

The influence of trust on the member-union relationship in the public sector of Botswana

M F Moilwa
25682555

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Supervisor: Professor Bennie Linde

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COMMENTS

The reader is reminded of the following:

- The editorial style and the referencing in this dissertation follow the format prescribed by the Publication Manual (9th edition) of the American Psychological Association (APA). This is in line with the policy of the programme in Labour Relations of the North-West University (Potchefstroom Campus) to use the APA style in all scientific documents as from January 1999.
- The dissertation is submitted in the form of two research articles (Chapter 2 and 3). APA guidelines were used in constructing the tables.
- Chapter 1 comprises the proposal for this study presented to and accepted by the North-West University on the 25th February 2015.

DECLARATION

I Malebogo Faith Moilwa hereby declare that “The influence of trust on the member-union relationship in the public sector of Botswana” is my own work and the views and opinions expressed in this work are my own and that referred to from relevant literature as shown in the references.

I further declare that the contents of this study have not been submitted and will not be submitted for any publication or qualification in any other tertiary institution.

Malebogo Faith Moilwa

November 2015

Cyril JM Clarke (Translator & Editor)

Mobile: 083 384 0766

Skype name: cyrilroutes

E-mail: cyril@mweb.co.za

18 Kleinkaroo Street

OUDTSHOORN

6625

South Africa

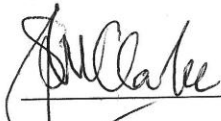
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DECLARATION OF EDITING DONE TO A TEXT

I, **Cyril JM Clarke**, the undersigned, hereby declare that I have done language editing to a dissertation written by Malebogo Faith Moilwa entitled **The Influence of Trust on the Member-Union Relationship in the Public Sector of Botswana** to be submitted in fulfilment of a Masters' Degree in Labour Relations Management at the **North-West University, Potchefstroom campus**. I have also checked her references.

I have suggested various changes to the language usage and the references in the above-mentioned document, but I cannot guarantee that the author of the above-mentioned document has implemented all my suggested changes to the language usage and references in the edited document.

Regards



Cyril JM Clarke

7 December 2015

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SUMMARY

Title

The influence of trust on the member-union relationship in the public sector of Botswana.

Keywords

psychological contract, union, public sector, member-union relationship, trust, union commitment.

It is the desire of every employer to have an effective employment relationship with their employees. On the one hand some employees have fallen victim to some of the decisions of the employer while on the other hand some employers have considered themselves exploited by the demands of the employee. For quite a long time, both parties have sought means of improving this relationship. One of the interventions has been the introduction of other third parties for example the union, whose responsibility as an employee representative body is to ensure that the interests of the employee in an employment relationship are well articulated and implemented. As many employees across the globe continued to join unions, studies of this relationship have established that the relationship between the two results in a psychological contract.

The general objective of the study was to investigate the moderating effects of trust between the psychological contract and union commitment in a member-union relationship in the public sector of Botswana. Specific objectives of this study were to determine the union and member obligations in a member-union psychological contract and determine the state of the psychological contract.

A cross sectional approach was used. An availability sample of 375 from various occupational groups from three government departments was used. The SPSS programme was used to analyse the results and Pearson's correlation matrix was used to test the hypotheses.

The results confirmed that there is a significant relationship between union obligations and the state of the psychological contract. When members perceive that the union has fulfilled its obligations, it will lead to a fulfilled state of the psychological contract. The relationship between member obligations and the state of the psychological contract was, however, non-significant. The results also confirmed that there is a significant relationship between the state of the psychological contract, trust in a union and union commitment.

The results of the study will assist union members to become more aware of the obligations of the union and their obligations as members towards the union. The study will also assist unions to gain a better understanding of the relationship between themselves and their members. It will add value to the overall labour relationship management as an effective relationship between the two contributes to an effective employment relationship.

Recommendations for future research have been made.

CHAPTER 1- RESEARCH PROPOSAL

INTRODUCTION

Chapter 1 is based on the proposal for this study as presented to and accepted by the North-West University on the 25th February 2015. The study investigated the influence of trust in a member-union relationship in the public sector of Botswana. An availability sample of 375 participants was used to answer a self-administered questionnaire containing 96 questions. The results were analysed using the SPSS version 22. Descriptive statistics, correlations and least squares regression analysis were determined to give meaning to the results.

In this chapter the problem statement is provided, followed by the research objectives, the research hypotheses, the research method and the division of chapters.

1.1 PROBLEM STATEMENT

Effective labour relations management is considered a fundamental part of an employment relationship to guide the employer and employee in the workplace (Bendix, 2010). At the centre of an employment relationship exists the employee and employer (Finnemore, 2009). According to Salamon (2000), the employment relationship is not only confined to the employee-employer relationship, but includes other third party representations like the union which have brought another dimension to the relationship (Salamon, 2000). Earlier work has established that within an employment relationship, there exists a psychological contract between an employee and the organisation, spelling out obligations and expectations from both parties (Rousseau, 1995). Later studies have, however, extended the concept of psychological contract to other relationships within an employment relationship for example, third party representations like the union (De Witte et al., 2008). The psychological contract in a member-union relationship has been reported to have an influence on the commitment of members towards unions, depending on whether it is satisfactory or unsatisfactory (Turnley, Bolino, Lester & Bloodgood, 2004).

The relationship between a union and its members is reciprocal, where both parties have common expectations towards one another (Peyrat-Guillard, 2008). Among other things, union members expect the union to protect them from job insecurity and to negotiate favourable working conditions from the employer (Macun, 2000). Hammer and Avgar (2005) indicate that some of the responsibilities of unions are to improve gains for employees from employment, ensure job security and prevent unfavourable circumstances through mediating between the employer and union member. On the other hand, Bendix (2010) informs that the member contributes to the relationship through membership fees, participatory effort to union activities and loyalty to the union. These roles have been found to be generic for both the public and private sector unions (Peyrat-Guillard, 2008).

According to Bendix (2010), the member-union relationship is necessary as it offers employees a platform to contribute to their conditions of employment through collective bargaining. It covers expectations and obligations for both parties which are not covered by the employer-employee relationship, thus making it different from the employee-employer relationship (Braekkan, 2012). The expectations and obligations created in a member-union relationship confirm and strengthen the existence of a psychological contract between the two parties (Linde & Henderson, 2010).

Psychological contract

The psychological contract is commonly defined as a give-and-take relationship between the employee and an organisation, therefore forming mutual obligations and expectations between the two (Rousseau, 1995; Aselage & Eisenberger, 2003). Unlike the employment contract, the psychological contract is implied and sometimes self-motivated (Dabos & Rousseau, 2004). It may be in the form of verbal discussions, behaviour, practices or policies (Guest, Isaksson & De Witte, 2010). In the past, literature on psychological contract has focused on the relationship between an employer and employee, that is the expectations and obligations of that relationship (Cullinane & Dundon, 2006; Rousseau, 1995). Recent studies (Turnley et al., 2004; De Witte et al., 2008; Henderson, 2008), have, however, focused on the psychological contract in the member-union relationship. According to Braekkan

(2012), the psychological contract in a member-union relationship is made up of contents and state. Contents, referring to obligations and expectations from both parties while state, refers to fulfilment or breach of the contract as perceived by the parties (Braekkan, 2012).

According to De Witte et al. (2008), both parties in a member-union relationship expect the psychological contract to be fulfilled as this enables an effective working relationship. De Witte et al. (2008) further inform that a psychological contract is fulfilled when the union and members fulfil their obligations, leading to positive results like higher levels of commitment, loyalty and increased creativity from the member. Nevertheless, the expectation to fulfil the obligations is always more on the side of the union, as it has more responsibilities in the relationship (Braekkan, 2012). Despite these responsibilities, unions may still fail to fulfil their obligations and expectations, leading to a breach on the psychological contract (Turnley et al., 2004). According to Givan and Hipp (2012), breach of contract by the union could result from negligence on its part, or from a genuine constraint on the side of the union to deliver on its obligations. Breach in a member-union psychological contract in the public sector may emanate from the employer not delivering on what had been agreed upon with the union, causing the union to fail the member (Coyle-Shapiro, 2002). Notwithstanding this, members may transfer the blame to the union and accuse it of failure to represent them well, or to pressurise the employer to fulfil its obligations (Braekkan, 2012). According to Turnley et al. (2004), when breach occurs, members may feel that the union has neglected their wellbeing or disregarded their contribution. (Sverke & Goslinga, 2003; Braekkan, 2012) inform that breach of a psychological contract may ultimately disturb the normal balanced member-union relationship, leading to negative behaviours from members, for example loss of trust, diminishing commitment, and intention to quit membership to the union. Linde and Henderson (2010) hence indicated the need to fully explore a psychological contract in a member-union relationship, as its fulfilment or lack thereof has an influence on the relationship between the member and union and ultimately the overall employee-employer relationship.

Trust in a union

Gambetta (1988) (as cited in Robison & Morrison, 2000) define trust as having a belief and expectation by an individual that another person will perform deeds that are favourable to themselves. Robison and Morrison (2000) indicate that relationships are characterised by an element of trust, which ultimately dictates how the parties involved relate towards each other.

As indicated, unions have a responsibility towards members to protect them against job insecurity, give them reliable information, support and assist them with legal matters when there is need (Sverke & Goslinga, 2003). This creates an element of trust from members to the union (Motshegwa & Tshukudu, 2012). To protect this trust, unions are expected to be transparent, easy to reach out to and to deliver on their obligations (Selamoglu & Urhan, 2008). Linde and Henderson (2010) have informed that trustworthiness and confidentiality are important aspects in union conduct by arguing that when they are absent, the member-union relationship may experience breach and violation. Bolton et al. (2007) also argued that when there is no trust, members could lose confidence in the ability of the union to represent them well, leading to a loss of commitment towards unions.

Union commitment

According to Swanepoel and Slabbert (2012), union commitment is regarded as an important element within unionism. Metochi (2002) informs that union commitment is one of the variables within union participation which refers to members' involvement in collective action and other activities which are relevant to the functioning of the union. Gordon et al., (1980) (as cited in Bolton et al., 2007) define union commitment as the level of effort an individual puts in the beliefs and objectives of a particular union, as well as the willingness to continue as a member of that union. Gordon et al. (1980) explain union commitment by a model comprising four dimensions, which are union loyalty, responsibility to the union, willingness to work for the union, and belief in unionism. Union participation is regarded as important in the employment relationship, in that it seeks to resolve any conflicting interests that may exist

between the employer and employee, thus contributing towards an effective work relationship (Venter, 2003). On the other hand, Braekkan (2012) argues that a lack of trust and loss of union commitment could result in a display of negative behaviours in the workplace by members, for example absenteeism and strikes. Braekkan (2012) continues that this ultimately affects the employee-employer relationship.

Several studies have been conducted on psychological contract, psychological contract breach and union commitment in a member-union relationship (De Witte et al., 2008; Henderson, 2008; Braekkan, 2012). However, no known research has been found on the influence of trust in a member-union relationship in the public sector and how it relates to union commitment. This is therefore seen as a research gap. Overall, this present study sought to investigate psychological contracts in a member-union relationship in the public sector and the influence that trust in a union has towards union commitment.

A similar study focusing on workers attitudes and behaviours towards trade unions was conducted in Turkey by Selamoglu and Urhan (2008). The study sought to find out how worker's attitudes and behaviours affected union power and reliability. The general findings of the study were that workers felt that unions have lost their power and dependability to a certain extent. This study did not only focus on workers who are members of a union, but also included "ex" members and "never been" members of a union. As this study included participants who have never been members of a union, it is regarded that it excluded the element of psychological contract as these participants did not have any form of relationship with the union. Nevertheless, the study may be used as an indication that trust plays a major role in a member-union relationship, hence the need to investigate what that role is.

Another study by Givan and Hipp (2012) of public perceptions on union efficacy, was conducted on a large-scale, cross-national survey data of 14,733 observations (unionised and non-unionised) in twenty-four countries. This study revealed that union members and former members generally have a positive opinion of the union's ability to protect them against job loss and improve their working conditions. They

indicate that this reflects that workers who have had contact with unions generally viewed them positively.

