

IMPACT OF THE ROLE OF LABOR UNIONS ON WORKER - EMPLOYER RELATIONS ON THE ACHIEVEMENTS AT UNION LOYALTY OF UNION MANAGERS: A RESEARCH IN THE METAL INDUSTRY

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Abstract

Labor union managers have an important role in the establishment and organization process, activities and the future of labor unions. Familiarity and knowledge of labor union managers on social, economic and legal issues have an impact on the fact that union management has become a profession.

Union managers should have a profound vision on union activities, worker-employer relations, protecting the rights of workers, creating a union culture, changing the way their members think and behave, and increasing their loyalty and participation. In this research, the impact of the role of union managers working in the metal industry in ensuring worker-employer relations, achievements and union loyalty of has been studied.

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Doi: 10.17932/EJOSS.2021.023/ejoss_v02i10010

unionism, their willingness to work for the union and their responsiveness and loyalty to the union.

Keywords: Worker-employee relations, loyalty to the union, achievements.

UNIONS AND EMPLOYER RELATIONS MANAGER AT TURKEY'S ROLE OF THE TRADE UNION AND THE TRADE UNION COMMITMENT TO BUSINESS SUCCESS EFFECT: A STUDY IN THE SECTOR METAL

Abstract

Trade union executives have an important role in the establishment and organization process, activities and future of the unions. It plays a role in union management becoming a profession by being aware of socio-economic and legal issues and having certain characteristics.

Union managers should have a vision in union actions, worker-employer relations, protecting rights, creating union culture, changing the way their members think and behave, and increasing their loyalty and participation. In this study, the effect of the role of union managers working in the metal business sector in ensuring employee-employer relations, on the business success and union loyalty of the union managers was investigated.

The role of unions on worker-employer relations has influenced union managers' job success, union loyalty, belief in the importance of unionism, their willingness to work for the union and their responsiveness and loyalty to the union.

Keywords: Employee and employer relations, union loyalty, job success.

1. Introduction

The impact and effectivity of labor unions and the attitude of workers to-

wards them are shaped by the social, economic and historical characteristics of a country. The process of establishment, development and organization of labor unions in Turkey has been somewhat different as compared to Western countries. It is therefore important to reveal the issues regarding trust and collaboration and review the country's subjective conditions regarding globalization as well as specific characteristics of labor unions.

The unionization process in Turkey is central and hierarchical. There is also a trend of participation to a certain extent. The organization committees of labor unions and ineffective and non-functional as compared to the decision makers. The regulations on labor unions assign responsibilities like making collective agreements, going on strike or using the financial resources to management bodies, which encourages a centralized organizational structure. This centralized structure along with the managers' will to maintain their positions and their dominance create problems in terms of maintaining a democratic atmosphere within the labor union. However, it is difficult to find clear evidence as to how this would the number of members of the union. It is difficult for a member to resign from a union considered not to be sufficiently democratic due to cultural and social influences as well as the democratic traditions of the country. However, it is a frequent practice for workers who are not satisfied with the benefits gained through collective agreements or wage increases approved by the unions to resign and join another union in the same line of business due to lack of sufficient mechanisms and organization to receive their complaints. Taking this path rather than trying to solve the problems within the union results with the diminishing of transformative dynamics and union leaders expanding their sphere of influence and increasing their power.

Problems arising from the lack of democratic processes within the union prevent an increased sense of ownership and loyalty among union members and decreases trust to the unions. The lack of member support

which is a necessity for the union to efficiently implement its unique policies is a result of such distrust. Many years of delegation of powers to the union leaders and failure to participate in the decision making processes within the union result with a lower possibility to owning problems and alienation with the union.

Labor unions are required to solve problems, meet requirements and detect aspirations and prioritize on these to earn the support of the workers. This requires unions to adopt a wider interpretation on the functions of labor unions and aspire for a wider collaboration among the working class.

2. Conceptual Framework

2.1. Labor Unions & Unionism

Labor unions are among the building blocks of industrialized and developed economies. Labor unions are major organizations which regulate working life and prepare the society. Labor unions exist in most of the world. This is where union activities begin. As a result of the increasing pace of industrialization and the expanded manufacturing output, increased working hours and worse working conditions as well as decreased wages and increased poverty among workers resulted with the workers taking action. This resulted with workers getting organized in labor unions.

The word “sendika” (labor union) is a historical phrase used in Greek and Roman legal terminology. The phrase “syndic” refers to an individual responsible for representing a certain professional group and protect its benefits. “Syndicat” was initially used to describe the functions of “syndic” and later refers to performing those functions (Uğurlu & Arslan, 2019: 80 from Işık, 1962). In Turkey, a labor union is defined as “a legal entity established to protect and develop shared economic and social rights and benefits of workers and employees in business life”. (Turkish Linguis-

tic Society, Contemporary Turkish Dictionary, 2019).

Article 2 of the Labor Unions Law 2821 defines a labor union as “a legal entity established by workers and employees to protect and develop shared economic and social rights and benefits in business life” and a confederation as “a legal entity which brings together minimum five labor unions from different lines of business”. These definitions form the legal basis of labor union organizations in Turkey (Uğurlu & Arslan, 2019: 80).

