



**THE ROLE OF TRADE UNIONS IN ENHANCING
WORK ENGAGEMENT, WORK COMMITMENT, JOB
SATISFACTION
AND JOB PERFORMANCE IN A GOVERNMENT
INSTITUTION**

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DECLARATION

I, Malebogo Mogotsi, declare that the thesis titled '**The role of Trade Unions in enhancing work engagement, work commitment, job satisfaction and job performance in a Government Institution**' is submitted in fulfilment of the requirements the degree Philosophiae Doctor in Labour Relations Management. I further declare that this is my own work and that the source of all material used herein is acknowledged.

The reference and the editorial style prescribed by the Publication Manual (6th edition) of the American Psychological Association (APA) were used in this thesis.

This thesis is submitted in the format of five research articles.

Signature

Date

DEDICATION

This thesis is dedicated to fellow students, the supervisor, editor, and most importantly the scholars whose literature helped me to better understand the research topic. I also dedicate the research to my colleagues, friends, the Mogotsi family and related surnames, my long-time lover, and son. Thank you for the continuous support and endless prayers.

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“The best gift I can give you is education, for wealth can vanish but education will stay with you for the rest of your life.” George Mothibi Mogotsi (Father)

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LIST OF ACRONYMS

CFA	Confirmatory Factor Analysis
CFI	Comparative Fit Index
COSATU	Congress of South African Trade Unions
FEDUSA	Federation of Union of South Africa
KMO	Kaiser-Meyer-Olkin Measure
MSQ	Minnesota Job Satisfaction Questionnaire
NACTU	National Council of Trade Unions
NEHAWU	National Education Health and Allied Workers Union
NFI	Normed Fit Index
OCQ	Organisational Commitment Questionnaire
PMDS	Performance, Management and Development System
PSA	Public Servants Association of South Africa
PSCBC	Public Service Coordinating Bargaining Council
RBHQ	Role-Based Performance Questionnaire
RBPS	Role Based Performance Scale
SADTU	South African Democratic Teachers Union
SAFTU	South African Federation of Trade Unions
SEM	Structural Equation Modelling
SPSS	Statistical Package for the Social Sciences
SRMR	Standardized Root Mean Square Residual
UWES	Utrecht Work Engagement Scale

ABSTRACT

During the apartheid era, trade unions fought for the improvement of living and working conditions of workers and the demise of the apartheid regime. The dawn of democracy and the ever-changing world of labour relations require trade unions to consider their role at the workplace so as to stay relevant and attract new members. The main objective of this research was to determine the role of trade unions in enhancing work engagement, work commitment, job satisfaction and job performance in a Government Institution.

A quantitative design was followed and the research was classified as cross-sectional. The questionnaires were distributed to participants randomly in the Government Institution over a period of one year, 2017. The adapted Utrecht Work Engagement Scale, Organisational Commitment Questionnaire, Short form of Minnesota Job Satisfaction Questionnaire, and Role-Based Performance Questionnaires were administered.

Statistical analysis was conducted using the Statistical Package for the Social Sciences and Statistical Analysis System. The reliability of the measuring instruments was determined by means of Cronbach Alpha Coefficients, and the validity was confirmed using Confirmatory Factor Analysis through Structural Equation Modelling. The Kaiser Mayer Oklin was used as a prerequisite for conducting Confirmatory Factor Analysis. Factorability of the correlation matrix was checked using the Bartlett's test of sphericity and Spearman's rank correlation (r) was used to determine the relationship between variables.

The results showed that trade unions were not enhancing work engagement at the Government Institution during 2017. The results also showed that 57.6% of the participants slightly disagreed that trade unions enhanced work commitment of employees at the Government Institution. The results showed that 53.6% of the participants were somewhat satisfied with the contribution of trade unions on job satisfaction at the Government Institution. In addition 22.5% of the respondents were satisfied that their trade unions were ensuring that they are satisfied at the Government Institution. The results showed that 54% of the respondents slightly disagreed that trade unions were contributing towards job performance at the Government Institution.

The results further showed that there were positive ($r>0.5$) correlations between work engagement, work commitment, job satisfaction and job performance. Furthermore the results showed that there were strong ($r>0.5$) positive correlations between work engagement, continuance commitment and normative commitment thus signifying that work engagement is positively related to all the dimensions of commitment contrary to what was found in literature. The final results showed that a model for the role of trade unions on work engagement, work commitment, job satisfaction, and job performance can be developed based on the relationship between the variables.