In both studies (Selamoglu & Urhan, 2008; Givan & Hipp, 2012), it is not revealed that trust plays a major role in a member-union relationship. It is, however, acknowledged that the study population consisted of both unionised and non-unionised participants, hence it could be assumed that there was no relationship and no grounds for trust. This present study proposed that trust in a union plays a major role in the member-union psychological contract and union commitment. Therefore it proposed a model that trust in a union moderates the relationship between psychological contract (PC) and union commitment (UC) in the member-union relationship. This proposed model indicates that the relationship between psychological contract and union commitment is stronger in a member-union relationship when members have high levels of trust. It further proposed that high levels of trust are experienced when members perceive that their union had met its obligations (contents) of the psychological contract. It also proposed that when psychological contract fulfilment is low, there will be a weak relationship between trust and psychological contracts and ultimately no union commitment.

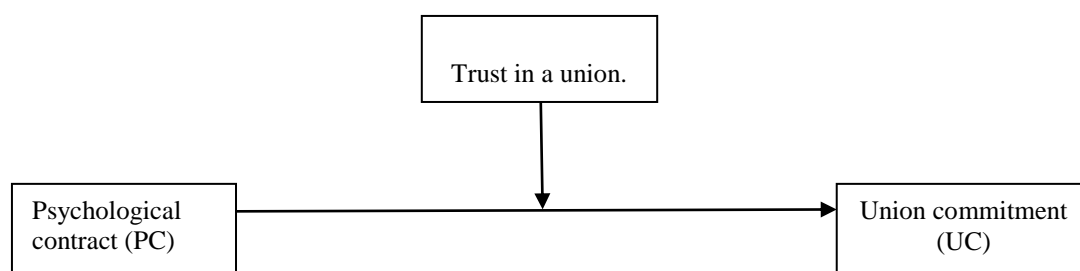


Figure 1: Proposed research model

1.2 RESEARCH OBJECTIVES

1.2.1 General objective

To investigate the moderating effect of trust (in a union) on the relationship between the member-union psychological contract and union commitment in a member-union relationship.

1.2.2 Specific objectives

The specific objectives of this research were:

Article 1

- To determine union obligations in a member-union psychological contract
- To determine member obligations in a member-union psychological contract
- To determine the state of a psychological contract in a member-union relationship
- To determine how state of a psychological contract in a member-union relationship influences union commitment.

Article 2

- To investigate the level of trust in a member-union relationship.
- To investigate how state of a psychological contract influences trust in a member-union relationship.
- To investigate the moderating effects of trust in the union between psychological contract and union commitment in a member-union relationship.

1.3 RESEARCH HYPOTHESES

H1. Fulfilment of union obligations in a psychological contract is associated with a fulfilled state of the psychological contract.

H2. Fulfilment of member obligations in a psychological contract is associated with a fulfilled state of the psychological contract.

H3. A fulfilled state of the psychological contract is associated with increased levels of union commitment.

H4. A fulfilled state of the psychological contract is associated with increased levels of trust in unions.

H5. Trust in a union moderates the relationship between psychological contract and level of union commitment in a member-union relationship.

H6. High levels of trust in a union are positively related to high levels of union commitment.

1.4 RESEARCH METHODOLOGY

The research method had two phases, which are literature review and empirical study for both articles. The proposed method for both articles was quantitative. The study was descriptive for article 1 and exploratory for article 2.

Data from the questionnaires was captured in an excel spread sheet and descriptive statistical methods were used to analyse the data from the survey questionnaires.

a) The first article sought to answer hypotheses H1, H2 and H3. Through a descriptive study this article sought to confirm union obligations, members' obligations and also the state of the psychological contract in a member-union relationship. The article also sought to confirm the relationship between state of the psychological contract and union commitment. Data was collected through an already existing questionnaire by Henderson and Linde (2010). A literature review was conducted on psychological contract in a member-union relationship, unions in the public sector of Botswana and union commitment.

b) The Second article sought to answer Hypotheses, H4- H6. Since research on the relationship between psychological contracts, trust and union commitment is limited and inconclusive, the second article also sought to investigate the relationship between state of the psychological contract, trust and union commitment in a member-union relationship. The article wanted to investigate if trust in a union moderates the relationship between state of the psychological contract and union commitment. Data from the questionnaire used in article 1 for state of *the psychological contract, trust in the union* and *union commitment* was also used in Article 2. A literature review was also conducted on the relationship between state of the psychological contract, trust in a union and union commitment.

1.4.1 Literature review

Article 1

A literature review on psychological contract (contents and state) between union and union members in a member-union relationship was conducted. Relevant sources from 2004 to 2015 were used. These included relevant journals for example: *Journal*

of Organisational Behaviour, Journal of Applied Psychology, Journal of Workplace Rights, International Journal of Management Reviews, Journal of Labour Research, South African Journal of Labour Relations, Journal of Occupational and Organisational Psychology. Dissertations from research scholars, text books and relevant newspaper reports were also consulted. These were sourced from relevant databases such as: Ebscohost, SAePublications, Juta, LexisNexis, Google scholar, Sabinet Reference, Science Direct.

Article 2

A literature review on the relationship between psychological contract (contents and state), trust in unions and union commitment in a member-union relationship was conducted. Relevant sources from 2004 to 2015 were used. These included relevant journals, for example *Journal of Organisational Behaviour, Journal of Applied Psychology, Journal of Workplace Rights, International Journal of Management Reviews, Journal of Labour Research, South African Journal of Labour Relations, Journal of Occupational Organisational Psychology and Journal of Public Administration and Governance.* Other sources like dissertations from research scholars, text books and relevant newspaper reports were also consulted. These were sourced from relevant databases such as: Ebscohost, SAePublications, Juta, LexisNexis, Google scholar, Sabinet Reference, Science Direct.

1.4.2 Research participants

For the purposes of this study, random sampling was used to select (n=500) participants who are members of registered trade unions from three Government departments. The sample group represents unionised members of different genders and ages. To participate in the study, participants should have been members of a union for two years or more. The sample group will be representative of the rest of unionised Government employees in Botswana.

1.4.3 Measuring instruments

Biographical data. Information was gathered on the personal information of participants that is age, length of employment and length of union membership. Name and other personal details of participant were required for confidentiality

purposes. Demographic information will assist the researcher to give description to the sample used (Karle, 2013).

Psychological contract. Items from three variables that is union obligations, member obligations and state of the psychological contract were measured with the Member Union Psychological Contract Questionnaire developed by Linde and Henderson (2010). This questionnaire measures the member-union psychological contract and is based on the Psycones (2005) questionnaire. The items were assessed on a six-point scale ranging from 0 = *strongly disagree* to 5 = *strongly agree* (Linde & Henderson, 2010). Linde and Henderson (2010) reported that the Cronbach alpha coefficient (α) for this scale was reliable for the variables as follows: union obligations $\alpha = 0,89$, member obligations $\alpha = 0,96$ and state of psychological contract $\alpha = 0,81$. This indicated a high reliability rate of the findings.

Trust in a union. A new scale with six items was developed to measure trust in a union. The items were adapted from the Selamoglu and Urhan (2008) study. The questions included (1). *I trust my union representatives to protect my interests and those of the union* (2). *I trust my union leadership to protect my interests and those of the union* (3). *My union duly informs me about its activities, decisions and policies* (4) *My union provides support and representation in work related matters* (5) *I trust my union's financial decisions and policies* (6) *I trust my union to protect my interests as a member*. The items were assessed on a five-point scale ranging from 1 = *strongly disagree* to 5 = *strongly agree*. This new scale is supported by a four item scale by Goeddeke and Kammeyer-Mueller (2010) which measured union subjective norms focusing on trust. The questions asked included *most of my co-workers, family, friends, person I consider myself closest to at work think I should trust the union*. The reliability for the scale was $\alpha = 0,87$ (Goeddeke & Kammeyer-Mueller, 2010).

Union commitment. Union commitment was measured with a nine-item scale adapted from Bayazit, Hammer, and Wazeter's (2004) study. The scale includes items measuring loyalty to the union, responsibility toward the union, willingness to work for the union and belief in unionism. The items were assessed with a five-point scale ranging from 1 = *strongly disagree* to 5 = *strongly agree* (Braekkan, 2012). The

Cronbach coefficient (α) for this scale was reported as reliable at 0, 89 by Braekkan (2012).

1.4.4 Research procedure

A letter requesting permission to conduct research and a copy of the research proposal was submitted to the Ethical Committee of the North-West University (NWU) Potchefstroom campus for their consideration. Following approval of the study, another letter was submitted to three Government departments in Botswana to seek permission to conduct the research on their unionised employees. The researcher used a quantitative approach to collect data through the use of self-administered questionnaires. Self-administered questionnaires are preferred as they are less expensive, consistent and could help to avoid bias or errors caused by the attitudes of the interviewer (Babbie, 2012).

The questionnaires were accompanied by a note stating the ethical considerations, assurance of confidentiality and anonymity that the researcher has put in place. The researcher also explained the ethical consideration verbally to the targeted population before the questionnaires were distributed. Divisional heads were requested to distribute questionnaires to their subordinates and the participants were given a week to complete the questionnaires. Participants were requested to return the completed questionnaires to a secure box provided at reception and it was emphasised that participation was voluntary. Once data was obtained, it was entered in an excel spread sheet and analysed with IBM SPSS Version 22 (Arbuckle, 2013).

1.4.5 Statistical analysis

The statistical analysis was done by means of the SPSS programme, IBM SPSS version 22 (Arbuckle, 2013). Descriptive statistics that is, means and standard deviation were used to analyse the information (Muijs, 2004). Cronbach alpha coefficients were used to test the reliability of the constructs and were computed above $\alpha = 0, 7$ to estimate the internal consistency of the measuring instruments used (Muijs, 2004).

Pearson's product moment correlation was used to test the bivariate associations between the variables (state of the psychological contract, trust and union commitment) (Byrne, 2013). Correlation coefficients for the practical significance was set at 0, 30 (medium effect) and 0, 50 (large effect) (Cohen, Manion & Morrison, 2007).

1.4.6 Ethical Considerations

The proposal was submitted to the Research Ethics Committee for approval before the study was done (Berg & Lune, 2004).

Informed consent that participation is voluntary, anonymous and confidential was emphasised to the participants in writing and verbally (Babbie, 2012). Instructions and purpose of study was given verbally and participants were informed that there would be no risk or adverse effects resulting from their participation or non-participation (Babbie, 2012). Questionnaires were distributed and returned anonymously to a secure box by the reception desk. This was done to ensure confidentiality.

1.5 DIVISION OF CHAPTERS

The chapters for this proposal are as follows:

Chapter 1: Research proposal

Chapter 2: Research article 1

a) Introduction

b) Literature review

c) Quantitative empirical study - administering a questionnaire measuring union obligations, member obligations, state of the psychological contract and union commitment.

d) Discussion of findings.

e) Conclusion, limitations and suggestions for future research.

Chapter 3: Research article 2

a) Introduction

b) Literature review

c) Quantitative empirical study - administering a questionnaire measuring trust in union and union commitment.

d) Discussion of findings.

e) Conclusion, limitations and suggestions for future research.

Chapter 4: Conclusions, limitations and recommendations for future study.