Democracy is also defined as “the regime of institutions”. Labor rights and unions are foundational to general freedom in such organizations. Specifically “labor unions” promote harmony and stability in political, economic and social structures. Labor unions are represented at the relevant ministries. In Western countries, they are represented in political initiatives to impact the legislative process under the principle of participation in management (Odaman, 2004: 16). Labor unions in Western countries are capable of such initiatives because of the high level of participation and a sense of conscious organization. Paid laborers (workers and civil servants) can therefore have a say on social, political and economic issues through labor unions. The principles of social state and democracy help labor unions advocate for a fair distribution of the national income and social state (Demir, 2013: 20 from Çelik, 1999: 340).

Democratic social structures are organizational structures. Labor unions are among them. The improvement of labor unions in Turkey requires more “representation and membership” in labor unions and the improvement of “strike” and “collective agreement” rights. This will help “social justice” through a fair distribution of the national income as well as improvement of freedom and social rights through manufacturing efficiency. Collective Agreements Law 6356 defines labor unions and similar organizations as free and independent legal organizations established by individuals with common goals for public benefit. The principles of labor

unions are as follows (Hüner, 2004: 5): They are free and independent legal organizations established by individuals with common goals. Establishment of a labor union or a confederation does not require a permit. This is what makes them independent. Independence of labor unions is made possible by the avoidance of the government to offer them any help or make any negative intervention in their establishment and the fact that the organization is a result of the free will of individuals who establish them. Confederations and labor unions become legal entities upon submittal of the necessary documents to the legal authorities by the founders (Sümer, 2000: 130).

Article 51 of the Constitution and the Labor Unions Law state that labor unions are established by employers and workers solely for the purpose of protecting their social and economic rights and benefits in business life. This is what the purpose of their establishment should be. On the other hand, Article 58 of the Constitution states that workers and employers are entitled to collective labor agreements to specify their social and economic standing (Akça, 2007: 25).

Labor Unions Law Article 40 states that employer and labor unions are independent from the government. The article states: "Labor unions shall not receive donations from general or mixed budget institutions, local governments and their fixed or circulating capital organizations, business enterprises and organizations with its capital fully paid by the government, banks which are fully or partially owned by the government, insurance companies, insurance companies, public institutions, professional organizations, banks and institutions established by special laws, organizations minimum half of which are owned by governmental bodies or banks listed in Article 41 of the Labor Unions Law, or political parties." (Labor Unions Law 6356. Articles 40-41).

Labor unions are private law legal entities. Public services assigned

to labor unions do not prevent their status as a private law legal entity. Labor unions are continuous legal entities with a name with the purpose of achieving their objectives, use the rights of strike and lock-out, make collective labor agreements, and engage in activities listed in Labor Unions Law Article 33. This separates labor unions from active worker groups which tend to end once it is realized that the objective is not achievable. On the other hand, in addition to Labor Unions Law Article 2 defining labor unions as legal entities, Article 6 of the same law clearly states that confederations and labor unions will achieve the status of a legal entity upon application to the relevant governorate (Tuğ, 1992: 6).

The duties and responsibilities of confederations and labor unions are stated more clearly and coherently in Labor Unions Law 2821 as compared to Labor Unions Law 274. The law lists the “legal activities” that can be performed freely by labor unions (Articles 32 and 33) as well as “banned activities” (Article 37, 38 and 59). We should therefore review the “legal activities” and “banned activities” (Demir, 1999: 211).

Social activities at labor unions are important to achieve the objectives of the unions, boost loyalty of the members and support a spirit of collaboration (Ersinadım, 2000: 238). Legal activities of labor unions are those “compliant with the applicable regulations”. These activities are constitutional and listed in Labor Unions Law 274 as legal and are listed in two groups in Labor Unions Law 2821 as activities of “labor unions” and “confederations”. The first section of the Law lists “Activities of Labor Unions in Business Life”; and the second section lists “Social Activities of Confederations and Labor Unions” (Demir, 1999: 211).

Article 32 of the Labor Unions Law lists the developments regarding the activities of the labor unions. Activities of Labor Unions in Business Life (Altan, 2003: 187): Deciding and managing strike and lock-out, making applications to the arbitration committees, authorities, courts and

arbitrators in collective labor disputes, representing the members in courts for contracts, transportation and service agreements and other lawsuits as a result of collective labor agreements upon written application by employees or employers, signing collective labor agreements

2.2. Role of Labor Unions on Worker-Employee Relations

Social incidents originate from the relations between individuals. The foundation of these relations are the initiatives resulting from trade problems between individuals. These relations have an impact on social and political relations. Unionism starts at an individual level and exists as a financial and ideological integration of individuals for their benefits at social and political initiatives (Baydur, 1974: 92).

Workers have a disadvantageous position in their relations with the employers. Labor law originates from the need to protect the rights of the employees under severe working conditions resulting from industrialization. The workers are at the focus of the relations between the government, workers, employees and organizations. A worker is under the liability of working starting with the signature of the employment agreement and this results with a personal dependency. Focus points of Turkish labor law includes protection of the worker and the personality of the worker. A historical perspective to the relations between workers and employers reveal that they are not in a state of equality. During the era of mass manufacturing which started with industrialization, employers came to own the capital and the means of production and have always been in an advantageous position against the workers (Orhan and Uysal, 2019: 2 from Işıklı, 2013: 4). The foundations of this advantage are the social differences and the accumulation of capital in the hands of land owners, especially after the industrial revolution in Europe. Following the industrial revolution, workers dependent on the mass manufacturing system created by the owners of the means of production emerged as the working class.