The recommendations were that there should be meaningful consultation between trade unions and management on matters that affect employees such as organisational culture as this can have a positive longer-term impact on employee engagement. Trade unions should contribute to a labour relations environment that is conducive entailing lesser strikes and more constructive engagement as this may have a positive impact on commitment level of employees.

In order to enhance job satisfaction trade unions should engage management to give employees opportunities to make use of their abilities so that they can develop. Trade unions and management should ensure that employees get along with each other as conflict is one of the greatest source of dissatisfaction at work. It was further recommended that Trade unions should monitor that employees who perform above expectation are recognised and awarded. Given the low response rate of shopstewards it was recommended that trade unions should ensure that shopstewards are elected at the Government Institution.

Keywords: Government Institution, job performance, job satisfaction, trade unions, work engagement

CHAPTER 1

INTRODUCTION TO THE STUDY

1.1 INTRODUCTION

The complicated nature of trade unions has rendered them to be an important topic of investigation in a variety of research fields (Card, Lemieux, & Riddell, 2004). According to Bendix (2010), "any attempt to understand labour relations processes, necessitates an understanding of trade unions, of what they are, what they try to achieve, and what methods and strategies they utilize and how they are organized".

A trade union is defined in the Labour Relations Act (No. 66 of 1995, 255) as "an association of employees whose principle purpose is to regulate relations between employees and the employer including any employers' organisation, and who may act during any dispute and or matter in its own interest, on behalf of its members and in the interest of any of its members".

There are three main trade union federations in South Africa, namely the Congress of South African Trade Unions (COSATU), the Federation of Union of South Africa (FEDUSA) and the National Council of Trade Unions (NACTU). COSATU is the largest federation with 1.8 million workers from 21 affiliates each having an average of 50 000 members (COSATU, 2012). FEDUSA is the second largest federation, while NACTU is the third largest. It remains to be seen how the numbers will be affected in time with the emergence of the new federation launched in April 2017, the South African Federation of Trade Unions (SAFTU).

Most employees in the public sector are members of trade unions such as the Public Servants Association of South Africa (PSA), National Education Health and Allied Workers Union (NEHAWU) as well as the South African Democratic Teachers Union (SADTU). In the 2014/15 Annual Report it is claimed that the PSA represented more than 228 000 employees in the public sector as at 29 July 2015. NEHAWU represents 260 738 members, while SADTU represents 251 276 members across the Public Service (COSATU, 2012:6). SADTU is the largest union in the Public Service Coordinated Bargaining Council (PSCBC) (PSC, 2011). In the Government Department participating in this research study the PSA represents 1352 members, while NEHAWU represents 1175 members.

According to Venter (2010), trade unions were formed primarily to deal with increasing pressures and the hegemony of the employers in the workplace. Utilizing their strength in solidarity, trade unions aim to protect and promote the general interest of their members. Furthermore, trade unions also have a wider role to play in the society such as engaging with different stakeholders including the state, business, and community presenting its members' broader socio-economic and political interest.

The role of trade unions in the workplace is to contribute towards improving the living and working conditions of their members. Thus trade unions minimize unfair discrimination at the workplace, provide a platform for member participation and expression, improve employee relations, and create a sense of job security for its members. They also improve worker promotion and training and helps in improving levels of production, productivity, and discipline. Furthermore, they negotiate for wages and benefits such as medical, housing, and pension through the collective bargaining process. Unions represent members in grievances, misconduct and dispute cases (Bolton, Bagraim, Witten, Mohamed, Zvobgo, & Khan, 2007).

The relationship between the employer and trade unions is in most cases complicated by competing interests. Employers want employees to increase production, while trade unions want to safeguard their members from exploitation by the employer. Trade unions are also there to ensure that members have greater benefit from their increased production. Adverse relationships often results in dissatisfaction which manifests itself into disputes, strikes, and industrial action (Bhorat, Naidoo, & Yu, 2014).

The ever-changing world of employee relations calls upon trade unions to do more during the collective bargaining process to ensure that employees are productive. Hence the imminent challenge is that unions do not understand that by virtue of representing members at the workplace they form part of the tripartite relationship and it is this sound relationship that ensures the success of an organisation (Hoole & Bonnema, 2015).