1.6. TIME FRAME

Activity	Time
Presentation of research proposal (Chapter 1) to the research committee	February 2015
Revision and resubmitting if required	February 2015
Empirical study for chapter 2 and 3	July 2015
Writing Chapter 2	August 2015
Writing Chapter 3	September 2015
Writing Chapter 4	October 2015
Submitting final draft	November 2015

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CHAPTER 2: PSYCHOLOGICAL CONTRACT IN A MEMBER-UNION RELATIONSHIP AND UNION COMMITMENT

ABSTRACT

Borrowing from studies on the state of a psychological contract in an employee-employer relationship and how the state of the psychological contracts affects organisational commitment, this article seeks to explore the relationship between psychological contract in a member-union relationship and how it affects union commitment from members. The objective of this article is to confirm the existence of a psychological contract in a member-union relationship through determining the union obligations, member obligations and the state of the psychological contract. The study hypothesises that the fulfilment of the state of the psychological contract in a member-union relationship is associated with increased levels of commitment to unions by its members. An availability sample of 375 public sector employees was used and a descriptive statistical analysis and correlation matrix was used to confirm the union obligations and member obligations in a member-union psychological contract and to test the relationship between state of the psychological contract and union commitment. As hypothesised, psychological contract fulfilment is positively related to union commitment.

Key words: psychological contract, member-union relationship, union commitment.

INTRODUCTION

One of the major reasons why unions exist in labour relations is to protect their members against unfair labour practices from the employer (Hoell, 2004). Dzimbiri (2006) names some of the important roles for the union as acting as a check and balance in an employment relationship, being a promoter of societal economic regulation through advocating for wages and fair employment for their members (Dzimbiri, 2006) and lastly, promoting an opportunity for a shared rule making environment to discourage biased decision-making by the employer (Bolton et al., 2007). Furthermore, The Friedrich Ebert Stiftung (2008) report posits that the role of unions is to act on behalf of their members as a negotiator on all matters relating to the members' welfare, taking up grievances with the employer, as well as mediating in disputes that may arise in the workplace (Friedrich Ebert Stiftung, 2008).

According to Brett (1980) (as cited in Turnley et al., 2004), members regard a union as a means of compelling the employer to meet its obligations. Brett continues that when employees act on an individual basis, it does not give them enough power to effect change such as when they do it collectively. Bayazit, Hammer and Wazeter (2004) report that on this basis employees have seen the need to unionise and approach labour issues collectively.

A member-union relationship exists in a transaction-like manner, where the member is obliged to pay a membership fee to the union in return for representation by the union in employment related matters (De Witte et al., 2008). As a result of this two way relationship between the parties, Linde and Henderson (2010) have confirmed that a psychological contract does exist in a member and union relationship. Henderson (2008) also posits that the relationship between a union and a member has an impact on the employee-employer relationship, as the two relationships are intertwined, hence the need to investigate the psychological contract in a member-union relationship.

Adding to the theory of a psychological contract in a union member relationship, (Peyrat & Guillard, 2008; Linde & Henderson, 2010) inform that this contract is characterised by union obligations and member obligations. Johari (2014) defines obligation as committing to performing some action in the future for another. Some of the union obligations named are protecting the member against unfair labour practices, mediating between the employer and member as well as negotiating and striving to improve gains for the employee from the employer (Hammer & Avgar, 2005). Member obligations as explained by Bendix (2010) , Linde and Henderson (2010) and Johari (2014) include member contribution to the relationship through participatory effort to the union activities, being loyal to the union and exerting a positive attitude towards the union and paying the determined membership fee.

According to Henderson (2008) obligations between the member and union are reciprocal and mutual and may be made through verbal or written communication, as well as actions of one party towards the other. Braekkan (2012) informs that both parties may believe that the obligations are clearly understood by both. However, there may be miscommunication and one party may be unaware of a certain

obligation that the other has towards it, hence it fails to deliver on the obligation, causing the other to be aggrieved (Braekkan, 2012).

Unions contribute to the general conduct of the organisation, therefore the level at which members are attracted to the union is influenced by this belief (Turnley et al., 2004). However, if members believe that the union is not effective and does not have enough power; their commitment towards the union will decline (Turnley et al., 2004).

One known research done on the relationship between psychological contract and union commitment was by Turnley et al., (2004) which investigated the effects of psychological contract breach (by the employer) on union commitment. Their general findings were that when an employer breaches the psychological contract, members tend to become more committed to the union hence psychological contract breach is positively related to union commitment. No other studies have been found on the relationship between state of the psychological contract and union commitment in a member-union relationship in the public sector. This is therefore regarded as a research gap. This study therefore seeks to investigate the state of the psychological contract in a member union relationship and how it affects union commitment from union members in the public sector of Botswana.

LITERATURE REVIEW

The psychological contracts literature dates back to around 1960 through a study by Argyris (1960) (as cited in McInnis, 2012). According to McInnis (2012), Argyris had observed the relationship between employees and their foremen and used the term *psychological work contract* to describe the relationship between the two. However, later studies by Rousseau (1980) provided further clarity on the concept. These studies predominantly defined psychological contract in the context of an employer-employee relationship. Rousseau (1980) informed that the psychological contract entailed beliefs and perceptions held by one party in the relationship, thus defining it as a biased perception of this party (McInnis, 2012).

Rousseau (1989) has written that psychological contracts have a distinct feature of being promissory, explaining that this is different from having expectations and obligations. More recent studies by Rousseau (2001) have defined a psychological contract as beliefs of an individual stemming from commitments made or implied through an agreement with another. On a more general note, a psychological contract has been defined as a concept used to form a basic understanding of the relationship between employees and their employer or another party and it is defined as the implicit and explicit promises that two parties make to each other (Conway & Briner, 2009). According to McInnis (2012), the psychological contract is referred to as *psychological* as it refers to perceived promises that each party has towards another.

On the other hand, Winter and Jackson (2006) have explained that a psychological contract results when an individual identifies the contribution that he/she makes in a relationship and perceives that this compels the other party to be reciprocal or act in a certain manner.

Conceptualising the psychological contract in a member-union relationship

As already stated above, there has been a lot of interest in demystifying the concept of psychological contracts between an employee and employer for more than fifty years to date. However, the concept has recently been extended to other relationships within and outside the work environment, including the member-union relationship (Henderson, 2008). Studies by Turnley, Bolino, Lester, and Bloodgood (2004), De Witte, Sverke, Van Ruysseveldt, Goslinga, Chirumbolo, Hellgren and Naswall (2008) and Linde and Henderson (2010) on “The effects of psychological contract breach on union commitment”, “Job insecurity and union support” and “Expectations and obligations on the member-union relationship – a psychological contract perspective” have confirmed that there exists a psychological contract in a member-union relationship.

According to Turnley et al. (2004) and De Witte et al. (2008), the underlying expectations and obligations between the union and members in a member-union relationship imply that there is a contract between the two parties. Linde and

Henderson (2010) and Braekkan, (2012) have therefore supported the need to explore the perceived psychological contract between the employee who is a union member and the union, indicating that this relationship has an impact on the overall employee-employer relationship.

Both parties in a member-union relationship expect the psychological contract to be fulfilled as this facilitates a good and operational working relationship (De Witte et al., 2008). De Witte et al, (2008) further explain that when the union and members fulfil their obligations it leads to positive results like higher levels of commitment, loyalty and increased creativity from the member. According to Calo (2006), promoting mutual trust and respect in a member-union relationship contributes to job satisfaction and effective employee and organisational effectiveness which positively benefits all parties involved in the relationship.

Chen, Tsui and Zhong (2008) posit that a breach of the psychological contract may be caused by one party not fulfilling its obligations, leading to a breakdown of the contract. Braekkan (2012) also informs that when a breach of a psychological contract happens, the normal balanced member-union relationship is negatively affected, leading to negative behaviours from members such as a loss of trust, diminishing commitment, and an intention to quit membership of the union. On the other hand, Calo (2006) posits that members will perceive a union to have achieved its obligations when it treats its members fairly, is successful at negotiating good working conditions, equitable pay and other social welfare necessities.

Unions and the Botswana Public Sector

Motshegwa and Tshukudu (2012) have posited that trade unions (as they are normally referred to in the country) were introduced in Botswana mainly to monitor employees' compliance to work policies, regulations and to encourage productivity in the workplace. They are also regarded as an advisor on employment related matters to the Government (Motshegwa & Tshukudu, 2012).

The Friedrich Ebert Stiftung (2008) report has advanced that unions are a pivotal pillar in the public sector in Botswana in order to balance the needs of the employees for better working conditions. One of the major developments in the trade union movement in Botswana occurred in 2008 when two major unions the Botswana Public Employees Union (BOPEU) and the National Amalgamated Local and Central Government Manual and General Workers Union (NALCGMGWU), were merged as the Botswana Federation of Public Sector Unions (BOFEPUSU). This merger was an attempt by the public sector unions to join forces and bargain better with their employer. Currently most unionised employees in the public service of Botswana subscribe to BOFEPUSU irrespective of their trade and profession (Motshegwa & Tshukudu, 2012).

The Friedrich Ebert Stiftung (2008) report indicates that around the year 2008, union membership was only 20% of the total workforce of approximately 301 978 people in Botswana. The report describes trade unions in Botswana as “in-house unions” which are still facing challenges of organisational ability and mostly operate as welfare associations which assist members with things like soft loans (Friedrich Ebert Stiftung, 2008). Contrary to this Calo (2006) has reported that in America, there has been a steady rise in the growth of public sector unions since the 1960s attributing this to the introduction of laws which are favourable to public sector unions.

Public sector employees in Botswana were only allowed to unionise from 2004 despite the introduction of trade unions from as far back as 1970 (Friedrich Ebert Stiftung, 2008) report. Before this development, employees were only allowed to be members of public sector associations which were subsequently transformed into unions. The Friedrich Ebert Stiftung (2008) report argues that, this was a welcome development as not only did it enhance the political weight of the labour movement in Botswana, but it also gave unions a voice in government.

Motshegwa and Tshukudu (2012) opine that before the introduction of trade unions in the employment arena, employers enjoyed an upper hand in the employment relationship while employees had limited choices. Motshegwa and Tshukudu (2012)

continue that this negatively affected how employees could negotiate or who they could work for.

Although one of the union's key responsibility is to collectively bargain for the members, the trade union movement in Botswana has not had much success in this regard (Friedrich Ebert Stiftung , 2008). This has been attributed to two main reasons which are (1) the type of unions in the country, which mainly lack aggressiveness and are not political (2) the courts of law in the country which have determined that a dispute relating to wages is a dispute of interest and thus unions cannot take employers to court for wages unless the wages being paid are lower than the set minimum wage (Friedrich Ebert Stiftung, 2008).

As in most countries, for example South Africa, trade unions in Botswana have not been immune to internal fights and differences. According to Motshegwa and Tshukudu (2012), these differences have been attributed to the stunted growth of the movement ultimately affecting its role of being an influencer for policy changes, as well as being an advocate for better employment conditions. Motshegwa and Tshukudu (2012), continue that in-fights in the trade union movement in Botswana have resulted in their degeneration and their inability to organise and win major employment concerns for their members.

RESEARCH DESIGN

Research approach

This study is quantitative in nature and it is both descriptive and confirmatory. The data analysis was done by descriptive analysis using IBM SPSS version 22 (Arbuckle, 2013).

Research method

Participants

The respondents constituted a mixed occupational group from all cadres and levels across the Departments. Out of the 573 distributed questionnaires, 375 usable responses were received from a targeted population of $n = 500$ thus constituting a

response rate of 75%. The sample group represents people from different age groups who have been members of a union for two years or more. The characteristics of the participants are displayed in Table 1.

Table 1

Participants' characteristics

Item	Category	Frequency	Percentage
Age	<= 29	75	20
	30-35	141	37,6
	36-44	117	31,2
	45+	42	11,2
Length of employment	<=5,0	93	24,8
	6,0-10,0	173	46,1
	11,0-15,0	68	18,1
	16,0-20,0	31	8,3
	21,0+	10	2,7
Length of Union membership	<=5,0	188	50,1
	6,0-10,0	157	41,9
	11,0-15,0	19	5,1
	16,0-20,0	7	1,9
	21,0+	4	1,1

All respondents subscribe to the Botswana Federation of Public Sector Union (BOFEPUSU) which is a federation of public sector unions across different trades. As indicated in Table 1, the mean for age of respondents is approximately 36 years. The mean for length of employment is 8, 9 years and the mean for length of union membership 6, 2 years. 50, 1% of the respondents have been members of a union for five years or less (<=5) while only 1,1% have been members of a union for twenty one years or more.