Unionism is a major force in the business life in industrialized economies. Labor unions promote the regulation of business life and engage in initiatives in an effort to shape the society in the long term. They need to develop the organizational structures and ensure communication between the stakeholders of business life to perform these functions. In brief, labor unions should be in contact with the employers and the workers and ensure social communication between the parties. Union representatives at workplaces have a major role in ensuring social communication. Union representatives ensure communication between the member and the union, the employer and the union, and the employer and the member (URL-2, 2019).

Union representatives are initial representatives of the union and the member. Union representatives should be in close contact with all members to maintain achievements in their activities. This helps build trust between the union and its members. Close contact with members help them inform the union representatives on problems easily. Union representatives function as a direct and single point of contact for the members. Members get to learn about and familiarize themselves with the union through union representatives. Representatives represent the union before the members and special care should be taken regarding the relations with them.

Union representatives should avoid developing relations with the members on a personal level because this may prevent major opportunities which may otherwise achieved. Union representatives should be fair to all members regardless of belief, ideology and ethnicity. They should never discriminate. Discrimination will harm comradeship and integrity at the workplace. Union representatives should not discriminate and handle all issues immediately and with the same care. They should listen to the members, take the necessary action and make efforts to solve the problems.

Certain problems may not be solved regardless of the efforts and initiatives. The reasons should be transparently communicated to the members in an effort to build trust. Major responsibilities of union representatives include helping new recruits learn about the union and the workplace, recruiting them for union membership, reinforcing their relations with the union, informing them about union and legal rights and encouraging them to join union activities.

Union representatives should keep the members up-to-date about union issues, encourage them to actively engage in the decision-making processes as well as union activities without discrimination. Union representatives should inform the workers on all aspects of union policies, decisions, programs and approaches regardless of their willingness to participate. Transforming the awareness of members on their problems into a social awareness on a larger scale is a major function of union representatives. Achievement in this function requires that the union representative closely follows the national and global agenda. Representatives who avoid this may not have any idea on how to work on such awareness.

Union representatives should also be in touch with non-members and try to convince them to join. More union members at a workplace will mean a stronger organizational structure at the workplace. Union representatives should be in touch with them and convince them for membership. Members from all roles and positions will result with a stronger union. Even in case of failure to convince them to join, union representatives should continue to be in close contact with them. Calls to any initiative or action should address all workers and not just the members, with clear explanations on why participating in the initiative matters. Union representatives should also ensure that union publications are available to all members. The publications should be made accessible by all workers and not just the members.

Union representatives also ensure the communication between the employer and the workers. Union representatives are paid laborers just like union members. Being a union representative may seem to be restricting but this is actually not the case. Certain regulations intend to decrease the radius of action of union representatives in favor of employers. However, representatives are bound to find ways to make improvements in this area within their tasks and responsibilities. Benefits of the workers and the union should be addressed to prevent any doubt regarding the representative's capacity to represent the union. A coherent attitude regarding the relations with the employer will build trust among union members and prevent any possible issues regarding persuasiveness. The foundation of the relations between union representatives and employers is the legislation.

Collective labor agreements usually have clauses which regulate these relations. Union representatives should be informed on these regulations and take the necessary measures to prevent employers from acting in breach of them. The initial path to resolve any dispute with employers is to assess the collective labor agreements and the applicable regulations. Union representatives should then take the opinions of the members and negotiate on how to proceed with the relevant branch of the union. If it is required to contact with the headquarters for resolution of a dispute, this communication should be maintained through the branch. Agreements made with the employers during the resolution process should be followed up.

Lack of organization can even result with the failure to implement laws. Union members should be in a strong organization to make use of the benefits achieved through collective labor agreements and the applicable regulations. This will help union representatives feel stronger against the employers and persuade employers to make decisions in favor of the employees in resolution of a dispute (URL-3, 2019).

2.3. Achievements of Labor Union Managers

Business performance is evaluated by comparison. Business performance evaluation is an audit and method tool to objectively evaluate the performance of the worker and support the individual and the organization for improvement. The insights from the evaluation helps managers schedule activities and take preventive measures on defined issues (Gültekin, 2009: 51). Business performance evaluation also should possess certain qualities to provide expected benefits and efficient results (Can, Akgün and Kavuncubaşı, 2001: 57). These qualities are as follows: Performance evaluation should result with improvements and suitable for a variety of conditions. Performance evaluation should allow participation of the worker, be incentive and continuous, extensive, valid and reliable.

Performance evaluation provides historical data on the worker's performance (achievements - shortcomings). Performance evaluations also provide data for HR departments regarding recruitment, promotion, cease of employment or reward-penalty systems. The success rate of the performance evaluation system used within the organization should also be monitored. The improvement and progress of the organization will depend of the performance evaluation system. A sound knowledge on the level of achievement of the top management and the employers and a review of sources of failure will guide the future strategies of the organization. Therefore, a successful implementation of the performance evaluation system is very important for any organization (Yüksel, 2000: 161).

Competence, styles, efficiency and shortcomings of all employees within an organization should be carefully reviewed regardless of their job definitions (Ghalayini, 2003: 225). Performance evaluation is important for the organization to define any personal impact in achieving organizational objectives (Ludeman, 2000: 46).

