicting context and that the union and the employer do not necessarily have to compete for employee commitment (Snape et al.). Thus, both parties can benefit from a management-union partnership aimed at building and maintaining harmonious industrial relations (Snape et al.).

#### **5.4 Gender and behavioural union participation**

Contrary to previous research conducted by Glick et al. (1977), Sinclair (1996), and Metochi (2002) the results of this study indicate that the difference between male and female union participation is insignificant. This implies that women are increasingly participating in union activities. This could be due to the fact that more women are entering the labour market as breadwinners for their families (Theron, 2003) and are therefore dependent on the union to protect their

interests. Snape et al. (2000) suggested that unions should find ways to encourage women to move beyond passive loyalty and to be more active members within union structures.

### **5.5 Implications for practise**

The results of this research contribute to the existing body of literature on union participation in the South African context. Apart from its practical value to unions, research on union commitment contributes to the understanding of the psychological processes involved in social and collective action (Sverke & Kuruvilla, 1995). The findings of this study provide trade unions with insight to strengthen and foster a climate of union commitment to ensure greater union participation in union activities by its members. This is of particular significance to unions in the South African context to remain relevant in a changing labour market.

### **5.6 Limitations of the research**

The first limitation of this study is that a limited number of respondents participated in this study. Secondly, this study was conducted in one specific industry in the Western Cape and therefore no inferences can be made with regards to union participation in other industries or regions. Thirdly, the questionnaire was presented in English and Afrikaans, thus assuming that the participants are proficient in understanding and reading either of these languages. This could have affected how participants answered the questionnaire. Fourthly, at the time the data were collected for this study, both participating organisations went through structural and management

changes. This could have affected the participant's opinions and belief about the trade union and the organisation and as result, influenced the outcomes of this research.

## **5.7 Recommendations for future research**

Future research could focus on a larger sample across different industries and sectors. This could provide a basis upon which to compare union commitment and union participation across industries. It is recommended that the Union Commitment Questionnaire be translated to other languages such as Xhosa and Zulu to include a more diverse sample. This study was cross-sectional, describing phenomenon at a given point in time. According to Fullagar et al., (1995) utilising cross-sectional designs limit the inferences that can be drawn from findings. It is recommended that a longitudinal research design be used to permit inferences concerning cause and effect and to provide data that is more appropriate for predicting the strength of causal relationships (Fullagar et al.).

## **5.8 Conclusion**

Although South Africa has enjoyed a relatively stable trade union density for the past few years, the political climate on the other hand is less stable. As South Africa seeks to compete in a global market, trade unions might experience a decline in union membership like some of the major developed countries in the world. This decline in union membership is largely due to the changing nature of work and increasing deregulation of labour laws across the world (Thompson, 2003).

The findings of this research suggest that perceived union instrumentality was found to be a significant predictor of union commitment. Therefore unions need to reconsider the types of resources being exchanged between the union and its members (Tetrick, 1995) as this could assist them in developing and maintaining union commitment. Tetrick posited that in order for the exchange relationship between a union member and the union to be conducive to the development and maintenance of union commitment, the union must show that the union values the individual union member and is committed to protect the interests of the union member.

A significant relationship was found between affective organisational commitment and affective union commitment. This implies that employees can be committed to both the union and the employer. No significant differences were found between female and male levels of behavioural union participation. This provides evidence for the increasing participation of women in the workforce.

Central to union power is the threat to mobilise industrial action which can effect production in organisations (Klandermans, 1986). The stability of such power depends on the discipline and the commitment of union members (Klandermans). Therefore, if unions want to remain relevant and effective in a changing political climate, union commitment must be fostered. The findings of this research are congruent with previous literature that posited a predictive relationship between union commitment and union participation. Milenkovic (2005) argued that most of the studies examining union commitment and participation have been carried out in a non-South African context.

Therefore, future research should investigate these concepts in the context of South Africa.