Measuring instruments

Biographical data. The biographical data was measured using a biographical questionnaire with three items to determine the age of respondents, the number of years they had been working in the organisation and length of union membership. This was included to give descriptive statistics to the respondents (Green & Salkind, 2010).

Union obligations. A questionnaire with 24 items developed by Linde and Henderson (2010) was used to measure union obligations. The Cronbach alpha coefficient (α) for this scale was 0, 84 while for the Linde and Henderson (2010) the Cronbach alpha coefficient (α) was reported as 0, 96, thus confirming the reliability of this scale. Respondents were requested to state whether the written obligations were made to them and to state the degree to which they perceived the union to have satisfied them on a six point scale ranging from 0 to 5 with the responses ranging as follows: 0 = *No*, 1 = *Yes, but promise not kept at all*, 2 = *Yes, but promise only kept a little*, 3 = *Yes, promise half kept*, 4 = *Yes, promise mostly kept* and 5 = *Yes, promise entirely kept*. 0 = *No* was added to the scale to measure whether the specific promise had been made to the respondent or not (Linde & Henderson, 2010).

Linde and Henderson (2010) established five themes associated with union obligations. These themes were categorised as follows: (i) *legislative obligations* which included negotiation, workplace representation, mediation and participating in voluntary industrial action (ii) *communication* which included consultation of a member by the union, keeping the member informed of union activities, answering union related queries (iii) *union conduct* which included reliability of the union, professionalism and fairness towards members (iv) *training and development* which included member training and development, empowerment and lastly (v) *supplementary services* which included membership benefits, and provision of extra services. According to Linde and Henderson (2010) these themes were confirmed by the union officials. The same themes have thus been used in this study to measure union obligations as perceived by union members.

Member obligations. A questionnaire with 22 items developed by Linde and Henderson (2010) was used to measure member obligations. Cronbach's alpha coefficient (α) for the scale in the present study is 0, 80 compared to Cronbach's alpha coefficient (α) for the same variable for Linde and Henderson (2010) which was 0, 96. Respondents were requested to state whether they have made any of the written promises, or committed themselves to fulfilling them and to indicate the degree to which they believed to have satisfied them on a six point scale ranging from 0 = *No* to 5 = *Yes, promise entirely kept*. 0 = *No* was added to the scale to measure whether the specific promise had been made by the respondent at all or not

(Linde & Henderson, 2010). Linde and Henderson (2010) had identified four themes for this item namely (i) *communication* which included questions on staying informed with regards to union activities, reporting work related problems to the union and providing feedback to the union (ii) *members conduct* which included questions on supporting the union, responding to union requests and maintaining a professional conduct in their occupation (iii) *participation*, which included questions on participating in (protected) legal activities, participating in illegal union activities and attending union meetings and activities (iv) and lastly *contractual agreement* which included questions on paying the monthly membership fee. All these themes were confirmed by the Linde and Henderson (2010) study and have been further confirmed by this present study as obligations that members perceive to have towards their unions.

State of the psychological contract. A questionnaire with seven items developed by Linde and Henderson (2010) was used to measure state of the psychological contract. Cronbach's alpha coefficient (α) for the Linde and Henderson (2010) study was 0, 92. Cronbach's alpha coefficient (α) for this present study is 0, 70. Respondents were requested to state their feelings and perceptions concerning the status of their current relationship on a five point scale ranging from 1 to 5. The responses ranged as follows: 1 = *Strongly disagree*, 2 = *Disagree somewhat*, 3 = *Neither agree nor disagree*, 4 = *Agree somewhat* and 5 = *Strongly agree*.

Commitment to the union. A questionnaire with 9 items adapted from Bayazit, Hammer and Wazeter (2004) was used to measure union commitment. Cronbach's alpha coefficient (α) for this variable is 0, 73. Cronbach's alpha coefficient (α) was 0, 89 for Bayazit, Hammer and Wazeter (2004). Respondents were requested to state their feelings and perception concerning the status of their commitment to the union on a five point scale ranging from
1 = *Strongly disagree* to 5 = *Strongly agree*.

Research procedure

Permission was obtained to conduct a research in three departments in the Botswana government, namely the Department of Mines, Department of Geological

Survey and Department of Water Affairs. The above-mentioned departments have a large population of employees, who provide core services in the areas of water, energy and mining and are thus considered as highly unionised. A brief meeting was organised between the researcher and the employees to introduce the researcher and explain the purpose of the study and the instructions thereof. Respondents were assured of anonymity as well as their own consent in participation. A total number of 573 self-completion questionnaires were distributed against a targeted number of 500. Respondents were given five days to complete the questionnaire and return it to a box provided by the reception desk in their respective departments. The questionnaire had six sections namely: Biographical data (3 items), union obligations (24 items), member obligations (22 items) state of the psychological contract (7 items), Trust in the union (6) and Commitment to the union (9).

Statistical analysis

The statistical analysis of this study was done by means of the SPSS programme. IBM SPSS version 22 (Arbuckle, 2013). The data was analysed by using descriptive statistics, (e.g. mean, standard deviation). The Cronbach alpha coefficients were used to determine the reliability of the constructs being measured and effect sizes were used to determine the practical significance of the results (Byrne, 2013)). A cut-off point of 0, 30 (medium effect) and 0, 50 (large effect) were set for the practical significance of the correlation coefficients (Byrne, 2013).

RESULTS

Table 2:

Frequencies and descriptive statistics for union obligations (n = 375)

Item	No						Yes						Mean	Standard Deviation
	0	1	2	3	4	5	0	1	2	3	4	5		
	%	%	%	%	%	%	%	%	%	%	%	%		
<u>Theme 1 Communication</u>														
A1. To inform about union activities/meetings	0,3	3,5	16,5	47,7	24,8	7,2	3,15						,919	
A2. To inform about negotiations to my occupation	4,8	5,1	28,8	37,6	23,5	0,3	2,71						1,042	
A3. To answer my labour related questions	2,1	2,1	15,5	39,7	32,8	7,7	3,22						1,011	
A4. To provide direct contact with union officials	8,5	3,2	15,7	38,1	28	6,4	2,93						1,260	
A5. To provide union related information regularly	3,7	7,5	17	35,4	31,4	4,8	2,98						1,147	
<u>Theme 2 Legislative</u>														
A6. Consulted on decisions regarding negotiations	9,6	6,9	25,6	27,2	22,1	8,5	2,71						1,371	
A7. Consulted on decisions regarding union	4	15,2	28,3	33,1	17,6	1,9	2,51						1,123	
A8. To negotiate for myself better work conditions	3,5	11,7	31,7	35,3	15,5	2,1	2,54						1,064	
A9. To advise in legislative and occupational matters	4,5	14,9	33,1	34,1	12	1,3	2,38						1,063	
A10. To protect human rights	3,7	7,7	18,7	42,7	24,3	2,9	2,85						1,083	
A10. To protect occupation	3,2	11,7	18,4	39,7	24,8	2,1	2,78						1,108	
A12. To provide labour law and assistance	4,5	10,9	27,7	38,1	15,7	2,9	2,58						1,108	
A13. To participate in protected industrial action	2,1	10,1	26,7	34,4	21,3	5,3	2,79						1,117	
A14. To mediate grievances between yourself/employer	1,1	7,7	28	35,2	22,7	5,3	2,87						1,054	
A15. To mediate disputes between yourself/employer	0,3	6,7	24,5	36	25,6	6,9	3,01						1,035	
<u>Theme 3 Conduct</u>														
A16. To promote union influence	1,3	9,9	25,6	32,5	24,5	6,1	2,87						1,118	
A17. To handle problems speedily and timely	0	8	13,3	42,9	28,8	6,9	3,13						1,002	
A18. To be reliable and stand behind members	3,5	13,1	25,1	39,5	14,9	4	2,61						1,117	
A19. To promote collective /individual member interests	1,6	14,1	15,5	37,9	28,5	2,4	2,85						1,107	
A20. To treat members in a fair/ uniform manner	4,8	7,7	23,5	40,8	18,9	4,3	2,74						1,128	
A21. To conduct itself in a professional manner	4,8	3,2	12,5	33,9	36,3	9,3	3,22						1,174	
A22. To handle problems with confidentiality/trustworthy	4,5	7,7	12,8	28,5	33,3	13,1	3,18						1,294	
<u>Theme 4 Training</u>														
A23. To assist in empowerment of members	12	5,1	11,2	30,9	25,9	14,9	2,98						1,502	
<u>Theme 5 Supplementary services</u>														
A24. To provide extra services and membership benefits	5,6	5,6	9,3	20	41,1	18,4	3,41						1,345	

As reflected in Table 2, items identified by Linde and Henderson (2010) as union obligations were also confirmed by the respondents in this present study as union obligations. Responses representing 0 = No only comprise 12% or less in all categories which confirm that a majority of the union obligations stated were perceived to be correct by the respondents. Only question A23 "To assist in the

empowerment of members” recorded a 12% response of 0 = No while the remaining questions recorded a response rate of between 9, 6% to 0 against the answer 0 = No. The mean for this variable is 2, 87, indicating that a large number of the respondents answered between 2 = Yes but promise kept a little and 3 = Yes but promise half kept.

Table 3:

Frequencies and descriptive statistics for member obligations (n = 375)

Item	No		Yes				Mean	Standard Deviation
	0 %	1 %	2 %	3 %	4 %	5 %		
<u>Theme 1: Communication</u>								
B1. To report work related problems to union	22,1	11,2	13,9	32,3	14,9	5,6	2,23	1,540
B2. To stay informed about activities/meetings	5,3	7,5	12,5	28,3	37,3	9,1	3,12	1,277
B3. To stay informed about changes in occupation	13,6	9,3	19,5	35,2	18,1	4,3	2,48	1,370
B4. To provide feedback to union	14,1	13,1	16,3	29,9	22,7	4	2,46	1,434
B5. To update union with personal information	10,1	10,4	19,7	37,6	20,8	1,3	2,53	1,251
<u>Theme 2: Member conduct</u>								
B6. Exert a positive attitude to union	19,5	10,7	16,3	30,7	19,2	3,7	2,31	1,486
B7. Respond to union requests	14,1	10,1	20,8	32,8	18,7	3,5	2,42	1,371
B8. To support union	7,2	4,5	10,4	36,8	34,7	6,4	3,06	1,239
B9. Be loyal to union	4	5,3	17,3	31,5	33,6	8,3	3,10	1,186
B10. Promote the union	3,7	3,2	14,1	36,3	27,5	15,2	3,26	1,193
B11. Protect union views and constitution	2,9	4	10,4	26,1	41,6	14,9	3,44	1,161
B12. Adhere to union requirements	3,7	7,2	17,1	30,4	20,3	21,3	3,20	1,347
B13. Maintain professionalism at work	1,3	1,9	16,3	21,6	42,7	16,2	3,51	1,084
B14. Maintain a high quality of work	0,6	9,8	8,5	34,9	30,1	16	3,33	1,157
<u>Theme 3: Participation</u>								
B15. Participate in protected activities	4,8	1,5	26	23,5	29,6	14,7	3,17	1,251
B16. Participate in unprotected activities	10,1	0,3	25,3	29,1	18,4	16,8	2,96	1,427
B17. Attend union meetings	13,1	17,6	40,5	8,5	14,4	5,9	2,11	1,371
B18. Attend union workshops	17,3	9,1	44,5	7,5	14,7	6,9	2,14	1,434
B19. Utilise union services	10,4	28,3	18,7	21,3	19,7	1,6	2,17	1,350
B20. Follow union recommendations	5,6	14,7	29,1	28,3	19,5	2,9	2,50	1,204
B21. Implement new policies/procedures	1,6	4,5	14,1	37,9	39,2	2,7	3,17	,970
<u>Theme 4: Contractual agreement</u>								
B22. Pay monthly subscription fee	2,1	4,5	17,6	31,5	35,5	8,8	3,20	1,104

As indicated by Table 3, all items identified by Linde and Henderson (2010) as member obligations have also been confirmed as member obligations by the respondents. The scale had included a 0 = No which represented an answer where

participants would indicate that a certain number of member obligations was not correct or they did not promise to participate in it. Responses representing 22, 1% responded with *No = 0* to question B1 “*To report work related problems to your union*” and 19, 5% recorded a response of *No = 0* to the question “*exert a positive attitude towards your union*” while the remaining questions recorded a response rate of between 14, 1% to 1, 3% against the answer *No = 0*. The mean for this variable is 2, 81, indicating that respondents agree that a promise or obligation has been made by themselves to the union.