Evaluations help organizations as well as individuals to improve (Bayram, 2006: 48). Successful implementation of a performance evaluation system depends for the most part on proper selection of evaluators and the conditions of evaluation. A positive approach by the workers towards the evaluation is also important (Karayel, 2016: 61). Another importance issue regarding the evaluation of business performance is that the evaluation is accurate, fair and unbiased. Evaluation results should be transparently shared with the evaluated workers and the top management. Achievements and shortcomings are shared with the workers via feedbacks. Opinions which insist on the confidentiality of the performance evaluation base this on the need to prevent any problems between the managers and their teams and any negative opinions about the management. Despite the two different opinions on this issue, sharing of information with the workers and the top management will help the organization achieve its objectives and boost morale (Yelboğa, 2006:196).

There are certain methods and approaches to scheduling and implementing performance evaluation. Another important issue is to select a performance evaluation system compliant with the organizational culture. The performance evaluation process starts with the selection of the items of evaluation and continues with the implementation of the process. An important issue at this point is the consistence of the benefits of the organization and the workers. Feedbacks to the top management and the workers will facilitate the actions required to harmonize the benefits of the workers and the organization (Yıldız, et al, 2008: 239).

Performance evaluation is a six-stage process. The first stage is defining the performance criteria followed by notification of performance expectations to the employees by the organization, measuring of the performance of the workers by the managers, comparison of the performance of workers with standard conditions, sharing the insights with the employees

and taking the necessary measures to improve performance. Methods used by organizations differ by organizational needs and culture. Each method has its own advantages and disadvantages. The method to use should be selected based on what such method measures. Another important issue regarding performance evaluation is that the process should be accurate, unbiased and objective and focus on “achievements”. Evaluation results should be clearly communicated to the worker. Accordingly, the employee will make use of the feedbacks and see their achievements and shortcomings. Some claim that the evaluations should be kept confidential to prevent any negative impact on the hierarchical structure but transparency will boost morale and help individuals commit to the objectives of the organization.

The performance evaluation system are implemented within a specific organization and under certain conditions and therefore it should be updated based on changing conditions to maintain its efficiency. The performance evaluation system should be effectively audited to prevent the system from deteriorating and any incorrect implementation. Continuous monitoring and update of the system is a major requirement of the performance evaluation system (Gültekin, 2009: 134).

2.4. Extent of Union Loyalty

Factors of union loyalty are grouped in four items; namely loyalty to the union, faith in the importance of unionism, responsiveness to the union and willingness to work for the union.

- **Loyalty to the Union:** Loyalty to the union refers to the individual’s pride for being a member of the labor union and awareness on the benefits of being a member (Demirbilek & Çakır, 2004; Gordon, et al 1980). Barling et al (1992) writes that there are three elements of union loyalty. The first one is the proudness for being a member of the union. The

second one is the capacity to protect benefits thanks to the union. This element refers to the functions of the union and the perception that the member's requirements will be met. The final one is the willingness to maintain union membership. This reflects the loyalty of continuity from a perspective of union loyalty (Hacıoğlu, 2014).

- **Responsiveness to the Loyalty:** Responsiveness to the union is among the behavioral factors of union loyalty and refers to the willingness of the union member to perform assigned tasks regarding the functioning of the union (Gordon et al, 1980; Snape, Redman & Chan, 2000). Members who feel responsible against the union are expected to be engaged in three types of behaviors: Informing the union about organizational problems, following up whether or not the employer complies with the terms of the collective labor agreement and defending the benefits of the union (Klandermas, 1989). In this sense, a responsive member is a member who informs the union about the problems at the workplace, follows up the terms of the collective labor agreement and defends the benefits of the union (Millioğulları Kaya, 2017: 2071).
- **Faith in the Importance of Unionism:** Faith in the importance of unionism is among the behavioral factors of union loyalty and refers to the general attitude and ideological approach of a member to union organization. Faith in the importance of unionism is about awareness on the functions and tools of a union and attaching value to them rather than an individual labor union (Bilgin, 2007; Gordon et al.,1980). The literature shows that the approach and model developed by Gordon et al (1980) are widely accepted in measuring and evaluating union loyalty. The reasons include the facts that the approach developed by Gordon et al integrates the attitudinal and behavioral aspects of union loyalty, it is strong in terms of in abstract and empirically, and the scale used in the model is sufficiently valid and reliable (Barling, et al, 1992; Bilgin,

2007; Hacıoğlu, 2014; Hoell, 2004; Millioğulları Kaya, 2017; Ladd, et al, 1982; Thacher, et al, 1991). A literature review also resulted with the decision to use the union loyalty model developed by Gordon et al.

- **Willingness to Work for the Union:** Willingness to work for the union is among the behavioral factors of union loyalty and refers to the member's willingness to voluntarily work for the benefit of the union (Gordon et al, 1980; Hacıoğlu, 2014). A member willing to work for the union is strongly committed to the goals and values of the union and is engaged in the activities of the union to an extent exceeding expectations. Behavioral trends of a member highly committed to the union include informing the members on collective labor agreements, following the publications of the union, engaging in labor and social activities, helping recruit new members, informing new members on the activities of the union and engaging in voluntary activities (Demirbilek & Çakır, 2004; Millioğulları Kaya, 2017).

2.5. Factors Affecting Union Loyalty

Presenting the factors affecting union loyalty is important in terms of supporting and increasing loyalty. A number of researches on factors affecting union loyalty focus on qualifications specific to the participant or the workplace. However, Gordon et al (1980) claim that demographics is not enough to explain these factors of loyalty. Similarly, Klandermas (1986) and Snape, Redman & Chan (2000) claim that personal relations between the union and the members are not enough to explain union loyalty. Other factors include social, macroeconomic and political dynamics are also very effective. Barling et al (1992: 75) developed a model on factors affecting union loyalty and their outcomes. Factors of union loyalty are reviewed in seven groups; namely demographics/personal qualities, professional experience, approach to labor unions, personality/attitude towards working, role experience, structural elements and environmental elements.