University of Cape Town

## REFERENCES

- Anderson, J. C. (1979). Local union participation: A re-examination. *Industrial Relations*, 18(1), 18 – 31.
- Aryee, S., & Chay, Y. W. (2001). Workplace justice, citizenship behaviour, and turnover intentions in a union context: examining the mediating role of perceived union support and union instrumentality. *Journal of Applied Psychology*, 86(1), 154 – 160.
- Barling, J., Fullagar, C., Kelloway, E. K. (1992). *The union and its members: A psychological approach*. New York: Oxford University Press.
- Bamberger, P. A., Kluger, A. N., & Suchard, R. (1999). The antecedents and consequences of union commitment: A meta-analysis. *Academy of Management Journal*, 42(3), 304 – 318.
- Bayazit, M., Hammer, T. H., & Wazeter, D. L. (2004). Methodological challenges in union commitment studies. *Journal of Applied Psychology*, 89(4), 738 – 747.
- Bendix, S. (2001). *Industrial relations in South Africa*. Lansdowne: Juta.
- Bolton, D., Bagraim, J., Witten, L., Mohamed, Y., Zvobgo, V., & Khan, M. (2005). *Explaining union participation: the effects of union commitment and demographic factors* (Unpublished Honours thesis). Cape Town: University of Cape Town.
- Chacko, T. I. (1985). Member participation in union activities: Perceptions of union priorities, performance, and satisfaction. *Journal of Labour Research*, 4, 363 – 373.
- Cohen, A. (1993). An empirical assessment of the multidimensionality of union participation. *Journal of Management*, 19, 749 – 773.
- Cohen, A. (2005). Dual commitment to the organisation and the union. A multi-dimensional approach. *Industrial Relations*, 60(3), 432 – 454.
- Finnemore, M. (2002). *Introduction to labour relations in South Africa* (8<sup>th</sup> ed.). Cape Town: LexisNexis Butterworths.

- Forrest, A. (2000). What do women want from union representation? *Hecate*, 26(2), 27 – 61.
- Frenkel, S. J., & Kuruvilla, S. (1999). Union-member relations and satisfaction with union in South Korea. *British Journal of Industrial Relations*, 37(4), 559 – 575.
- Friedman, L., & Harvey, R. J. (1986). Factors of union commitment: The case for a lower dimensionality. *Journal of Applied Psychology*, 71(3), 371 – 376.
- Fullagar, C. (1986). A factor analytic study of the validity of a union commitment scale. *Journal of Applied Psychology*, 71(1), 129 – 136.
- Fullagar, C. J. A., Gallagher, D. G., Gordon, M. E., & Clark, P. F. (1995). Impact of early socialization on union commitment and participation: A longitudinal study. *Journal of Applied Psychology*, 80(1), 147 – 157.
- Fullagar, C. J., Gallagher, D. G., Clark, P. F., & Carroll, A. E. (2004). Union commitment and participation: A 10 year longitudinal study. *Journal of Applied Psychology*, 89(1), 730 – 737.
- Fullagar, C., & Barling, J. (1989). A longitudinal test of a model of the antecedents and consequences of union loyalty. *Journal of Applied Psychology*, 74(2), 213 – 227.
- Fullagar, C., & Barling, J. (1991). Predictors and outcomes of different patterns of organisational and union loyalty. *Journal of Occupational Psychology*, 64, 129 – 143.
- Fuller, J. B., & Hester, K. (1998). The effect of labour relations climate on the union participation process. *Journal of Labour Research*, XIX(1), pp. 173 – 187.
- Fuller, J.B., & Hester, K. (2001). A closer look at the relationship between justice perceptions and union participation. *Journal of Applied Psychology*, 86, 1096 – 1105.
- Gindin, S. (1993). "Mutually searching"; Trade union strategies, South Africa and Canada. *SAR*, 8 (5), 26 – 30.