Table 4

State of the psychological contract (n = 375)

Item	No		Yes			Mean	Standard deviation
	1	2	3	4	5		
	%	%	%	%	%		
C1. I trust the union to look after my best interests	2,7	18,4	27,5	42,7	8,8	3,37	,969
C2. Overall the union protects you and your rights	0,8	1,6	22,7	55,7	19,2	3,91	,740
C3. Do you feel that changes in the union are implemented fairly	1,6	4	27,5	49,9	17,1	3,77	,835
C4. The union keeps promises or commitments to you/members	1,6	4,8	34,1	45,3	14,1	3,66	,838
C5. I trust my union's financial decisions and policies	3,2	9,6	41,1	37,1	9,1	3,39	,898
C6. In general the union conducts themselves as expected to	1,6	9,3	43,7	38,7	6,7	3,39	,810
C7. Overall communication between self and the union is sufficient	5,3	15,7	42,4	30,9	5,6	3,16	,939

As reflected by Table 4 the majority of the responses lie at 4 = *agree somewhat* which indicates that the respondents have a positive perception of their relationship with the union. 55,7% of the respondents answered 4 = *agree somewhat* to the question *overall do you feel that the union has the ability to protect you and your rights*. Only 0, 8% of the respondents answered 1 = *strongly disagree* to the same question. The mean for this variable is 3,52 which generally indicate that the respondents have confidence towards their union to protect their interests and to keep its promises and commitments which is interpreted to mean that the psychological contract between the two is perceived as fulfilled.

Table 5:

Union commitment (n =375)

Item	No		Yes			Mean	Standard deviation
	1	2	3	4	5		
	%	%	%	%	%		
E1.Joining the union was a smart choice for me	2,1	9,9	30,7	39,2	18,1	3,61	,963
E2.I talk greatly about the union to my colleagues	1,6	5,6	24	48,3	20,5	3,81	,882
E3.I plan to be a member for as long as I am employed	2,7	2,1	15,7	47,5	32	4,04	,896
E4.I have a lot of loyalty towards my union	2,1	3,7	18,7	51,7	23,7	3,91	,872
E5.I will do special work for the union	5,1	6,9	24,8	40,3	22,9	3,69	1,057
E6.I will put in great effort to make the union successful	2,1	5,1	27,7	43,7	21,3	3,77	,914
E7.My values and the union's are similar	3,2	5,9	37,1	40,5	13,3	3,55	,909
E8.It is every member's duty to make the union successful	2,4	4,3	26,4	51,5	15,5	3,73	,858
E9.It is every member's duty to file a grievance against employer	11,2	4,3	25,9	42,1	16,5	3,49	1,158

As reflected by Table 5 the majority of the responses lie at 4 = *agree somewhat* which indicate that respondents are generally committed to their union. 55, 1% of the respondents answered 4 = *agree somewhat* to the questions *I have a lot of loyalty towards my union* and *it is the duty of every member to make the union successful*. Only 2, 1% and 2, 4% of the respondents answered 1 = *strongly disagree* to the same questions respectively. The mean for this variable is 3, 73 indicating that the respondents are generally committed towards their union.

Table 6:

Means, Standard deviations, Cronbach alpha and correlations

Variable	M	SD	α	1	2	3	4	5
1.Union obligations	2,87	1,137	0,84	-				
2 .Member obligations	2,81	1,282	0,80	,430**	-			
3. State of the psych contract	3,52	6,039	0,7	,331**	,111*	-		
4. Trust in union	3,53	5,526	0,77	,393**	,205**	,472**	-	
5. Union commitment	3,73	8,509	0,73	,344**	,229**	,398**	,438**	-

Note: $r \geq 0,30$ is practically significant (medium effect); $r \geq 0,50$ is practically significant (large effect)

As per Table 6 above, there were positive relationships between all the variables (state of the psychological contract, trust in union and union commitment). However the correlation between member obligations and state of the psychological contract was below 0, 3 thus it did not have practical statistical significance. Correlations between all the other variables are > 0, 39, thus indicating practical significance between the variables. Cronbach alpha coefficients (α) for all variables was higher than 0, 70, thus indicating the reliability of the variables. According to Byrne (2013) a cronbach alpha coefficient of > 0, 70 indicates high reliability of the findings.

Hypothesis 1 proposed that fulfilment of union obligations in a psychological contract is associated with a fulfilled state of the psychological contract. The Pearson's correlation was used to test this hypothesis. As shown in Table 6 this hypothesis has been confirmed by the positive correlation between the two variables which was , 33.

Hypothesis 2 proposed that fulfilled member obligations are associated with a fulfilled state of the psychological contract. Pearson's correlation matrix was used to test this hypothesis and as shown in Table 6, this hypothesis has not been confirmed as the correlation between member obligations and state of the psychological contract was , 11, thus considered not to have practical statistical significance.

Hypothesis 3 proposed that a fulfilled state of the psychological contract is associated with increased levels of union commitment. As indicated in Table 6, this has been confirmed by the positive correlation between the two variables which is significantly positive at , 39.

CONCLUSION AND SUGGESTIONS FOR FUTURE RESEARCH

Conclusion

This article built on previous research done by Linde and Henderson (2010), which sought to determine the existence of a psychological contract in a member-union relationship by measuring union and member obligations as well as the state of the psychological contract.

The objective of this present article was to further determine and confirm the union obligations, member obligations and measure the state of the psychological contract in a member-union relationship. The article also sought to introduce union commitment as a factor to the relationship and measure how the state of the psychological contract in a member-union relationship influences union commitment.

The overall findings of this study were that there is a positive relationship between fulfilled union obligations, member obligations and the state of the psychological contract. However, the relationship between member obligations and state of the psychological contract did not have practical statistical significance. This study confirms that when members perceive that the union has fulfilled its obligations and members, it will lead to a fulfilled state of the psychological contract. On the other hand, the study confirms that members seem not to view their obligations as very important in influencing the state of the psychological contract as evidenced by the non-significant correlation between the two variables. Furthermore, a fulfilled state of the psychological contract will lead to increased levels in union commitment. The findings of this study are consistent with the findings of a study by Johari (2014) conducted on predictors of union commitment among the public sector employees. The findings of the study were that, members from the public sector in Malaysia still have high commitment towards their unions despite having challenges such as government regulations. According to Johari (2014) members still show a positive attitude towards unions as their representative and expect the unions to cater for their needs and demands. Similarly members from the public sector in Botswana still portray a positive attitude towards unions and believe that through the collective bargaining power of the union their needs can be better articulated (Motshegwa & Tshukudu, 2012).

The findings of the study generally indicate that under union obligations and member obligations, respondents mostly answered 3 = *Yes but promise half kept*, to a majority of the questions. This indicates that the respondents believe that both the union and members have some obligations towards each other, but do not fulfil them fully. Overall, a majority of the respondents answered 4 = *Yes, promise mostly kept* under the state of the psychological contract and union commitment variables. This

is interpreted to mean that the respondents' state of psychological contract is high and union commitment is high, therefore supporting Hypotheses 1, 2 and 3.

Limitations and recommendations for future research

One limitation is that the data was collected cross-sectionally through self-reporting questionnaires. This could have created bias in the results due to common method variance. Furthermore, the use of cross sectional data does not allow the researcher to test the causality. In future it is recommended that other measurement methods which are objective in nature be used, for example, collecting data from multiple sources, for example union leaders, shop stewards and so on.

Another possible limitation is that the sample group was drawn from a small sample group of employees from only three departments. It would be useful to use a larger and diversified sample group working in a number of Ministries. It would also be useful to identify other professions working for the public sector for example teaching and nursing, who subscribe to different unions from the one used in this study.

The language used in the questionnaires (English) may have also been a limitation to some respondents who are not literate and do not use English as a medium of communication. This category of respondents include labourers, cleaners and so on. In future it will be necessary to translate the questionnaire into a language that is better understood by all respondents.

The findings of this study have highlighted some important areas for possible future research. It is recommended that unions must conduct a study to establish the reasons why the level of trust in unions and union commitment are not as high as expected to be, as indicated by the results.

It will also be useful to conduct another study on a large scale which seeks to determine the number of membership of unions over the years to establish if it is indeed declining as per the Friedrich Ebert Stiftung report (2008).

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CHAPTER 3: PSYCHOLOGICAL CONTRACTS AND UNION COMMITMENT IN A MEMBER-UNION RELATIONSHIP- THE MODERATING EFFECTS OF TRUST

ABSTRACT

The purpose of this study was to examine the influence of trust on the state of the psychological contract and union commitment in a member-union relationship. The study specifically sought to measure the moderating effect of trust between psychological contract and union commitment in a member-union relationship in the public sector of Botswana. The study hypothesised that trust moderates the relationship between state of the psychological contract in a member-union relationship and union commitment and that a fulfilled psychological contract is associated with high levels of union trust and increased levels of commitment to unions by its members. An availability sample of 375 public sector employees was used and descriptive statistical analysis and Pearson's correlation matrix was used to confirm the state of the psychological contract, trust in a union and union commitment. Ordinary least squares regression analysis was conducted to determine how much variance in state of the psychological contract and union commitment is explained by trust in union and union commitment.

Key words: psychological contract, psychological contract breach, trust, union commitment.

INTRODUCTION

Previous studies have linked the psychological contract theory in a member-union relationship to union commitment (Turnley et al., 2004; & Braekkan, 2012) while no known studies have linked the theory of psychological contracts to union commitment and trust in a union.

According to Stringer and Brown (2008) employees mostly join unions to protect themselves against unfair labour practices and ensure that management is fair, and consistent in the application of rules and regulations. It has been confirmed that the

relationship between a member and the union is characterised by a psychological contract (Linde & Henderson, 2010).

According to Kidder (2005), the psychological contract theory is derived from the social exchange theory where relationships are based on exchange, determined by the circumstances under which the relationship exists (Kidder, 2005). Furthermore, Kidder (2005) explains that a relationship between an individual and the organisation may be transactional where the individual is more interested in serving self, thus disregarding aspects of loyalty or commitment. On the other hand, the relationship may be more relational, thus making individuals more loyal or committed to the relationship. The above-mentioned definition of a psychological contract within an employer-employee relationship has been applied to a member-union relationship by several studies which have attempted to explain both the transactional and relational aspects of a psychological contract within a member-union relationship (De Witte et al, 2008; Braekkan, 2012).

De Witte et al. (2008) define the transaction-like aspect of a member-union relationship where the member is obliged to pay a membership fee to the union, in return for representation by the union in employment related matters. In a relational psychological contract the individual expects to be treated in a fair and just manner and be provided with safe working conditions by the employer (Kidder, 2005). On the other hand, the member also has some obligations which include displaying a good attitude towards the union, promoting and portraying the good image of the union and adhering to the rules and regulations of the organisation (Peyrat & Guillard, 2008). According to Del Campo and Jacobson (2010), this promotes a good work relationship.

Individuals will display confidence towards a union if they believe that it will be for the benefit of their own welfare (Frangi & Hennebert, 2015). It is believed that this confidence will influence commitment towards the union. Frangi and Hennebert (2015) continue that this expression of confidence towards the union would often be a result of trustworthiness exercised towards the union. They continue that individuals' confidence towards unions is a result of their own personal experience with the union and their past experience with the union which shapes the beliefs and

attitudes of the members. Lastly, Frangi and Hennebert (2015) indicate that citizens will tend to trust unions when they believe that the values of the union and their own values and goals are similar.