Figure 1. Factors Affecting Union Loyalty and Results

The results of union loyalty include supporting political action, engaging in union activities, tendency to go on strike, developing a culture of perceived industrial relations, supporting political candidates and recruitment of members.

3. Material and Method

This research is about the role of labor unions on worker-employer relations as well as the impact of this on business achievements and loyalty to the union. The hypotheses of the research are as follows: H_1 : The role of labor unions on the relations between workers and employers have an impact on the achievements of managers. H_2 : The role of labor unions on the relations between workers and employers have an impact on loyalty of managers to the union. H_{2a} : The role of labor unions on the relations between workers and employers have an impact on loyalty to the labor

union. H_{2b} : The role of labor unions on the relations between workers and employers have an impact on the responsibilities of managers against the labor union. H_{2c} : The role of labor unions on the relations between workers and employers have an impact on the managers' faith in unionism. H_{2d} : The role of labor unions on the relations between workers and employers have an impact on the willingness of managers to work for the labor union.

The research group includes members of Özçelik Union operating in the metal business line. The sample consists of 473 members of this labor union. The purpose of the research is to investigate the role of labor unions on worker-employee relations and determine whether or not this has any impact on the achievements of labor union managers and their loyalty to the union. This is an applied research on the opinions of union members on their relations with the union and the impact of these on achievements and union loyalty of union managers. It is a descriptively-designed quantitative research. The data collection method used in the research is surveying. Previous theses and scientific research were used for theorems regarding the role of labor unions on worker-employer relations and its impact on achievements and union loyalty of union members. Surveys on "Personal Data", "Scale on the Role of Labor Unions on Worker-Employee Relations", "Scale on Achievements of Labor Union Managers" and "Scale on Union Loyalty of Labor Union Managers" were used to collect data for the research. The survey is a systematic data collection method with questions and responses.

The survey has four sections. The first section of the survey includes personal details on union members. The scale included in section two is taken from a thesis titled "The Connection Between Labor Unions and Motivation: A Research On Education Sector" by Akbulut (2013). The scale has 22 items and it is a 5-option Likert scale from 1=Totally Disagree to 5=Totally Agree. The scale titled "Scale for Achievements of La-

bor Union Managers” in section three is taken from a thesis titled “Impact of Interactionist and Transformational Leadership on Intentions to Cease Employment and Business Performance” by Keleş (2017). The scale has 4 items and it is a 5-option Likert scale from 1=Totally Disagree to 5=Totally Agree. The scale titled “Scale for Union Loyalty of Union Managers” in the final section is taken from a thesis titled “Approaches of Union Members Towards Unions and Union Loyalty by Confederation” by Millioğlu Kaya (2015) and the items of the scale were adjusted to reflect the opinions of union members on union managers. The scale has 28 items and it is a 5-option Likert scale from 1=Totally Disagree to 5=Totally Agree.

3.1. Factor & Reliability Analysis of the Scale “Role of Labor Unions on Worker-Employee Relations”

Internal consistency and reliability of the scale “Role of Labor Unions on Worker-Employee Relations” is evaluated here. Evaluations based on the results include which factor each statement is covered by, the number of factors generating the scale and the level of reliability of the Cronbach alpha factors in general and in relation with the factor. KMO (Kaiser-Meyer-Olkin) test to measure the internal consistency and reliability of the scale “the role of labor unions on worker-employer relations” is 96.9%. $96.9\% > 0,50$ and therefore the data set is suitable for factor analysis. The second test performed is the Bartlett test. The test is meaningful based on the outcome of the analysis ($p=0.000 < 0.01$). This result confirms that the data set is meaningful and suitable for factor analysis. The general Cronbach alpha factor is detected to be 0.980 based on the reliability analysis. This result confirms that the scale has a high level of reliability. Analyses with a factor load lower than 0.50 and listed under a single factor are not included in the analysis. The factor analysis for this scale was repeated with statements 9 and 20 excluded based on this rule. The factor analysis without these statements highlighted two factors. The factor loads

for the first factor range from 0.859 to 0.616 and the variance percentage is 44.316. Cronbach alpha factor of 0.977 confirms a high level of reliability for this sub element. The factor loads for the second factor range from 0.873 to 0.641 and the variance percentage is 32.921. Cronbach alpha factor of 0.921 confirms a high level of reliability for this sub element. All factors account for 77.3% (77.315) of the total variance. The analysis was performed based on the average of statements regarding the role of labor unions on worker-employee relations.

3.2. Factor & Reliability Analysis of the Scale “Achievements of Labor Union Managers”

Factor loads and Cronbach alpha factors of the statements regarding the scale “achievements of union managers” are evaluated here. KMO test regarding the internal consistency and factor analysis of the scale “achievements of union managers” is 86.9%. $86.9\% > 0.50$ and therefore the data set is suitable for factor analysis. The second test performed is the Bartlett test. The test is verified to be meaningful ($p=0.000 < 0.01$). This result shows high correlation between various aspects. The data set is suitable for factor analysis. The general Cronbach alpha factor is detected to be 0.961 based on the reliability analysis. This result confirms that the scale has a high level of reliability. The factor analysis shows that a single factor is available. The factor loads range from 0.958 to 0.941 and the variance percentage is 90.139.