- Glick, W., Mirvis, P., & Harder, D. (1977). Union satisfaction and participation. *Industrial Relations*, 16(2), 145 – 151.
- Gordon, M. E., Philpot, J. W., Burt, R. E., Thompson, C. A., & Spiller, W. E. (1980). Commitment to the union: Development of a measure and an examination of its correlates. *Journal of Applied Psychology Monograph*, 65(4), 479 – 499.
- Hair, J. F., Babin, B., Money, A. H., & Samouel, P. (2003). *Essentials of business research methods*. U.S.A: John Wiley & Sons.
- Hester, K., & Fuller, B. (jnr.). (2001). Building union commitment: The impact of parental attitudes and participation. *Labour Studies Journal*, 26(2), 17 – 30.
- Huszczo, G. E. (1983). Attitudinal and behavioural variables related to participation in union activities. *Journal of Labour Research*, IV(3), 289 – 297.
- Iverson, R. D., Buttigieg, D. M., & Maguire, C. (2003). Absence culture: The effect of union membership status and union-management climate. *Journal of Industrial Relations*, 58, 483 – 511.
- Iverson, R.D., & Kuruvilla, S. (1995). Antecedents of union loyalty: The influence of individual disposition and organisational context. *Journal of Organisational Behaviour*, 16, 557 – 582.
- Johnson, N. B., & Jarley, P. (2004). Justice and union participation: An extension and test of mobilization theory. *British Journal of Industrial Relations*, 42(3), 543 – 562.
- Kelloway, E., & Barling, J. (1993). Members' participation in local union activities: measurement, prediction, and replication. *Journal of Applied Psychology*, 78(2), 262 – 279.
- Klandermans, B. (1986a). Perceived costs and benefits of participation in union action. *Personnel Psychology*, 39, 379 – 397.
- Klandermans, B. (1986b). Psychology and trade union participation: Joining, acting, quitting. *Journal of Occupational Psychology*, 59, 189 – 204.

- Klandermans, P. G. (1984). Mobilization and participation in trade union action: an expectancy-value approach. *Journal of Occupational Psychology*, 57, 107 – 120.
- McFarlane Shore, L., Tetrick, L. E., Sinclair, R. R., & Newton, L. A. (1994). Validation of a measure of perceived union support. *Journal of Applied Psychology*, 79(6), 971 – 977.
- McLean Parks, J., Gallagher, D. G., & Fullagar, J. A. (1995). Operationalizing the outcomes of union commitment: The dimensionality of participation. *Journal of Organizational Behaviour* (special edition), 16, 533 – 555.
- McShane, S. L. (1986). A path analysis of participation in union administration. *Industrial Relations*, 25(1), 72 – 80.
- McShane, S. L. (1986). The multidimensionality of union participation. *Journal of Occupational Psychology*, 59, 177 – 187.
- Metochi, M. (2002). The influence of leadership and member attitudes in understanding the nature of union participation. *British Journal of Industrial Relations*, 40(1), 87 – 111.
- Meyer, J. P., & Allen, N. J. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organisation. *Journal of Occupational Psychology*, 63, 1 – 18.
- Meyer, J. P., & Allen, N. J. (1997). *Commitment in the workplace. Theory, research and application*, London: SAGE Publications.
- Meyer, J. P., & Herscovitch, L. (2001). Commitment in the workplace. Toward a general model. *Human Resource Management Review*, 11, 299 – 326.
- Milenkovic, N. (2005). *Interrelationships among trade union commitment, organisational commitment, job satisfaction and trade union participation*. (Unpublished Masters thesis). Cape Town: University of Cape Town.
- Mouton, J. (2001). *How to succeed in your master's and doctoral studies. A South African guide and resource book*. Pretoria: Van Schaik Publishers.