Trade unions are expected to work with the employer to ensure that workers are engaged and committed as this will result in high performance and satisfaction of employees and ultimately the success of the organisation (Lincoln & Booth, 1993).

Research conducted by Hoole and Bonnema (2015) has shown that work engagement has become an important predictor in determining organizational outcomes and has been associated with business success. Thus an engaged workforce may potentially enhance the competitive

edge required in the current economic landscape. Trade unions should, therefore, assist employees in crafting their jobs so that employees may be able to increase their personal fit and to experience enhanced meaning in their work (Bakker, 2011).

Research by Lumley, Coetzee, Tladinyane, and Ferreira (2011 p. 105), has also shown that “the more an employee has a positive attitude towards the organisation the greater the individual's acceptance of the goals of the organisation and their willingness to exert more effort on behalf of the organisation”.

The study will determine whether trade unions are doing enough to ensure that employees put sufficient effort in their work for the success of the organisation. The study will establish the role of trade unions in enhancing job satisfaction. Empirical evidence shows that when employees are not satisfied with the tasks assigned to them they may become uncertain with their roles and this may result in many grievances being lodged and the working environment may also be unsafe because strikes may ensue (Clark, 1997).

There are many factors that may determine job satisfaction such as organisational policies and working arrangement, work characteristics, working conditions, career advancement and aspects relating to appraisal packages (Walker, 1980). All these determinants of job satisfaction may be influenced in favour of employees by trade unions through collective bargaining. Employees may feel separate from the organisations and may not put in the effort expected from them according to their contracts of employment and performance agreement and this may have a negative impact of service delivery (Clark, 1997). Furthermore, when employees are dissatisfied they may not be cooperative at the workplace thus resulting in them being charged with misconduct and ultimately dismissed for insubordination, failure to carry out instructions given to them or on account of poor work performance (Gu & Chi, 2009).

The study will also establish the direction of the relationship between trade unions and job performance and what trade unions can do to enhance the behavioural and outcome aspects of job performance at the workplace. The study aims to answer what trade unions can do to ensure that employees adapt to changes in the workplace (their role in adaptive performance). Research has shown that employees with a high performance usually get promotions more easily and have better career advancement opportunities than others with low performance (Van Scotter, Motowildo, & Cross, 2000).

According to Che Rose, Kumar, and Gani (2008), trade unions are operating in an environment where change is imminent and are faced with the necessity to adapt to the ever-changing and evolving economic, technological, political, social, and legislative environment. Thus the failure of trade unions to understand their role in work engagement, work commitment, job satisfaction and job performance is arguably one of the factors resulting in a decline in union membership and union density.

The key issue is whether South African trade unions, more especially those operating within the public sector, understand their role in enhancing work engagement, work commitment, job satisfaction and job performance. The aim of the study is to determine whether a connection exists in relation to trade unions and each of the variables of the study being, work engagement, work commitment, job satisfaction and job performance in a Government Institution. The study will also determine if there is a correlation between the four variables and establish the strength or weakness thereof.

1.2 BACKGROUND

This research study five constructs, namely trade unions, work engagement, work commitment, job satisfaction, as well as job performance. A brief history of trade unions in South Africa will be presented followed by a literature background on each of the four variables.

1.2.1 Brief History of Trade Unions in a South African context

In South Africa, trade unions emerged around the 1840's during the apartheid era and the first unions were for the white minority whose focus was to defend employment policies based on racial discrimination (Bendix, 2010). According to Venter (2010), labour market policies were meant to protect the interests of the minority white workers from "the encroaching threat of cheap black labour. Trade unions for the black majority were only formed in the 1920's and in the 1930's the white and black unions came together under the South African Trade and Labour Council (SATLC) organisation (Ludwig, 2008). According to Budeli (2007 p. 63), "a high point in the history of freedom of association and trade unionism in South Africa was reached in 1926 when the SATLC was formed".

In 1948 the National Party declared all black unions illegal and in 1979 unionism was open to all races including blacks. This was after the introduction of the Labour Relations Act 94 of 1979 which, according to Mphahlele, (2013, p. 9), "ended the dual system of labour relations

system by recognising and allowing black trade unions to participate in the mainstream of the collective labour relations system".