3.3. Factor & Reliability Analysis of the Scale “Union Loyalty of Union Managers”

Factor loads and Cronbach alpha factors of the scale “union loyalty of union members” are evaluated here. KMO (Kaiser-Meyer-Olkin) test to measure the internal consistency and reliability of the scale “union loyalty of union members” is 92.8%. $92.8\% > 0.50$ and therefore the data set is suit-

able for factor analysis. The second test performed is the Bartlett test. The test is meaningful based on the outcome of the analysis ($p=0.000<0.01$). The general Cronbach alpha factor is detected to be 0.866 based on the reliability analysis. This result confirms that the scale has a high level of reliability.

Analyses with a factor load lower than 0.50 and listed under a multiple factors are not included in the analysis. The factor analysis for this scale was repeated with statements 3, 5, 6, 9, 11, 13, 14, 15, 22, 23, 24, 25 and 27 excluded based on this rule. The factor analysis without these statements highlighted two factors. The first factor is the trust in unionism, willingness to work for the union and responsibility against the union. The factor loads for this factor range from 0.842 to 0.772 and the variance percentage is 44.409. Cronbach alpha factor of 0.943 confirms a high level of reliability for this sub element. The second factor is loyalty to the union. The factor loads for this factor range from 0.833 to 0.744 and the variance percentage is 22.702. Cronbach alpha factor of 0.857 confirms a high level of reliability for this sub element. All factors account for 67.1% (67.111) of the total variance.

The research data will be processed in IBM SPSS V21.0 (Statistical Package for Social Sciences) software. Data will be analyzed in two layers, namely deductive statistics and descriptive analysis. Data will be processed using classification and grouping methods as well as frequency, percentage, average (arithmetic mean, mode, median), standard deviation and other measures. Measures used include skewness and kurtosis to test normality, factor analysis to test the validity of scales, reliability analysis to determine reliability, independent group T test and one-way variance (ANOVA) tests to test the variance of average variable and sub element scores based on demographic data, and regression analysis to determine the role of leadership and organizational approach on data sharing.

4. Findings

4.1. Demographics of Union Members & Distribution of Data on Unions

Union members are broken down by gender, marital status, age, period of professional service, period of employment at the current place of employment, period of union membership, and order of importance of the reasons regarding the labor unions to effectively protect the rights and benefits of workers based on frequency and percentage.

Table 1. Frequency and Percentage Distribution

		Frequency (n)	Percent (%)
Gender	Female	22	4.7
	Male	451	95.3
	Total	473	100.0
Marital Status	Single	53	11.2
	Married	420	88.8
	Total	473	100.0
Education	Primary School	12	2.5
	Secondary School	28	5.9
	High School	55	11.6
	Vocational High School	218	46.1
	Associate Degree	103	21.8
	University	53	11.2
	Postgraduate	4	0.8
	Total	473	100.0
Age	18-25 years	12	2.5
	26-33 years	113	23.9
	34-41 years	200	42.3
	42-49 years	134	28.3
	50 and over	14	3.0
	Total	473	100.0

	1-5 years	29	6.1
Period of Professional Service	6-10 years	93	19.7
	11-15 years	141	29.8
	15 years or more	210	44.4
	Total	473	100.0
Period of Employment at the Current Place of Employment	1-5 years	100	21.1
	6-10 years	131	27.7
	11-15 years	88	18.6
	15 years or more	154	32.6
	Total	473	100.0
Period of Membership to the Labor Union	1-5 years	188	39.7
	6-10 years	99	20.9
	11-15 years	58	12.3
	15 years or more	128	27.1
	Total	473	100.0
Extent of Protection of the Rights of Workers by Labor Unions	No	254	53.7
	No Idea	67	14.2
	Yes	152	32.1
	Total	473	100.0

95.3% of union members are men, 4.7% are women, 88.8% are married, 11.2% are single, 46.1% are vocational school graduates, 21.8% are associate degree program graduates, 11.6% are high school graduates, 11.2% are university graduates, 5.9% are secondary school graduates, 2.5% are primary school graduates, 0.8% are post-graduates, 42.3% are from 34 to 41, 28.3% are from 42 to 49, 23.9% are 26 to 33, 3.0% are 50 or older, 2.5% are from 18 to 25, 44.4% have been working for 15 years or more, 29.8% from 11 to 15 years, 19.7% from 6 to 10 years, 6.1% from 1 to 5 years, 32.6% have been employed by the same employer for 15 years or more, 27.7% from 6 to 10 years, 21.1% from 1 to 5 years, 18.6% from 11 to 15 years, 39.7% have been union members for 1 to 5 years, 20.9% for 6 to 10 years, 12.3% for 15 years or more, 32.1% think that the labor union effectively protects the rights of the workers, 53.7% disagree and 14.2% are undecided.

Table 2. Findings on Priorities Regarding Improving the Rights and Benefits of Workers

Order of Importance Regarding Improving the Rights and Benefits of Workers	1. Importance	2. Importance	3. Importance
The laws are antidemocratic	50.4	23.2	26.4
Labor unions are incapable	47.2	22.0	30.7
Union policies are inadequate	45.3	28.0	26.8
Insufficient internal democracy within unions	43.3	23.6	33.1
Not sufficient communication among labor unions	46.9	23.6	29.5
Workers are not interested in labor unions	43.7	27.6	28.7
Not enough communication with the employers	43.3	25.2	31.5

*Percentages were recalculated based on frequencies due to multiple options

%50.4 of union members rank the importance of antidemocratic laws as priority 1, 26.4% as priority 2 and 23.2% as priority 3. %47.2 of union members rank the incapability of labor unions as priority 1, 30.7% as priority 2 and 22.0% as priority 3. 45.3% of union members think that union policies, are ineffective, 43.3% think that there is not enough democracy within the union, 46.9% think that there is not sufficient communication among the labor unions, 43.7% think that workers are not sufficiently interested in labor unions and 43.3% think that there is not sufficient communication with the employees as priority 1 issue.