- Nel, P. S., Swanepoel, B. J., Kirsten, M., Erasmus, B. J., & Tsabadi, M. J. (2005). *South African employment relations theory and practice* (5<sup>th</sup> ed.). Pretoria: Van Schaik Publishers.
- Newton, L. A., & Shore, L. (1992). A model of union membership: Instrumentality, commitment, and opposition. *Academy of Management Review*, 17(2), 275 – 298.
- Nicol, A. A. M., & Pexman, P. M. (2000). *Presenting your findings. A practical guide for creating tables*. Washington DC: American Psychological Association.
- Ozaki, M. (1996). Labour relations and work organisation in industrialized countries. *International Labour Review*, 135(1), 37 – 58.
- Paquet, R., & Bergeron, J-G. (1996). An explanatory model of participation in union activity. *Labour Studies Journal*, 4, 1 – 18.
- Perline, M. M., & Lorenz, V. R. (1970). Factors influencing member participation in trade union activities. *The American Journal of Economics and Sociology*, 29, 425 – 438.
- Schillinger, H.R. (2005). Trade unions in Africa: Weak but feared. *International Development Cooperation*, 24, 1-7
- Sinclair, D. M. (1996). The importance of gender for participation in and attitudes to trade unionism. *Industrial Relations Journal*, 27(3), 239 – 252.
- Sinclair, R. R., & Tetrick, L. E. (1995). Social exchange and union commitment: A comparison of union instrumentality and union support perceptions. *Journal of Organisational Behaviour*, 16(6), 669 – 680.
- Snape, E., Redman, T., & Chan, A. W. (2000). Commitment to the union: A survey of research and the implications for industrial relations and trade unions. *International Journal of Management Reviews*, 2(3), 205 – 230.
- Spinrad, W. (1960). Correlates of trade union participation: A summary of the literature. *American Sociological Review*, 25, 237 – 244.

- Strauss, G., & Sayles, L. R. (1952). Patterns of participation in local unions. *Industrial and Labour Relations Review*, 6(1), 31 – 43.
- Sverke, M., & Kuruvilla, S. (1995). A new conceptualisation of union commitment: Development and test of an integrated theory. *Journal of Organisational Behaviour*, 16 (Special Issue: Union commitment), 505 – 532.
- Terre Blanche, M., & Durrheim, K. (1999). *Research in practice. Applied methods for the social sciences*. Cape Town: UCT Press.
- Tetrck, L.E. (1995). Developing and maintaining union commitment: A theoretical framework. *Journal of Organisational Behaviour*, 16(Special Issue), 583 – 595.
- Theron, J. (2003). Employment is not what it used to be. *Industrial Labour Journal*, 24, 1247 – 1283.
- Tompson, C. (2003). The changing nature of employment. *Industrial Labour Journal*, 24, 1793 – 1816.
- Turnley, W. H., Bolino, M. C., Bloodgood, L., & Bloodgood, J. M. (2004). The effects of psychological contract breach on union commitment. *Journal of Occupational Psychology*, 77, 421 – 428.
- Van der Veen, G., & Klandermans, B. (1995). Union commitment: Introduction. *Journal of Organisational Behaviour*, 16(Special Issue), 503 – 504.
- Waddington, J., & Whitson, C. (1997). Why do people join unions in a period of membership decline? *British Journal of Industrial Relations*, 35(4), 515 – 546.
- Wood, G. (2001). South African trade unions in a time of adjustment, *Labour/Le Travail*, Retrieved April 14, 2006, from [www.historycooperative.org/journals/IIT/47/06wood.html](http://www.historycooperative.org/journals/IIT/47/06wood.html)
- Wood, G., & Brewster, C. (2002). Decline and renewal in the British labour movement: Trends, practices and lessons for South Africa. *Society in Transition*, 33(2), 241 – 257.

# UNION COMMITMENT SURVEY

This information is confidential. Do not put your name on any part of this questionnaire.