1985 saw the birth of the Congress of South African Trade Unions (COSATU), which later joined forces with African National Congress (ANC) and the South African Communist Party (SACP) to form a powerful anti-apartheid movement (Ludwig, 2008). The movement is on the brink of collapse with SACP having resolved in the 2017 conference to contest for the national elections independently. Both SACP and COSATU have also publicly announced in 2017 that they wanted President Jacob Zuma to be removed from office, which widened the cracks in the alliance.

During the apartheid era, unions played a dual role of fighting for the liberation of the country against the apartheid regime as well as fighting for the improvement of working conditions of workers (Mwilina, 2008). The labour relation system was characterised by confrontation, antagonism, and uncontrollable industrial action which was racially based (Basson, Christianson, Dekker, Gerbers, Le Roux, Mischke, & Strydom, 2009).

The role of trade the union representative in the new dispensation is to assist and represent trade union member labour rights in the workplace, to monitor the employers compliance with any law or collective agreement relating to terms and conditions of employment in the workplace and report any alleged contravention thereof, and to perform any other union function agreed between the union and employer (Labour Relations Act No. 66 of 1995). The socio-economic issues (water, sanitation, poverty) facing employees has necessitated the need for trade unions to also focus on community issues as part of responding to the concerns of their members as well as future members (unemployed).

1.2.2 Work Engagement

To date, there remains some disagreement amongst academics and practitioners on the definition of work engagement and the manner in which it can be best measured (Bakker, Albrecht, & Leiter, 2011). Three decades ago, Morrow (1983) called for a moratorium on the further development of work-related constructs of work engagement and since then little has changed and there remains confusion on the definition of the construct resulting in the use of interchangeable constructs such as work engagement, employee involvement, and passion (Hoole & Bonnema, 2015).

MacLeod and Clarke (2009), discovered that there are as many as 50 different versions of engagement, and suggested that there may well be more. Work engagement has become an important topic not only for academics, but also researchers and practitioners in the work environment (May, Gilson, & Harter, 2004).

According to the Towers Perrin Talent Report (Perrin, 2003), work engagement is seen as involving both emotional and rational factors relating to work and the overall work experience, emotional factors are those leading to a sense of personal satisfaction, and the inspiration and affirmation received from the work and being part of the organisation.

Khan (1990, 694) defined engagement as “harnessing of organisation members selves to their work; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances”. Furthermore, cognitive aspects of employee engagement concern employees’ beliefs about the organisation its leaders and working conditions.

The emotional aspect concerns how employees feel about each of the three factors and whether they have positive or negative attitudes towards the organisation and its leaders and the physical aspects has to do with the physical energies exerted by individuals to accomplish their role (Kular, Gatenby, Rees, Soana, & Truss, 2008).

Khan (1992, p. 322) differentiated the concept of engagement from the psychological presence or experience of “being fully there”, namely when “people feel and are attentive, connected, integrated, and focused in their role performance”. Rothbard (2001, p. 656) on the other hand defined engagement as “a two-dimensional motivational construct that includes attention the cognitive availability and intensity of one’s focus on a role”.

Rayton, Dodge, and D'Analeza (2012) defined work engagement as a positive attitude held by the employee towards the organisation and its values. Work engagement is the underlying energy of the organisation, which might be utilised towards organisational success and personal benefits for the individual (Pech & Slade, 2006). According to Schaufeli, Salanova, Gonzalez-Rona, and Bakker (2002, p 74) engagement is “a state of mind and is not focused on a specific object, event, individual or behaviour”.

Truss, Soane, Edwards, Wisdom, Croll, and Burnett (2006) defined employee engagement as ‘passion for work’, a psychological state which is seen to encompass the three dimensions.

Employee engagement is also defined as emotional and intellectual commitment to the organisation (Kular et al., 2008). It is the amount of discretionary effort exerted by employees in their job (Frank, Finnegan, & Taylor, 2004).

Gatenby, Rees, Soane, and Truss (2009) said that engagement is about creating opportunities for employees to connect with their colleagues, managers, and the wider organisation. Furthermore, it is also about creating an environment where employees are motivated to want to connect with their work and really care about doing a good job. Thus it is a concept that places flexibility, change and continuous improvement at the heart of what it means to be an employee and an employer in a twenty-first-century workplace.

Employee engagement is defined by Shamailan (2015) as an emergent working condition and a positive cognitive, emotional and behavioural state directed toward organisational outcome. Shuck and Wppard (2010) defined employee engagement as a growing working state in which the employee's perceptions, feelings, and behaviours are aimed at the desired organisation result. Employee engagement is the readiness of workers and their skills to help their organisation be successful by being flexible in different situations (Perrin, 2003).