4.2. Average, Standard Deviation, Skewness and Kurtosis Coefficient

Average, standard deviation, skewness and kurtosis of variables derived from the general average and of factors and measures calculated

by the factor analysis are listed in the table below. This title evaluates the impact of the role of labor unions on worker-employee relations on achievements of the labor union managers, loyalty of the managers, faith in the importance of unionism, their willingness to work for the union, responsiveness to the union as well as the hypothesis tests based on skewness and kurtosis and proximity to normal distribution which is required for regression analysis.

Table 3. Average, Standard Deviation, Skewness and Kurtosis Coefficient

			Skewness		Kurtosis	
			Statis- tics	Std. Error	Statis- tics	Std. Error
Role of Labor Unions on Worker-Employee Relations	3.17	1.147	-0.155	0.112	-1.056	0.224
Achievements of Labor Union Managers	3.03	1.273	-0.052	0.112	-1.180	0.224
Union Loyalty of Members	3.15	0.757	-1.115	0.112	1.317	0.224
Trust in Unionism, Willingness to Work for the Union and Responsibility Against the Union	3.47	1.039	-0.668	0.112	-0.167	0.224
Loyalty to the Union	2.50	0.929	0.397	0.112	-0.185	0.224

The average values are 3.171.147 for the variable “role of labor unions on worker-employee relations”, 3.031.273 for the variable “achievements of labor union managers”, 3.150.757 for the variable “loyalty of union managers to the union”, 3.471.039 for the variable “faith in the importance of unionism, willingness to work for the union and responsiveness to the union”, and 2.500.929 for the variable “loyalty to the union”. The averages show regarding the impact of the role of labor unions on worker-employee relations that union members are undecided about the achievements of union members and loyalty of the managers to the union, agree about

faith in the importance of unionism, willingness to work for the union and responsiveness to the union, and are undecided about the loyalty of union managers to the union. Skewness and kurtosis of these variables and factors are in the range of 1.5 and therefore they are in close proximity to normal distribution. This shows that parametric tests suitable for variance testing should be used.

4.3. Simple Linear Regression Analysis

A simple linear regression analysis was used to define the impact of the independent variable on the dependent variable. This gives the impact of the role of unions on worker-employer relations on the achievements of union managers, union loyalty, faith in the importance of unionism, their willingness to work for the union and their responsiveness and loyalty to the union.

Table 4. Results of Simple Regression Analysis Used To Define the Impact of the Independent Variable on the Dependent Variable

Dependent Variable	Independent Variable	Non-standardized		Standardized	
		Factor	Factor	Factor	Factor
Achievements of Labor Union Managers	(Fixed)	-0.107	0.078	-1.368	0.172
	Role of Labor Unions on Worker-Employee Relations	0.990	0.023	0.891	42.631
Corrected R ² : 0.794, F:1817.382, p:0.000, DW=2.149					
Union Loyalty of Members	(Fixed)	1.757	0.077	22.966	0.000
	Role of Labor Unions on Worker-Employee Relations	0.439	0.023	0.665	19.333
Corrected R ² : 0.441, F:373.746, p:0.000, DW=1.831					

Trust in Unionism, Willingness to Work for the Union and Responsibility Against the Union	(Fixed)	1.080	0.078		13.899	0.000
	Role of Labor Unions on Worker-Employee Relations	0.755	0.023	0.833	32.723	0.000
Corrected R ² : 0.694, F:1070.824, p:0.000, DW=1.988						
	(Fixed)	3.112	0.122		25.487	0.000
Loyalty to the Union	Role of Labor Unions on Worker-Employee Relations	-0.192	0.036	-0.237	-5.294	0.000
Corrected R ² : 0.054, F:28.022, p:0.000, DW=1.770						

The role of labor unions on worker-employee relations explains 79.4% of the achievements of union managers. The model which shows the impact of the independent variable on the dependent variable is meaningful based on the results of the ANOVA test ($p=0.0000.01$). The table above shows that the fixed value is not meaningful ($p=0.1720.05$) but the independent variable is meaningful ($p=0.0000.01$). DW statistics of the model is between 1.5 and 2.5 and therefore there is no auto-correlation. The non-standardized and standardized regression loads for the variable of the role of labor unions on worker-employee relations are 0.990 and 0.891 respectively. The role of labor unions on worker-employee relations increases the achievements of union managers by 0.891 base points. The role of labor unions on worker-employee relations has an impact on the achievements of union managers. Simple linear regression model: Achievements of Labor Union Managers= 0.891*Role of Labor Unions on Worker-Employee Relations