**1. Gender:**

- Male
- Female

**2. Race**

- White
- Black
- Coloured
- Indian
- Prefer not to answer this question

**3. Your education:**

- Less than Std 8
- Std 8 (JC)
- Matric
- Diploma
- Degree

**4. Years with this company:**

**5. Years with this union:**

<b>My union can improve...</b>		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
8	...my pay	1	2	3	4	5
9	...physical work environment	1	2	3	4	5
10	...job security	1	2	3	4	5
11	...how interesting my job is	1	2	3		5
12	...how company operations work	1	2	3	4	5
13	...my work situation	1	2	3	4	5
14	...the control I have over my work	1	2	3	4	5
15	...how fairly the company treats me	1	2	3	4	5
<b>It is important for me to improve...</b>		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
16	...my pay	1	2	3	4	5
17	...my physical work environment	1	2	3	4	5
18	...my job security	1	2	3	4	5
19	...how interesting my job is	1	2	3	4	5
20	...my company's operations	1	2	3	4	5
21	...my work situation	1	2	3	4	5
22	...how much control I have over my work	1	2	3	4	5
23	...how fairly the company treats me	1	2	3	4	5

# About my trade union

		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
24	I believe in the idea of having trade unions	1	2	3	4	5
25	My union and I have approximately the same basic values	1	2	3	4	5
26	I feel that it is important to be part of a union	1	2	3	4	5
27	If my union wanted, I would give up an increase to support low-paid members in other unions	1	2	3	4	5
28	Unions give members their money's worth for the dues they pay	1	2	3	4	5
29	I feel a strong connection to my union	1	2	3	4	5
30	I feel emotionally attached to my union	1	2	3	4	5
31	I feel like part of the family at my union	1	2	3	4	5
32	My union has a great deal of personal meaning for me	1	2	3	4	5
33	It would be very costly for me to leave my union right now	1	2	3	4	5
34	Too much of my life would be disrupted if I decided that I wanted to leave my union now	1	2	3	4	5
35	I would not leave my union right now because of what I would stand to lose	1	2	3	4	5
36	For me personally, the cost of leaving my union would be far greater than the benefit	1	2	3	4	5
37	Even if it were to my advantage, I do not feel it would be right to leave my union now	1	2	3	4	5
38	I would feel guilty if I left my union now	1	2	3	4	5
39	I would not leave my union right now because I have a sense of obligation to the people in it	1	2	3	4	5
40	I would violate a trust if I quit my union now	1	2	3	4	5
41	I would support my union even if I was victimised by management for being a member of the union.	1	2	3	4	5
42	It is easy to be loyal to both union and management	1	2	3	4	5
43	Management makes it easy to conduct union business	1	2	3	4	5
44	Management makes it easy for me to talk to my shop steward	1	2	3	4	5
45	You can be a good union member and support management at the same time	1	2	3	4	5
46	Union members don't mind if you try to help management improve work effectiveness	1	2	3	4	5

## About my trade union

		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
47	If asked I am willing to spend a lot of time to help my trade union	1	2	3	4	5
48	If asked I would run for elected office in my trade union	1	2	3	4	5
49	If asked I would serve on a committee for my union	1	2	3	4	5
50	I read my union newsletter	1	2	3	4	5
51	I keep informed about issues that may affect my union	1	2	3	4	5
52	I attend union meetings	1	2	3	4	5
53	I talk to my shop steward about union matters	1	2	3	4	5
54	I vote in union elections	1	2	3	4	5
55	I vote on other union issues	1	2	3	4	5
56	I attend my union AGM (annual general meeting)	1	2	3	4	5
57	I support my union when it calls for action	1	2	3	4	5
58	I support my union when it calls for action, even when I disagree	1	2	3	4	5
59	I would support my union if it called for a go-slow	1	2	3	4	5
60	I would support my union if it called for a strike	1	2	3	4	5
61	I would support my union if it called for protest action	1	2	3	4	5
62	I actively try attract members to join my union	1	2	3	4	5
63	I actively assist my union to organise meetings	1	2	3	4	5
64	I actively help at union events	1	2	3	4	5
65	I talk positively about my union to others	1	2	3	4	5
66	I defend my union when others criticize it	1	2	3	4	5
67	I defend my union when other union members criticise it	1	2	3	4	5
Every union member...		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
68	...must be willing to take the time and risk of filing a grievance	1	2	3	4	5
69	...has a duty to listen for information that might be useful to the union	1	2	3	4	5
70	...has a responsibility to see that the other members 'live up to' the collective agreement	1	2	3	4	5
71	...has a duty to support another worker to use the grievance procedure	1	2	3	4	5
72	...should report any breach of the collective agreement to the union	1	2	3	4	5