Work engagement is defined by Schaufeli and Bakker (2003) as an energetic connection that exists between employees and their job. According to Schaufeli, et al. (2002, p 74), "work engagement is a positive, fulfilling, work-related state of mind that is characterised by vigour, dedication, and absorption".

This research adopts the definition of Schaufeli et al. (2002). The reason for this is because the definition comprises of both the affective and cognitive aspects of work engagement. It highlights that engagement also involves an active utilisation of emotions and feelings (Salanova & Schaufeli, 2008). The definition also splits engagement into three dimensions being vigour, dedication, and absorption which makes it easier to determine the dominance and weaknesses of each dimension of engagement (Freeney & Tiernan, 2006). Lastly, the three dimensions of work engagement can be measured by using the Utrecht Work Engagement Scale (UWES) (Schaufeli, Taris, & Rhenen, 2008).

According to Brand-Labuschagne, Mostert, Rothmann Jnr and Rothmann (2012, p. 62), "work engagement is characterised by three core dimensions which are vigour, dedication, and absorption". Brand-Labuschagne, et al., (2012) further indicated, vigour refers to "high levels of energy and mental resilience while working, the willingness to invest effort in the work, not

becoming exhausted easily, persistence even in the face of difficulties” while dedication refers to “experiencing a sense of significance from work, feeling enthusiastic and proud of the work done, and feeling inspired and challenged by it”. Brand-Labuschagne, et al., (2012) absorption as a “feeling of being totally and happily engrossed in the work and experiencing difficulty in detaching from it”.

According to Schaufeli and Taris (2005), vigour as well as dedication are considered to be direct opposites of exhaustion and cynicism, respectively, the two core synonyms of burnout. Schaufeli and Taris (2005) also mentioned that in recent research conducted on work engagement, “absorption is excluded as one of the core dimensions of engagement”.

Schaufeli and Bakker (2001) argued that absorption is not part of the core concept of engagement. Although absorption is regarded as playing a relevant role in engagement, some researchers have indicated that it is less crucial and have questioned the relevance of including absorption in the definition and measurement of work engagement (Gonzalez-Roma, Schaufeli, Bakker, & Lloret, 2006; Montgomery, Peerters, Schaufeli, & Den Ouden, 2003, cited by Brand-Labuschagne et al., 2012).

Gorgievski, Bakker, & Schaufeli (2010, p. 83) indicated that “engaged employees do not work hard because of a strong and irresistible drive, but because for them working is fun”. Engaged employees are more hands-on and are dedicated to maintaining a quality performance standard, take responsibility for their own growth and are more involved in their jobs, utilising every skill and capacity they possess to fulfil the myriad of roles in business (Rothman & Rothman, 2010).

Engagement affects the mindset of employees and relates to personal initiative and learning (Sonnenstag, 2003). According to Salanova, Llorens, Cifre, Martinez, and Schaufeli (2003), engagement propels discretionary efforts and concerns for quality. Furthermore, employees who are engaged put more effort into their work because they identify with it (Rothman & Rothman, 2010).

Bakker and Leiter (2010) indicated that engaged employees bring their full potential to their job and concentrate exclusively on the task at hand. Furthermore, they take initiative and go beyond living within the confines of their job description to craft their jobs into something that dynamically adapts to the ever-changing work-life that has become the norm (Jordaan &

Rothman, 2005). Blizzard (2002) stated that engaged employees are loyal and mentally attached to their work.

According to Bakker, Schaufeli, Leiter, and Taris (2008), increased levels of work engagement benefit the employer because it has an impact on the competitive advantage of the organisation. Research by Kotze (2017) has shown that job and personal resources facilitate work engagement". Bakker and Demerouti (2007) stated that job resources refers to physical, social and organisational aspects of the job that may reduce job demands, be functional in achieving work goals, or stimulate personal growth and examples are autonomy, social support from colleagues, and skill variety.

According to Van den Broeck, Vansteenkiste, de Witte, and Lens (2008) job resources are assumed to play an intrinsic motivational role because they fulfil basic needs for autonomy, relatedness, and competence. Hobfoll, Johnson, Ennis, and Jackson (2003) explained personal resources as positive self-evaluations that are linked to resiliency and refer to individual's sense of their ability to successfully control and have an impact on their environment". Personal resources refer to factors like self-esteem, optimism, self-efficiency and these help employees to cope with the daily demands of organisational life (Bakker et al., 2011).