The role of labor unions on worker-employee relations explains 44.1% of the union loyalty of union managers. The model which shows the impact of the independent variable on the dependent variable is meaningful based on the results of the ANOVA test ($p=0.0000.01$). The table above shows that the fixed value factor and the independent variable factor are meaningful ($p=0.0000.01$). DW statistics of the model is between 1.5 and 2.5 and therefore there is no auto-correlation. The regression load and standardized regression load for the variable of the role of labor unions on worker-employee relations in this model are 0.439 and 0.665 respectively. The role of labor unions on worker-employee relations increases the union loyalty of union managers by 0.665 base points. The role of labor unions on worker-employee relations has an impact on the union loyalty of union managers. Simple linear regression model: Union Loyalty of Labor Union Managers = $1.757 + 0.665 \times \text{Role of Labor Unions on Worker-Employee Relations}$

The role of unions on worker-employer relations explains 69.4% of the union managers' faith in the importance of unionism, their willingness to work for the union and their responsiveness to the union. The model which shows the impact of the independent variable on the dependent variable is meaningful based on the results of the ANOVA test ($p=0.0000.01$). The table above shows that the fixed value is not meaningful ($p=0.1720.05$) but the independent variable is meaningful ($p=0.0000.01$). DW statistics of the model is between 1.5 and 2.5 and therefore there is no auto-correlation. The regression load and standardized regression load for the variable of the role of labor unions on worker-employee relations of this model are 0.755 and 0.833 respectively. The role of unions on worker-employer relations increases the union managers' faith in the importance of unionism, their willingness to work for the union and their responsiveness to the union by 0.833 base points. The role of unions on worker-employer

relations has an impact on the union managers' faith in the importance of unionism, their willingness to work for the union and their responsiveness to the union. Simple linear regression model: Union Managers' Faith in the Importance of Unionism, Willingness to Work for and Responsiveness to the Union= 1.080 + 0.833*Role of Labor Unions on Worker-Employee Relations

The role of labor unions on worker-employee relations explains 5.4% of the union loyalty of union managers. The model which shows the impact of the independent variable on the dependent variable is meaningful based on the results of the ANOVA test ($p=0.0000.01$). The table above shows that the fixed value is not meaningful ($p=0.1720.05$) but the independent variable is meaningful ($p=0.0000.01$). DW statistics of the model is between 1.5 and 2.5 and therefore there is no auto-correlation. The regression load and standardized regression load for the variable of the role of labor unions on worker-employee relations in this model are -0.192 and -0.237 respectively. The role of labor unions on worker-employee relations decreases the union loyalty of union managers by 0.237 base points. The role of labor unions on worker-employee relations has an impact on the union loyalty of union managers. Simple linear regression model: Union Loyalty of Labor Union Managers= 3.112 -0.237*Role of Labor Unions on Worker-Employee Relations

4.4. Hypothesis Results

The table below lists the hypotheses, analyses, explanatoriness, standardized factor and results.

Table 5. Hypothesis Results

Hypotheses	Analysis	Cor- rected R ²	Beta		Result
H₁: The role of labor unions on the relations between workers and employers have an impact on the achievements of managers.		0.794	0.891	0.000	Acceptance
H₂: The role of labor unions on the relations between workers and employers have an impact on loyalty of managers to the union.		0.441	0.665	0.000	Acceptance
H _{2a} : The role of labor unions on the relations between workers and employers have an impact on loyalty to the labor union.	Simple Regres- sion	0.054	-0.237	0.000	Acceptance
H _{2b} : The role of labor unions on the relations between workers and employers have an impact on the responsibilities of managers against the labor union.					
H _{2c} : The role of labor unions on the relations between workers and employers have an impact on the managers' faith in unionism.		0.694	0.833	0.000	Acceptance
H _{2d} : The role of labor unions on the relations between workers and employers have an impact on the willingness of managers to work for the labor union.					

5. Result

Companies can achieve their objectives only if the workers have good communication and relations with the employees. The working class expands with the increasing population. This also increases the number of employees, which may result in lack of efficient communication within

the company and deterioration of relations between the workers and employers. This is why labor unions are important. Labor unions maintain the communication and relations between workers and employees to help workers earn their requests and maintain a stable employment at a company. They can also have an impact on achievements, loyalty to the union, importance of unionism, responsiveness and willingness to work for the union. Labor unions also represent workers before employees and give them a chance to have an impact on or change their decisions. The efforts of labor unions to help the workers reach their objectives in accordance with the applicable laws and regulations are beneficial both for workers and employees. It is also beneficial for labor unions.

Union members who have no idea regarding the extent of protection of the rights of workers by labor unions think that the role of labor unions on worker-employee relations and the achievements of union managers is more important as compared to the members who think that unions do not effectively protect the rights of the workers. Union members who think that unions effectively protect the rights of the workers think that the role of labor unions on worker-employee relations is more important on achievements of union managers, union loyalty, faith in the importance of unionism, willingness to work for the union and responsiveness against the union as compared to the members who think that unions do not effectively protect the rights of the workers. Union members who think that unions effectively protect the rights of the workers think that the role of labor unions on worker-employee relations is more important on achievements of union managers, union loyalty, faith in the importance of unionism, willingness to work for the union and responsiveness against the union as compared to the members who have no idea regarding the extent of protection of the rights of workers by labor unions.

Union members who think that unions do not effectively protect the rights of the workers think of union managers as more loyal to the union as compared to the members who think that unions effectively protect the rights of the workers. Union members who think that unions effectively protect the rights of the workers think of union managers as more loyal to the union as compared to the members who have no idea regarding the extent of protection of the rights of workers by labor unions.

The role of unions on worker-employer relations influences the achievements of union managers, union loyalty, faith in the importance of unionism, their willingness to work for the union and their responsiveness and loyalty to the union.

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