<b>More about my union</b>		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
73	I would like to terminate my membership with my union	1	2	3	4	5
74	I would like to terminate my membership with my union as soon as possible	1	2	3	4	5
75	Within the next 12 months I hope to have terminated my membership with this union.	1	2	3	4	5
<b>About the company I work for</b>		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
76	I feel a strong connection to this company	1	2	3	4	5
77	I feel emotionally attached to this company	1	2	3	4	5
78	I feel like part of the family at this company	1	2	3	4	5
79	This company has a great deal of personal meaning for me	1	2	3	4	5
80	It would be costly for me to leave this company right now	1	2	3	4	5
81	Too much of my life would be disrupted if I decided that I wanted to leave this company right now	1	2	3	4	5
82	I would not leave this company right now because of what I stand to lose	1	2	3	4	5
83	For me personally, the cost of leaving this company would be far greater than the benefit	1	2	3	4	5
84	Even if it were to my advantage, I do not feel it would be right to leave my company now	1	2	3	4	5
85	I would feel guilty if I left my company now	1	2	3	4	5
86	I would not leave this company right now because I have a sense of obligation to the people in it	1	2	3	4	5
87	I would violate a trust if I quit my job with this company now	1	2	3	4	5
<b>About my job</b>		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
88	My job is meaningful	1	2	3	4	5
89	I like doing the things I do at work	1	2	3	4	5
90	I feel a sense of pride in doing my job	1	2	3	4	5
91	My job is enjoyable	1	2	3	4	5

Thank you for your participation.

# VAKUNIE TOEWYDING VRAELYS

Al die inligting in die vraelys is vertroulik. Moet asseblief nie u naam op enige plek in die vraelys invul nie.

## 1. Geslag:

- Manlik  
 Vroulik

## 2. Ras afkoms:

- Wit  
 Swart  
 Kleurling  
 Indier  
 Verkies om nie die vraag te beantwoord nie.

## 3. U kwalifikasie:

- Onder Std 8  
 Std 8 (JC)  
 Matriek  
 Diploma  
 Graad

## 4. Aantal jare by die maatskapy:

## 5. Aantal jare by die unie:

<b>My unie kan die volgende verbeter...</b>		Sterk afkeur	Afkeur	Neutraal	goedkeur	Sterk goedkeur
8	...my salaris	1	2	3	4	5
9	...fisiese werk omgewing	1	2	3	4	5
10	...werk sekuriteit	1	2	3	4	5
11	...hoe interessant my werk is	1	2	3		5
12	...die sake praktyke van die organisasie	1	2	3	4	5
13	...my werk situasie	1	2	3	4	5
14	...die beheer wat ek het oor my werk	1	2	3	4	5
15	...how regverdig die maatskappy my behandel	1	2	3	4	5
<b>Dit is vir my belangrik om die volgende te verbeter...</b>		Sterk afkeur	Afkeur	Neutraal	goedkeur	Sterk goedkeur
16	...my salaris	1	2	3	4	5
17	...my fisiese werk omgewing	1	2	3	4	5
18	...my werk sekuriteit	1	2	3	4	5
19	...how interessant my werk is	1	2	3	4	5
20	...my organisasie's se sake praktyke	1	2	3	4	5
21	...my werk situasie	1	2	3	4	5
22	...hoeveel beheer ek oor my werk het	1	2	3	4	5
23	...hoe regverdig die maatskappy my behandel	1	2	3	4	5