It is perceived that trust plays a very crucial role in moderating the relationship between psychological contracts and union commitment. This study seeks to investigate the level of trust in a member–union relationship and how it moderates the relationship between psychological contracts and union commitment.

LITERATURE REVIEW

Psychological contract in a union-member relationship

Johari (2014) posits that a psychological contract is formed the moment an individual joins an organisation as a result of the interaction of the individual with the organisation. Johari (2014) continues by saying that, an initial basic psychological contract will be brought into reality in the initial three to six months of entering an organisation. Srivastava, (2011) explains that as new entrants become more experienced with the functions of the organisation, their expectations will become more realistic and their own perceptions of the obligations from the organisation will grow.

The psychological contract in a member-union relationship is made up of union obligations and member obligations which are collectively referred to as contents of a psychological contract (Braekkan, 2012). According to De Witte et al. (2008), both parties in a member-union relationship expect the psychological contract to be fulfilled as this enables an effective working relationship. A fulfilled psychological contract refers to a situation where both the union and the members meet their obligations. De Witte et al. (2008) therefore inform that a fulfilled psychological contract leads to positive results such as higher levels of commitment, loyalty and increased creativity from the member.

It is believed that employees generally want an effective employment relationship. Bayazit, Hammer and Wazeter (2004) thus argue that this relationship must be

characterised by transparency, fairness, confidentiality in dealing with sensitive matters, as well as good open communication both ways. Johari (2014) indicates that when the above-mentioned are violated or not fulfilled, the employees will perceive the psychological contract to be breached. This theory has been applied to the studies of psychological contracts in a member-union relationship by Braekkan (2012) who informs that members want fairness and good service from their union.

Psychological contract breach in a member-union relationship

A perceived breach of a psychological contract in a member-union relationship can occur when both parties misunderstand or have a misunderstanding regarding their obligations. (Srivastava, 2011). It is perceived that such a breach can affect the employee's commitment to the union negatively (Turnley et al. 2004). Lapalme, Simard, and Tremblay (2011) argue that this can be attributed to the fact that individuals want to have a fair and balanced relationship with the organisation that they are members of, therefore if members perceive that the union has not fulfilled its obligations they may reduce their own contribution towards the organisation and thus reduce their commitment towards it.

Srivastava (2011) informs that a perceived breach of a psychological contract in a union may not only result in members feeling betrayed or disappointed, but may also be detrimental to the employer as employees may neglect their duties within the organisation, as well as not being willing to defend or protect the union against outside threats. Linde and Henderson (2010) have advanced that psychological contract breach in a member-union relationship can have adverse results which would ultimately affect the general employer-employee relationship. Although it has been determined by several studies that a breach of a psychological contract is undesirable, Givan and Hipp (2002) have posited that a breach of a psychological contract could emanate from the union neglecting its obligations or from the employer making it difficult for the union to deliver on its promises to the members. The Friedrich Ebert Stiftung Report (2008) has also argued that unions may be hampered by certain laws and regulations from the state to deliver on its obligations and hence may be seen as having breached its contract with the member. According

to Turnley et al. (2004), when breach occurs members may perceive that their well-being is not a priority to the union.

When a breach of a psychological contract occurs in a member-union relationship, the results may be negative behaviour from members including loss of trust, diminishing commitment, and intention to quit membership of the union (Braekkan, 2012; Sverke & Goslinga, 2003).

Trust in a union

According to Hope-Hailey, Searle, and Dietz (2012) there has been a steadily growing interest in trust at the organisational level. Hope-Hailey, Searle, and Dietz (2012) continue that trust in any organisation is a two-way relationship, where both the individual and the organisation expect each other to be trustworthy. Trust is therefore regarded as the foundation of most interpersonal relationship theories (Simpson, 2007). Hoell (2004) explains that in this relationship, trust is influenced by several factors including the organisation's systems and processes, the values, management style and the culture of the organisation. Trust in a union is therefore regarded as an important aspect of the member-union relationship.

According to Fang, Palmatier, Scheer, and Li (2008) it is not easy to build trust in institutions, as individuals are expected to trust an impersonal entity with theoretical principles which does not have feelings or emotions. However, Svejnova (2006) informs that institutional trust has the ability to promote public compliance with existing rules and regulations. Serva, Fuller and Mayer (2005) on the other hand also posit that trust in an institution is viewed as more important than interpersonal trust in the modern society as institutions are expected to facilitate the ability for citizens to achieve their goals and perform their day to day activities. According to Khodyakov (2007) this has therefore put some levels of expectation on institutions to perform to the level of satisfaction of the citizens in order to enable the citizens to trust them.

Mayer, Davis, and Schoorman (1995) (as cited in Hoell, 2004) argue that trust involves the willingness of individuals to expose themselves to another. Hoell (2004)

describes trust in an individual or another party as having the characteristics of being able to keep commitments, the ability to negotiate honestly and the ability to avoid taking advantage of the other. Frangi, Hennebert, and Memoli (2014) further explain the four different components of trust as the extent to which an individual believes in the competence of another, the extent to which an individual believes that the other part is concerned about their well-being, the extent to which an individual can sense and appreciate faithfulness to moral principles and acceptable behaviour and lastly the extent to which a party displays consistent behaviour over time.

Simpson (2007) advances that trust encompasses beliefs and expectations that the actions of one partner will have long term benefits to another, particularly where one depends on another for benefits such as job security, remuneration, negotiation and so on, as is the case in a member-union relationship. According to Khodyakov (2007), trust will increase in situations where partners promote the other's interests rather than their own. In addition, Hoell (2004) also informs that trust is expected to increase where the one partner's interests matches those of the other partner and where it is known that both will act in the interests of the organisation. As indicated by Turnley et al. (2004) members have such expectations towards the union, that it should put the members' interest before its own.

Trust in unions depends on the individual's own preference but it can also be influenced by the nature of the union itself (Frangi & Hennebert, 2015). According to Selamoglu and Urhan (2008) individuals will have more trust towards the union if they believe that the unions make a contribution towards their own welfare. Selamoglu and Urhan (2008) continue that individuals will develop more trust towards their unions as a result of their own personal experience with unions in the past. The belief and attitudes acquired will influence how they trust their union (Frangi & Hennebert, 2015). Thirdly, members will tend to trust unions when they believe that they have common values and goals with themselves.

It is believed that, as in any trust based relationship, members will tend to make an emotional investment towards unions (Srivastava, 2011). According to (Zhao, Wayne, Glibkowski & Bravo, 2007) when a breach of trust occurs in such a relationship, the individuals will question the integrity of the organisation and may not

trust the intentions or initiatives of the organisation in the future. Trust is thus regarded as having a bearing on the establishment of commitment, thus making it an important area of study when studying commitment (Hoell, 2004).

According to Jones 1996 (as cited in Khodyakov, 2007) trust in a relationship involves both parties being committed to the relationship, and being alive to the possibility of change in the relationship in the future. Hoell (2004) informs that individuals that are high on trust towards another are more willing to be committed to them and will be more willing to take risks of interacting with those other parties. Henderson (2008) has thus underscored the importance of communication and education in a member-union relationship.

Few known studies have attempted to investigate the role of trust and its relationship to the psychological contract in a member-union relationship especially in the public sector. One such study was conducted by Selamoglu and Urhan (2008) in Turkey, focusing on workers' attitudes and behaviours towards trade unions. This study generally concluded that unions have lost their power and dependability to a certain extent. Another study by Givan and Hipp (2012) on public perceptions on union efficacy, conducted in twenty-four countries on a large-scale, cross-national survey data of 14,733 respondents, revealed that union members and former members viewed unions positively and trusted that they can improve their work conditions. This present study therefore perceives that trust plays an important role in a member-union relationship and that trust moderates the relationship between psychological contract and union commitment in this relationship.

A similar study was conducted by Hoell (2004), on the effect of interpersonal trust and participation on union member commitment. The participants were union officers and officials of a large industrial union in Canada and the United States of America. The study hypothesised that interpersonal trust and participation in a union are positively related to the formation of union commitment. From the review of literature, the study also hypothesised that individuals with great degrees of interpersonal trust and those with positive attitudes have a higher level of union commitment (Hoell, 2004).

Lapalme, Simard, and Tremblay (2011) have also conducted a study suggesting that trust in the organisation mediates the relationship between psychological breach and commitment to the organisation. The study suggests that a perceived breach of a psychological contract can affect trust in the organisations, as it will reflect that the organisation does not respect the worker and does not care about their welfare (affective trust). Lapalme, Simard, and Tremblay (2011) continue that when an organisation does not fulfil its obligations the organisation will appear as unreliable and undependable (cognitive trust).

Union commitment

Commitment in general terms has been defined as the level to which an individual perceives the relationship between themselves and the organisation to be of high quality (Cropanzano & Mitchell, 2005). Gordon et al. (1980) (as cited in Bolton et al., 2007) define union commitment as the level at which a member wants to maintain their union membership, is willing to put their effort in the union and has confidence in the objectives of the union. On the other hand, Bolton et al. (2007) have posited that union commitment has four dimensions. They are (i) union loyalty, which is associated with the pride and awareness of the benefits one acquires as a member of a union, (ii) responsibility to the union, which explains the willingness of a member to perform work for the union, (iii) willingness to work for the union, which explains the level of desire that a member has in voluntarily performing the activities of the union, and (iv) belief in unionism which explains the level of support that an individual has for their union. Of these dimensions, Bolton et al. (2007) explain that union loyalty is the most common and constant in union commitment.

Sverke and Kuruvilla (1995) (as cited in Johari, 2014) view union commitment as a variable with two dimensions. They are the instrumental dimension and the value dimension. According to Sverke and Kuruvilla (1995), the instrumental dimension explains the functional relationship between the members and the union where the member mainly views the union as being beneficial to them through the relationship of a cost and value nature. The value dimension also informs that the member views the goals and ideology of the union as similar to the member's values. Instrumental commitment is likely to be short-lived as compared to value commitment, which is

seen as more long lasting (Snape & Redman, 2007). Johari (2014) informs that these relationships will determine or influence the member's commitment towards the union.

According to Cropanzano and Mitchell (2005) union commitment exists within a social exchange relationship where a mutual exchange of social and emotional benefits occurs. Srivastava (2011) posits that in a member-union relationship, the employee will demonstrate commitment towards the union, in exchange for support from the organisation. The theory of union commitment has become an important aspect to study in these times when the demographics of unionism have been experiencing some changes across the world (Bolton et al., 2007).

Based on the above, the study of union commitment in a member-union relationship has thus sparked interest which has resulted in a number of studies including a study by Turnley et al. (2004) on the relationship between psychological contract breach and union commitment in unionised employees. This study investigated the psychological contract between an employer and employee and that when the employee perceives that the organisation has not fulfilled the psychological contract it can lead to increased union commitment. Another study on union commitment by Srivastava (2011) sought to present and define the process by which union commitment and union loyalty are developed and maintained by trade unions. The findings of the study were that organisational commitment mediated the effect of job satisfaction on union commitment.

The main objective of this paper is to investigate the moderating role of trust between psychological contract and union commitment in a member-union relationship. The study proposes that a fulfilled psychological contract is positively related to increase in union commitment and that trust in a union moderates this relationship.

RESEARCH DESIGN AND APPROACH

Research approach

This study is quantitative in nature and it is both descriptive and confirmatory. The data analysis was done by descriptive analysis by IBM SPSS Version 22 (Arbuckle, 2013). Pearson's correlation matrix was used to confirm the relationship between the three variables, that is state of the psychological contract, trust, and union commitment (Arbuckle, 2013).

Participants

The respondents constituted a mixed occupational group from all cadres and levels across the Departments. 375 usable responses were received against a targeted population of $n = 500$ thus constituting a response rate of 75%. The sample group represents people from different age groups who have been members of a union for two years or more. This was the same sample group used to answer the questionnaire for Article 1.