In recent years companies have relied on financial rewards and other benefits to elevate engagement levels (Scott & McMullen, 2010). However ongoing arguments surfaced to support the notion that meaningful work rather than monetary rewards could be employed as a driver of engagement (Wells-Lepley, 2013). Erickson (2011, p. 1) is in support of the notion and states that "meaning is the new money". This means that meaningful work instead of higher pay could facilitate more effort from employees.

Bakker (2011, p 225) indicated that "work engagement is a better predictor of job performance than are many earlier constructs". The reason for this is that "engaged employees often experience positive emotions, including gratitude, joy and enthusiasm" (Bakker, 2011). According to Fredrickson (2001), these positive emotions seem to broaden people's thoughts implying that they constantly work on their personal resources.

Bakker and Xanthopoulou (2009) mentioned that engaged workers perform better than non-engaged workers because they experience better health and as a result, they can channel all their energy and skills resources to their work and create their own job and personal resources.

Furthermore, Bakker and Xanthopoulou (2009) indicate that engaged employees “transfer their engagement to others in their immediate environment”.

Previous studies have shown that employee engagement predicts positive organisational outcomes, including productivity, job satisfaction, motivation, commitment, low turnover intention, customer satisfaction, return on assets, profits and shareholder value (Bakker, Demerouti, & Schaufeli, 2003; Bakker et al., 2008; Harter, Schmidt, & Hayes, 2002; Schaufeli & Bakker, 2004).

Bakker, Demerouti, and Verbeke (2004) showed that engaged employees received higher ratings from their colleagues on discretionary behaviours on the part of an employee that are believed to directly promote the effective functioning on an organisation, without necessarily directly influencing a person’s target productivity, indicating that engaged employees perform well and are willing to go the extra mile.

Several studies such as the ones conducted by Richardsen, Burke and Martinussen ((2006); Llorens, Bakker, Schaufeli and Salanova (2006); Hakanen, Bakker and Schaufeli (2006); Saks and Rothman (2006); Demerouti, Bakker, Nachreiner and Schaufeli (2001); Maslach, Schaufeli and Leiter (2001); Brown and Leigh (1996) indicated a positive connection between employee engagement as well as affective commitment. However, “none of the studies has examined the impact of engagement on the other two components of organisational commitment being continuance and normative commitment” (Albdour & Altarawneh, p 5, 2014).

In a study of Greek employees working in fast-food restaurants, Xanthopoulou, Bakker, Demerouti, and Schaufeli (2009) discovered that employees were more engaged on days that were characterised by many job resources. In the study participants were requested to complete a survey and a diary booklet for five consecutive days.

High levels of engagement add value to an organisation, while low levels of engagement can have a detrimental effect on the bottom line of organisations (Hoole & Bonnema, 2015). According to global reports, disengaged employee-related productivity losses translate into billions of dollars per year (Bates, 2004; Gallup Consulting, 2008, cited by Hoole & Bonnema, 2015). This is because less engaged workers often detach from their work duties and also withdraw cognitively from their current situation (Koyuncu, Burke, & Fiksenbaum, 2006).

In a longitudinal research done among Finnish dentists, it was discovered that there was a positive connection between engagement and personal initiative and innovation (Hakanen, Perhoniemi, & Toppinen-Temmer, 2008). The research found that engaged dentists regularly made improvements in their work and gathered feedback and ideas for improvements from their clients.

In another study done among almost 750 young Finnish managers, it was discovered that engaged managers were most eager to develop themselves in their jobs and increase their occupational knowledge. They were most likely to have positive attitudes towards modernisation and increased productivity; they tried to get their teams function better towards achieving jointly agreed goals and endorsed the strongest drive to strive (Hyvonen, Feldt, Salmela-Aro, Kinnunen, & Makikangas, 2009).

According to Grant and Ashford (2008, p. 3), employees do not just let life happen to them". Rather they try to affect, shape, curtail, expand, and temper what happens in their lives". Parker and Ohly (2008) argued that employees may change the design of their jobs by choosing tasks, negotiating different job content, and assigning meaning to their tasks or job.