# Oor my unie

		Sterk afkeur	Afkeur	Neutraal	goedkeur	Sterk goedkeur
24	Ek glo aan unies.	1	2	3	4	5
25	Ek en my unie het dieselfde basiese waardes.	1	2	3	4	5
26	Ek dink dit is belangrik om aan n unie te behoort.	1	2	3	4	5
27	As my unie dit so wil he, sal ek n verhoging van die hand wys om minder-betaalde lede van ander unies te ondersteun.	1	2	3	4	5
28	Lede van die unie kry regverdige diens vir die fooie wat hulle betaal.	1	2	3	4	5
29	Ek het n sterk verband met my unie.	1	2	3	4	5
30	Ek voel emosioneel betrokke by my unie.	1	2	3	4	5
31	My unie laat voel my soos deel van n familie.	1	2	3	4	5
32	My unie beteken vir my baie.	1	2	3	4	5
33	Dit sal my te veel kos om nou my unie te verlaat.	1	2	3	4	5
34	Dit sal my lewe te om ver gooi om nou my unie te verlaat.	1	2	3	4	5
35	Ek sal nie my unie verlaat nie, want ek het te veel om te verloor.	1	2	3	4	5
36	Dit sal vir my persoonlik meer nadelig wees om my unie te verlaat.	1	2	3	4	5
37	Al sou dit tot my voordeel wees, voel ek nie dit is reg om my unie nou te verlaat nie.	1	2	3	4	5
38	Ek sal skuldig voel om my unie te verlaat.	1	2	3	4	5
39	Ek sal nie my unie verlaat nie, want ek het n verpligting teenoor my unie.	1	2	3	4	5
40	Ek sal my unie se vertrouwe in my skend as ek my unie verlaat.	1	2	3	4	5
41	Ek sal my unie ondersteun al word ek onreg aangedoen deur die bestuur van die maatskappy.	1	2	3	4	5
42	Dit is maklik om lojaal te wees teenoor die unie en die maatskappy.	1	2	3	4	5
43	Die maatskappy maak dit vir my maklik om betrokke te wees by die unie.	1	2	3	4	5
44	Die maatskappy laat my toe om met die unie se verteenwoordiger te gesels.	1	2	3	4	5
45	n Mens kan n goeie lid wees van die unie wees en die maatskappy ondersteun terselfde tyd.	1	2	3	4	5
46	Die lede van die unie gee nie om as n mens die bestuur van die maatskappy probeer help om ons werk meer doeltreffend te maak nie.	1	2	3	4	5