Measuring instruments

State of the psychological contract. A questionnaire with seven items developed by Linde and Henderson (2010) was used to measure state of the psychological contract. Cronbach's alpha coefficient (α) for Linde and Henderson's (2010) study was 0, 92. Cronbach's alpha coefficient (α) for this present study is 0, 70. Respondents were requested to state their feelings and perceptions concerning the status of their current relationship on a five point scale ranging from 1 to 5. The responses ranged as follows: 1 = *Strongly disagree*, 2 = *Disagree somewhat*, 3 = *Neither agree nor disagree*, 4 = *Agree somewhat* and 5 = *Strongly agree*.

Trust in a union. A questionnaire with six items adapted from the Selamoglu and Urhan (2008) study was used to measure trust in a union. Cronbach's coefficient (α) for Selamoglu and Urhan's (2010) study was 0, 87. Cronbach's coefficient (α) for this present study was 0, 77. Respondents were requested to state their feelings and perceptions concerning the status of their current trust in a union on a five point scale ranging from 1 to 5. The responses ranged as follows: 1 = *Strongly disagree*, 2

= *Disagree somewhat*, 3 = *Neither agree nor disagree*, 4 = *Agree somewhat* and 5 = *Strongly agree*.

Commitment to the union. A questionnaire with 9 items adapted from Bayazit, Hammer and Wazeter (2004) was used to measure union commitment. Cronbach's alpha coefficient (α) for this variable is 0, 73. Cronbach's alpha coefficient (α) was 0, 89 for Bayazit, Hammer and Wazeter (2004). Respondents were requested to state their feelings and perception concerning the status of their commitment to the union on a five point scale ranging from 1=*Strongly disagree* to 5= *Strongly agree*.

Research procedure

A total number of 573 self-completion questionnaires were distributed and respondents were given five days to complete the questionnaire and return it to a box provided by the reception desk in their respective Departments. The target sample was 500. Out of this number only 375 usable questionnaires were used. The questionnaire had five sections namely: Biographical data (3 items), union obligations (24 items), member obligations (22 items) state of the psychological contract (7 items), Trust in the union (6) and Commitment to the union (9). This same questionnaire was used for both Article 1 and Article 2 and it was completed in one session by the respondents. The questionnaire contained variables for both Article 1 (union obligations, member obligations, state of the psychological contract and union commitment) and Article 2 (trust in the union).

Statistical analysis

The statistical analysis of this study was done by means of the SPSS programme. IBM SPSS version 22 (Arbuckle, 2013). The data was analysed by using descriptive statistics, (e.g. mean, standard deviation). The Cronbach alpha coefficients were used to determine the reliability of the constructs being measured and effect sizes were used to determine the practical significance of the results (Byrne, 2013). A cut off point of 0, 30 (medium effect) and 0, 50 (large effect) were set for the practical significance of the correlation coefficients (Byrne, 2013). Ordinary least squares

regression analysis was conducted to determine how much variance in state of the psychological contract and union commitment is explained by trust in union.

Table 7:

Frequencies and descriptive statistics for trust in the union (n= 375)

Item	No		Yes			Mean	Standard deviation
	1	2	3	4	5		
	%	%	%	%	%		
D1.I trust union representatives to protect my/ union interests	3,5	16	38,7	33,3	8,5	3,27	,949
D2.I trust union leadership to protect my/union interests	3,7	10,4	39,5	39,2	7,2	3,36	,899
D3.My union duly informs about its activities/decisions/policies	1,9	7,5	22,1	56,8	11,7	3,69	,844
D4.Union provides support and representation in work related matters	2,9	7,2	26,7	44,3	18,9	3,69	,956
D5.I trust my union financial decisions and policies	2,9	11,2	30,9	43,7	11,2	3,49	,936
D6.I trust my union to protect my interests as a member	2,7	7,7	22,7	44,5	17,3	3,66	,942

As reflected by Table 7 the majority of the responses lie at 4 = *agree somewhat* which indicate that respondents trust their union somewhat. The highest response was for item (D3) where 56,8% of the respondents answered 4 = *agree somewhat* to the question *my union informs about its activities/decisions/policies*. This reflects that members are somewhat satisfied with the communication between themselves and the union regarding the union's decisions. The mean for this variable is 3,53, which generally indicates that the respondents have trust towards their union but the trust is not very strong.

Table 8:

Correlation between state of the psychological contract, trust and union commitment

Variable	M	SD	α	1	2	3
1.State of the psychological contract	3,52	6,039	0,70	-	,472**	,398**
2.Trust in union	3,53	5,526	0,77	,472**	-	,438**
3. Union commitment	3,73	8,509	0,73	,398**	,438**	-

Pearson's correlation was run between the three variables state of the psychological contract (C) Trust in the union (D) and union commitment (E). The results of Table 8 indicate that correlations between all the variables are positive and significant with a medium effect. The Cronbach alpha coefficients for the variables are all above 0, 70, indicating the reliability of the findings. According to Byrne (2013) a Cronbach alpha coefficient of > 0, 70 indicates high reliability of the findings. These correlations indicate that there is a positive relationship between the three variables, and that trust moderates this relationship.

Table 9:

Ordinary Least Squares Regression Results

	Coefficient	Standard Error	P-value
Psychological contract(PC)	-1,029	,244	0,000***
Trust in union (TU)	-0, 924	,226	0,000***
PC * TU	0,349	,065	0,000***
Constant	6,231	,828	0,000***
Number of observations	375		
R^2	0,294		
Adjusted R^2	0,288		
F-Statistic	51,453		0,000***

*** *Statistically significant at 1 per cent*

Table 9 above presents the regression results. The R^2 estimate of 29% indicates that the state of the psychological contract and trust in union explained about 29% of total variation of union commitment. The F-statistics are also highly significant ($p < 0.001$), implying that the explanatory variables (state of the psychological contract and trust in union) jointly exert significant influence on union commitment. The results further revealed that state of the psychological contract is inversely related to trust in the union at $\beta = -0, 980$ and is highly significant at $p < 0, 001$. Trust in union is also

statistically significant at $p < 0,001$ and is inversely related to union commitment at $\beta = -1,087$. These variables cannot therefore be viewed as predictors of union commitment as the results do not support the hypotheses H5 (Trust in a union moderates the relationship between psychological contract and level of union commitment in a member-union relationship) and H6 (High levels of trust in a union are positively related to high levels of union commitment).

CONCLUSION AND SUGGESTIONS FOR FUTURE RESEARCH

Discussions

The findings of this article build on to Article 1 of this study, which sought to confirm the union obligations, member obligations, state of the psychological contract and the relationship between state of the psychological contract and union commitment in a member-union relationship.

The objective of this present article was to determine the relationship between the state of the psychological contract, union commitment and trust in the union. The study sought to find out if trust in a union does moderate the relationship between psychological contract and union commitment as hypothesised.

Hypothesis 4 proposed that a fulfilled state of the psychological contract is associated with increased levels of trust in unions. Correlation between the two variables was practically significant with a medium effect at 0,47. The regression analysis results indicate that the relationship between the two variables is highly significant at $p < 0,001$ and that state of the psychological contract is inversely related to trust in the union at $\beta = -0,980$. This therefore means that Hypothesis 4 was not supported.

Hypothesis 5 proposed that trust moderates the relationship between psychological contract and level of commitment to the union. Although there was positive correlation between the variables at 0,43 which indicated practical statistical significance with a medium effect. The regression analysis showed that both trust in union and state of the psychological contract are inversely related to union commitment therefore they cannot be viewed as predictors of union commitment. Hypothesis 5 was therefore not supported.

Hypothesis 6 proposed that high levels of trust in a union are positively related to high levels of union commitment. The correlation between the two variables was 0,43, however, the regression analysis showed that trust in union is statistically significant at $p < 0,001$ and is inversely related to union commitment at $\beta = -1,087$. Hypothesis 6 was therefore not supported.

Each of the variables measured in this study had a Cronbach alpha coefficient of above 0,70, therefore indicating reliability of the findings. According to Byrne (2013) a Cronbach alpha coefficient of $> 0,70$ indicates high reliability of the findings.

Limitations and recommendations for future research

One limitation is that the sample group was drawn from a small sample group of employees from three Departments. It would be useful to use a larger and diversified sample group working in a variety of Ministries. It would also be useful to identify other occupations working for the public sector, who do not subscribe to the union that has already been used in this study. According to Bayazit and Hammer (2004), observations from one organisational group may at times give results that are more similar as compared to observing people from different groups.

Another limitation could be that an overlap occurred in the questions between the two variables *trust in union* and *union commitment* making the two scales too close and therefore making it difficult to measure the two concepts autonomously.

A third possible limitation could be that the sample group was drawn from employees who have been members of a union starting from two years to over twenty. It is assumed that the length of membership might have an influence on the level of trust and commitment to the union. In future it may be useful to conduct a study within a group who have been members for around the same number of years for consistency.

The results of this study generally indicate that the respondents did not completely confirm that they trust the union representatives' leadership or trust the union to provide support and representation in work related matters. The general results also

reveal that trust in union does not moderate the relationship between psychological contract and union commitment. As union commitment has been observed to be high, it can be assumed that members do not generally feel that they have to trust the union in order to be committed to it, thereby questioning whether there are other reasons apart from trust that influences commitment to the union.

Although the level of trust is indicated as slightly high as per the mean of this variable, the union, on the other hand, has to work on building trust between the representatives, leadership and the members. There is also a need to establish why members do not believe that the union can support and represent them in work related matters.

It is suggested that another study be carried out by unions to determine why levels of trust from members seem to be on the average side and find out what could be done about it. A further study is also recommended on state of the psychological contract, trust in union and union commitment to provide further clarity on the unexpected results which show that trust does not moderate the relationship between psychological contract and commitment to the union.

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CHAPTER 4: DISCUSSIONS, CONCLUSION, LIMITATIONS AND RECOMMENDATIONS FOR FUTURE RESEARCH

INTRODUCTION

The importance of a psychological contract is mainly regarded as the prerequisite to reduce insecurity in any form of relationship, as it fills the gaps left by a formal written contract. A psychological contract is regarded as an instrument that can shape the behaviour of individual employees as they may adjust their behaviour towards an organisation based on the obligations and promises that the organisation has extended towards them. It also gives the employees a sense of belonging in that they will believe that they have a say in what happens to them within an organisation (Lapalme, Simard & Tremblay, 2011).

Following the importance of a psychological contract in any given relationship, especially an employer–employee relationship, this concept has been extended to a member-union relationship by recent studies from Turnley et al. (2004), De Witte et al. (2008) and more recently, Linde and Henderson (2010). These studies have proven the existence of a psychological contract within a member-union set-up. Linde and Henderson (2010) have gone further to establish and spell out the union and member obligations as contained in this psychological contract. Braekkan (2012) has argued that the psychological contract within a member union relationship is an important area of study as it has an influence on the overall employee-employer relationship.

Discussion

The main study is made up of two separate articles which are complementary to each other. Article 1 (Chapter 2) builds on to Article 2 (Chapter 3) and both Articles build on to the main study which is to investigate the influence of trust in a member-union relationship in the public sector of Botswana.

Objective 1- Article 1

The objective of Article 1 was to determine the union and member obligations in a psychological contract, the state of the psychological contract and further investigate how the state of the psychological contract in a member-union relationship affects union commitment from union members in the public sector of Botswana.

A quantitative study was conducted through a questionnaire containing 3 items for the biographical data and 68 items for five variables. The questionnaire was adapted from Linde and Henderson (2010). Respondents were asked to rate their responses on a scale of 0 to 6 for two variables namely, union obligations and member obligations. For the remaining variables, state of the psychological contract, union commitment and trust in the union, respondents had to rate their responses on a scale of 1 to 5. Cronbach alpha (α) for all five variables was between 0,70 and 0,84 which makes the findings reliable and valid. According to Byrne (2013) a Cronbach alpha (α) above 0,70 is regarded as valid and reliable.