The challenge is that trade unions are not doing enough to enhance work engagement, especially in the public sector. Trade unions should be ensuring that employees are involved at work so that they contribute towards changes to the work environment through meaningful consultative meetings and negotiations with management (Hammer & Avgar, 2005). They should encourage employees to ask for feedback from their supervisors so that they can be engaged (Tims, Bakker, & Derks, 2013). Thus trade unions should assist employees in crafting their jobs and the consequence of this is that employees may be able to increase their personal fit and to experience enhanced meaning in their work (Bakker, 2011). Trade unions should ensure that the core dimensions of work engagement are fulfilled.

Rayton et al. (2012) stated that "an engaged employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the organisation". Trade unions as representatives of employees are therefore expected to encourage that engagement is developed and nurtured at the workplace as this may improve performance within the job.

1.2.3 Work Commitment

Organisational commitment is increasingly being considered as a critical variable in work-related behaviour and attitudes hence it is receiving considerable attention from researchers and authors (Meyer, Stanley, Herscovitch, & Topolnytsky, 2002). The concept has developed significant engrossment in research attempts to better understand employees' dedication to an organisation (Lumley, 2010).

According to Clarke and Chen (2007), employee commitment is beneficial for both the employer and employees. For employees, work commitment signifies a positive relationship with the organisation and attaches more meaning to life whereas for employers committed employees are likely to enhance the service, reduce turn over and reduces cases of absenteeism (Chon, Sung, & Yu, 1999).

The concept of work commitment is often used synonymously with organisational and employee commitment. Both entail more psychological concepts than environmental factors of the workplace (Oludeyi, 2015). Sheldon (1971) defined commitment as being a positive evaluation of the organisation and the organisation's goals. Organisation commitment is defined, by Porter, Steers, Mowday, and Boulian (1974), as "the relative strength of an individual's identification with and involvement in a particular organisation" (p. 604).

Mowday, Porter, and Steers (1982) indicated that organisational commitment is "a combination of three factors, which are a strong belief in the organisations' goals and values and their acceptance as an employee; the willingness to exert considerable effort on behalf of the organisation; and a strong desire to remain as a member in the present organisation.

(Mowday et al., 1982) referred to work commitment as the relative strength of an employee's identification with a particular organisation. It is the degree to which an employee identifies with an organisation and wants to continue participating in it (Newstrom & Davies, 2002).

According to Yusuf and Metiboba (2012), job commitment is the psychological states that characterizes the employee's relationship with the organisation; and has implications for the decision to continue or to discontinue membership in the organisation. Job commitment entails attitude towards an organisation, which attaches the individual to the organisation (Zheng, Sharan, & Wei, 2010). Organisational commitment as an attitude is often defined as "a strong desire to remain a member of a particular organisation, a willingness to exert more effort on

behalf of the organisation and a definite belief in and acceptance of the values and goals of the organisation” (Luthans, 1995, p 130).

Job commitment is a process whereby the goals of the worker are increasingly connected with that of the organisation and workers’ desires to remain with the organisation (Ogaboh, Nkpoyen, & Ushie, 2010). Pareek (2004, p. 165) defined “organisational commitment as a person’s feeling with regards to continuing his or her association with the organisation, acceptance of the values and goals of the organisation, and willingness to help the organisation achieve such goals and values”. Akintayo (2010) defined employee commitment as the degree to which the employee feels devoted to their organisation.

Organisational commitment is described as an effective response to the whole organisation and the degree of attachment or loyalty employees feel towards the organisation (Ongori, 2007). According to Hellriegel, Slocum, Jr., and Woodman (2001, p. 54), “organisational commitment goes beyond loyalty to include an active contribution to accomplishing organisational goals”.

Some authors view commitment as a singular construct (unidimensional). Mowday, Steers, and Porter (1979) defined work commitment as the relative strength of an individual identification with and involvement in a particular organisation. Weiner (1982, p. 421) referred to organisational commitment as “the totality of normative pressures to act in a way which meets organisational goals and interests”.

The multitude of definitions indicates that commitment has to be treated as a multidimensional construct. There is a growing support amongst researchers for the three component model proposed by Meyer and Allen (1996). The three dimensions are the affective, continuance and normative commitment.

This research adopts the definition of Allen and Meyer (1990), which states that organisational commitment is regarded as an attitude, as it relates to individuals’ mindsets about the organisation. The reason for adopting this definition is because the definition incorporates three types of commitment which portray the various stages of an individuals' psychological state, his or her relationship with their organisation or could be their determinants that may decide whether an employee will continue to dedicate his or her service with an existing organisation or not (Meyer, Allen & Smith, 1993). The Organisational Commitment Questionnaire (OCQ) is often used as a scale to measure commitment.