## Oor my unie

		Sterk afkeur	Afkeur	Neutraal	goedkeur	Sterk goedkeur
47	As ek sou gevra word, sal ek bereid wees om baie tyd te spandeer om my unie te help.	1	2	3	4	5
48	As ek sou gevra word, sal ek bereid wees om te staan vir verkiesings vir my unie.	1	2	3	4	5
49	As ek sou gevra word, sal ek op n komitee van die unie dien.	1	2	3	4	5
50	Ek lees die unie koerant.	1	2	3	4	5
51	Ek bly op hoogte van sake wat my unie aanbetref.	1	2	3	4	5
52	Ek woon unie vergaderings by.	1	2	3	4	5
53	Ek praat gereeld met die unie verteenwoordiger oor unie sake.	1	2	3	4	5
54	Ek stem in unie verkiesings.	1	2	3	4	5
55	Ek stem in ander unie sake.	1	2	3	4	5
56	Ek woon my unie se jaarlikse algemene vergadering by.	1	2	3	4	5
57	Ek ondersteun my unie in aksie stappe.	1	2	3	4	5
58	Ek ondersteun my unie in aksie stappe, al stem ek nie saam nie.	1	2	3	4	5
59	Ek sal my unie ondersteun in n go-slow.	1	2	3	4	5
60	Ek sal my unie ondersteun in n werkstaking.	1	2	3	4	5
61	Ek sal my unie ondersteun in n protes aksie.	1	2	3	4	5
62	Ek probeer om nog meer lede te werf vir my unie.	1	2	3	4	5
63	Ek help met die organisering van unie vergaderings.	1	2	3	4	5
64	Ek help met unie funksies.	1	2	3	4	5
65	Ek praat positief oor my unie.	1	2	3	4	5
66	Ek verdedig my unie as ander dit kritiseer.	1	2	3	4	5
67	Ek verdedig my unie as ander unie lede dit kritiseer.	1	2	3	4	5
<b>Elke unie lid...</b>		<b>Sterk afkeur</b>	<b>Afkeur</b>	<b>Neutraal</b>	<b>goedkeur</b>	<b>Sterk goedkeur</b>
68	...moet bereid wees om die tyd en die risiko te vat om n beswaar aan te teken.	1	2	3	4	5
69	...het n plig om uit te luister vir inligting wat voordelig sal wees vir die unie.	1	2	3	4	5
70	...het n verantwoordelikheid om toe te sien dat ander unie lede gehoorsaam bly aan die gesamentlike ooreenkoms van die unie.	1	2	3	4	5
71	...het n plig om n kollega te help met beswaar aantekening prosedures.	1	2	3	4	5
72	...moet enige oortreding van die gesamentlike ooreenkoms rapporteer aan die unie.	1	2	3	4	5

<b>Meer oor my unie</b>		Sterk afkeur	Afkeur	Neutraal	goedkeur	Sterk goedkeur
73	Ek wil graag my unie lidmaatskap kanselleer.	1	2	3	4	5
74	Ek wil graag my unie lidmaatskap so gou as moontlik kanselleer.	1	2	3	4	5
75	Ek sou graag my unie lidmaatskap in die volgende 12 maande wil kanselleer.	1	2	3	4	5
<b>Oor die maatskappy vir wie ek werk</b>		Sterk afkeur	Afkeur	Neutraal	goedkeur	Sterk goedkeur
76	Ek het n sterk verband met die maatskappy vir wie ek werk.	1	2	3	4	5
77	Ek voel emosioneel betrokke by die maatskappy.	1	2	3	4	5
78	Die maatskappy vir wie ek werk laat voel my soos deel van n familie.	1	2	3	4	5
79	Die maatskappy beteken vir my baie.	1	2	3	4	5
80	Dit sal my te veel kos om nou die maatskappy te verlaat.	1	2	3	4	5
81	Dit sal my lewe te om ver gooi as ek nou die maatskappy verlaat.	1	2	3	4	5
82	Ek sal nie die maatskappy nou verlaat nie, want ek het te veel om te verloor.	1	2	3	4	5
83	Al sou dit tot my voordeel wees, sal ek nie die maatskappy nou verlaat nie.	1	2	3	4	5
84	Al sou dit tot my voordeel wees, voel ek nie dit is reg om die maatskappy nou te verlaat nie.	1	2	3	4	5
85	Ek sal skuldig voel as ek die maatskappy nou verlaat.	1	2	3	4	5
86	Ek sal nie die maatskappy nou verlaat nie, want ek het n verpligting teenoor my kollegas.	1	2	3	4	5
87	Ek sal die maatskappy se vertrouwe in my skend as ek die maatskappy nou verlaat.	1	2	3	4	5
<b>Oor my werk</b>		Sterk afkeur	Afkeur	Neutraal	goedkeur	Sterk goedkeur
88	My werk is betekenisvol.	1	2	3	4	5
89	Ek hou daarvan om dinge by die werk te doen.	1	2	3	4	5
90	Ek voel trots om my werk te kan doen.	1	2	3	4	5
91	Ek geniet my werk.	1	2	3	4	5

Dankie vir u bereidwilligheid om die vraelys te beantwoord.