The findings of this study confirmed what the Linde and Henderson (2010) questionnaire established as union and member obligations. This study further went on to confirm that both union officials and members perceive the union obligations as confirmed by Linde and Henderson (2010) as correct. This study had measured union obligations from members while the Linde and Henderson (2010) study had measured union obligations from union officials.

On member obligations, the findings confirm that respondents mostly agreed with the member obligations as stated by the questionnaire. The highest percentage of respondents who answered *No = 0* was 22,1% for item B1 "*To report work related problems to your union*" and a further 19,5% recorded a response of *No = 0* to the question "*exert a positive attitude towards your union*". These findings indicate that a considerable percentage of respondents do not feel that they have to report work related problems or to exert a positive attitude towards their union. This creates an interest in the question why the respondents have joined the union.

Findings on the state of the psychological contract generally indicate that the respondents have confidence towards their union to protect their interests and to keep its promises and commitments, which is interpreted to mean that the psychological contract between the two is perceived as fulfilled. The mean for this variable is 3, 52. The mean for the union commitment variable was recorded as 3, 73, indicating that the respondents are generally committed towards their union. Correlation between state of the psychological contract and union commitment items was positive at 0, 39. Therefore the hypothesis that fulfilment state of the psychological contract is related to increased levels of union commitment is supported even though the relationship is not very strong.

Objective 2 (Article 2)

The main objective of this study was to investigate the moderating role of trust between psychological contract and union commitment in a member union relationship. This article was built on the findings of Article 1 and introduced trust as a moderating factor in the relationship between state of the psychological contract and union commitment. The study proposed that a fulfilled psychological contract is positively related to increased union commitment and that trust in a union moderates this relationship.

The findings of this Article indicate that the correlations between all the variables are positive and significant with a medium effect. The findings of the descriptive statistics, however, indicate that a majority of the respondents mostly answered 3 = *Neither agree nor disagree* to items D1, D2 and D4 (*trust in a union*) which indicates that the respondents did not confirm that they trust the union representatives, leadership or trust the union to provide support and representation in work related matters. This indicates that trust levels are not very high and that the union needs to work on this aspect. There is also a need to establish why members do not believe that the union can support and represent them in work related matters.

On the other hand, the least squares regression model revealed that state of the psychological contract and trust in union jointly have a significant influence on union commitment. However, individually the two dependent variables (state of the

psychological contract and trust in union) are inversely related to union commitment and as such cannot be regarded as predictors of union commitment.

LIMITATIONS

One perceived limitation could be that it was established that respondents subscribe to one major union federation BOFEPUSU and therefore generalising the results to the rest of the public sector who subscribe to other unions could pose a problem.

Another limitation is that the sample group was drawn from a small sample group of employees from three Departments. It would be useful to use a larger and diversified sample group working in a variety of Ministries. It would also be useful to identify other occupations working for the public sector, who do not subscribe to the union that has already been used in this study.

The third limitation could be that the sample group was drawn from employees who have been members of a union starting from two years to over twenty. It is assumed that the length of membership might have an influence on the level of trust and commitment to the union. In future it may be useful to conduct a study within a group who have been members for around the same number of years.

SUGGESTIONS FOR FUTURE RESEARCH

As indicated earlier in this study, it has been suggested by the Friederich Ebert Report (2008) that union membership in the country in public sectors is low. These findings were also confirmed by Motshegwa and Tshukudu (2012).

Although the findings of this study indicate that the state of the psychological contract, union commitment and trust are positive, it will therefore be interesting to do further research on why membership numbers are declining. It is recommended that another study be conducted on the relationship between state of the psychological contract, trust in a union and intention to quit the union to determine or investigate the reasons why union membership is declining and if this this can be attributed to members quitting the union.

It may also be important to conduct another research on the three variables to establish why Hypotheses 4, 5 and 6 were not supported as well as to test the measurement model used. Another important factor will be to establish if the wording of the questionnaires did not influence bias in the responses. For example, more neutral wording is suggested for questions such as to *Participate in unprotected (illegal) union actions* and *It is the duty of every member to take the risk of filing a grievance against the employer with the union.*

CONCLUSION

This is the first known study conducted on the influence of trust in a member-union relationship in the public sector of Botswana which measured obligations for the union and members, state of the psychological contract, trust in the union and union commitment. This study is regarded as a first in that at the beginning it was not clear if respondents were aware that as members of a union, there are some obligations from both themselves and the union that govern the relationship. It was also not clear to the members that as members of a union there exists a psychological contract between them and the union. The findings of the study also suggest that members may not be conversant with some of the responsibilities of the union and regard it as an entity where they can apply for financial loans, as opposed to using it as a mediator between themselves and the employer in labour related matters. This is supported by the negative response to the question *to report work related matters to the union.* It is perceived that a large knowledge gap on the part of members regarding the responsibilities of a union still exists and should be closed. These results may thus be used as an opportunity for unions to conduct a similar research of their own and establish the gaps with a view to address them. Johari (2014) argues that to avoid psychological contract violation, employers need to deliver on their obligations for example long term job security, training and development, a conducive work environment. The same can be applied to a union.

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Appendix A- Questionnaire

The influence of trust in a member-union relationship questionnaire

This questionnaire forms part of a study attempting to determine the influence of trust on the member-union relationship in the public sector of Botswana. Your response in this questionnaire is confidential and will be kept anonymous, thus there is no need to fill your personal details anywhere. The questionnaire consists of 71 items, each of which you have to complete on a scale of 0 to 5 (union and member obligations) and 1-5 (state of the psychological contract, trust and union commitment) by marking your applicable answer with an X into the relevant box. Please be informed that this is a voluntary study and your participation should be on your own consent.

Please complete the questionnaire as honestly as possible. Start with the "BIOGRAPHICAL INFORMATION" below, followed by the sections marked: "UNION OBLIGATIONS", "MEMBER OBLIGATIONS", "STATE OF THE PSYCHOLOGICAL CONTRACT", "TRUST" AND "UNION COMMITMENT".

Thank you very much for your time and participation!

BIOGRAPHICAL INFORMATION	
Age	
Length of employment	
Length of union membership	

	Question	Type X into the most-applicable box					
		0 No	1 Yes, but promise not kept at all	2 Yes, but promise only kept a little	3 Yes, but promise half kept	4 Yes, promise mostly kept	5 Yes, promise entirely kept
A	UNION OBLIGATIONS: Below is a list of some promises and commitments that unions sometimes make to their members. Please consider each of the listed, whether such a promise has been made by your union, either formally or informally, and the extent to which it has been fulfilled.						
1	To keep you informed with regard to union activities, meetings and decisions						
2	To keep you informed with regard to negotiations relevant to your occupation						
3	To answer to labour related questions you might have						
4	To provide personal direct contact with union officials						

	Question	Type X into the most-applicable box					
5	To provide union related information on a regular basis						
6	To consult you with regard to decisions pertaining to negotiations						
7	To consult you with regard to decisions within the union itself						
8	To negotiate on your behalf for better conditions of service						
9	To advise in any legislative and occupational matters						
10	To protect your human rights						
11	To protect your occupation						
12	To provide labour law assistance and representation						
13	To participate in protected (legal) industrial action						
14	To mediate grievances between yourself and your employer						
15	To mediate disputes between yourself and your employer						
16	To promote union influence						
17	To handle problems in a speedy and timely manner						
18	To be reliable and stand behind its members						
19	To promote the collective and individual interests of their members						
20	To treat all members in a fair and uniform manner						
21	To conduct itself in a professional manner						
22	To handle problems with confidentiality and remain trustworthy						
23	To assist in the empowerment of members						
24	To provide extra services and membership benefits						

	Question	Type X into the most-applicable box					
B	MEMBER OBLIGATIONS: As a member of a union, there are certain promises that you have towards your union. Below is a list of some of those. Please consider if you have made such a promise either formally or informally and the extent to which it has been fulfilled.	0 No	1 Yes, but promise not kept at all	2 Yes, but promise only kept a little	3 Yes, but promise half kept	4 Yes, promise mostly kept	5 Yes, promise entirely kept
1	Report work related problems to your union						
2	Stay informed with regard to union's activities and meetings						
3	Stay informed with regard to changes in your occupation						
4	Provide feedback to your union						
5	Keep your union up to date with your personal information						
6	Exert a positive attitude towards your union						
7	Respond to union requests						
8	Support your union						
9	Be loyal to your union						
10	Promote your union						
11	Protect the views and constitution of your union						
12	Adhere to union requirements						
13	Maintain a professional conduct in your occupation						
14	Maintain a high quality of work in your occupation						
15	Participate in protected (legal) union activities						
16	Participate in unprotected (illegal) union actions						
17	Attend union meetings						
18	Attend union arranged workshops						
19	Utilise services provided by your union						
20	Follow recommendations provided by your union						
21	Know and implement new policies and procedures adopted by your union						
22	Pay your monthly membership fee						

C	STATE OF THE PSYCHOLOGICAL CONTRACT	1	2	3	4	5
	Please answer the following questions:	Strongly disagree	Disagree somewhat	Neither agree nor disagree	Agree somewhat	Strongly agree
1	I trust my union to look after my best interests.					
2	Overall do you feel that the union has the ability to protect you and your rights?					
3	Do you feel that changes in the union are implemented fairly?					
4	Do you trust your union to keep its promises or commitments to you and other members?					
5	I trust my union's financial decisions and policies.					
6	In general, does your union conduct themselves as you would expect them to?					
7	Overall, would you say that the communication between yourself and your union is sufficient at present?					

	Question	Type X into the most-applicable box				
D	TRUST IN THE UNION	1	2	3	4	5
	Please answer the following questions:	Strongly disagree	Disagree somewhat	Neither agree nor disagree	Agree somewhat	Strongly agree
1	I trust my union representatives to protect my interests and those of the union.					
2	I trust my union leadership to protect my interests and those of the union.					
3	My union duly informs me about its activities, decisions and policies.					
4	My union provides support and representation in work related matters.					
5	I trust my union's financial decisions and policies.					
6	I trust my union to protect my interests as a member.					

E	COMMITMENT TO THE UNION	1	2	3	4	5
	Please answer the following questions:	Strongly disagree	Disagree somewhat	Neither agree nor disagree	Agree somewhat	Strongly agree
1	Deciding to join the union was a smart choice on my part					
2	I talk about the union to my colleagues as a great organisation to be part of					
3	Based on what I know, and what I can expect in the future, I plan to be a member of this union for the rest of the time I am a government employee					
4	I have a lot of loyalty towards my union					
5	I will do any special work to help the union					
6	I am willing to put in a great deal of effort to make the union successful					
7	My values and those of the union are very similar					
8	It is the duty of every member to make the union successful					
9	It is the duty of every member to take the risk of filing a grievance against the employer with the union					

Appendix B

P.O. Box 112
Thamaga
Botswana

14 August 2015

Director
Department of Mines
Private Bag 0049
Gaborone

Dear Sir,

REQUEST TO CONDUCT SURVEY ON EMPLOYEES UNDER DEPARTMENT OF MINES

The above subject matter refers.

- As part of the requirements for my qualification towards Masters in Labour Relations Management, I am to undertake a study titled **“The influence of trust on the member-union relationship in the public sector of Botswana”**

The study is targeting unionised employees of the Government of Botswana. This is a voluntary and anonymous study and individual respondents will not be coerced to participate and will only do so on their own consent. Information will be gathered by way of a questionnaire containing 71 items. On average it will take 15-20 minutes to complete the questionnaire.

This study is purely for academic purposes and results will be kept confidential and not be used for any private or public publication.

I therefore request permission to conduct the study on MMWER employees under the Department of Mines. If allowed the study will be conducted from 17-21 August 2015. Questionnaires will be collected from the reception desk and returned to same to avoid disrupting the normal activities of the organisation. Respondents will be given the whole week to complete and return the questionnaire.

I attach the questionnaire and letter of ethical clearance from North West University for ease of reference.

Yours faithfully,

Malebogo Faith Moilwa