The Meyer and Allen model described the commitment construct as a psychological bond that is an intrinsic attachment where one gets associated with something outside oneself. According to Elizur, Kantor, Yaniv, and Sagie (1996), there are two types of commitment which are moral commitment and calculative commitment. Moral commitment is described as the attachment or loyalty to something, while calculative commitment is described as the potential benefit a person would gain by being committed (Elizur et al., 1996).

Porter et al. (1974) argued that there are three types of organisational commitment which are, affective, continuance, and normative commitment. Furthermore, Porter et al. (1974) indicate that “affective commitment is the first domain which includes the strength of persons’ identification with and participation in the organisation”. Workers with high levels of affective commitment stay in employment as they want to get attached with their existing organisation (Murule, 2015). According to Beck and Wilson (2000) affective commitment development involves identification with the organisation and internalisation of organisational principles and standards.

Mowday et al. (1982) suggested that “affective commitment can be broadly classified into four factors which are personal and job characteristics as well as work experiences and structural characteristics”. The strongest antecedent according to Meyer and Allen (1997), is the work experience as it helps employees to achieve their emotional and inner needs, which makes them comfortable in their work environment and proficient in their organisational roles.

Continuance commitment is based on the degree to which the person perceives the costs of leaving the organisation as greater than staying, simply that the person remains committed because it is their only option (Beukes & Botha, 2013). According to Meyer and Allen (1997), “it is very difficult for an employee who is having continuance commitment with the existing employer to leave the organisation”.

Normative commitment is explained as attaching internalised values to the organisation (Beukes & Botha, 2013). According to March and Mannari (1977), the normative element is seen as the commitment individuals consider morally appropriate regarding their remaining with a specific organisation, irrespective of how much status improvement or fulfillment the organisation provides the individual over the years. Wiener (1982) claimed that normative commitment exhibited by an employee could have been the outcome of internalisation of

normative pressures such as that of family or cultural orientation put forth on an individual prior to his or her entry into an organisation.

It may also arise from organisational payments that are awarded in advance such as tuition fees and the amount spent on training (Murule, 2015). The appreciation of the costs may make an employee have an obligation towards the organisation and give back by committing themselves to the organisation (Murule, 2015).

O’Malley (2000) contended that there are five general factors which related to the development of employee commitment which are affiliative commitment, associative commitment, moral commitment, affective commitment and structural commitment. Most studies focus on affective organisational commitment because it is most closely associated with previous work outcomes and organisational factors (Grawe, Daughery, & McElroy, 2012).

Muthuveloo and Che Rose (2005) are of the opinion that it is important to recognise an employee’s work perceptions because this could be a direct motivation for the individual and would lead to higher organisational commitment. This perception should be positive in order to improve the motivation of that individual, which would also be an indicator of higher organisational commitment (Muthuveloo & Che Rose, 2005).

According to Madigan, Norton, and Testa (1999, p. 3), “committed employees work diligently, conscientiously, provide value, promote the organisations’ services or products and seek continues improvement”. Meyer and Allen (1997) described a committed employee as the one who “stays with an organisation, attends work regularly, puts in a full day and more, protects corporate assets and believes in the organisational goals”.

According to Riggio (2009, p. 229), organisational commitment is affected by factors like the “type and variety of work, the autonomy involved in the job, the level of responsibility associated with the job, the quality of social responsibility at work, rewards and remuneration, and the opportunities for promotion and career advancements in the company”. Furthermore, Meyer, et al. (2002) proposed that organisational commitment improves performance and productivity. Meyer et al. (2002) supported the notion that organisational commitment improves performance and productivity.

Khan, Ziauddin, Jam, and Ramay (2010) investigated the impact of employee commitment (Affective commitment, Continuance, and Normative Commitment) on employee job

performance from 153 public and private employees of oil gas sector in Pakistan. The results revealed a positive relationship between commitment and employees performance.

In another study conducted by Habib, Khursheed, and Idrees (2010), it was found that employees having greater employee commitment perform well. This was after an investigation was conducted on the interdependency of job satisfaction and job performance, effect of employee commitment and attitude towards work on performance using a survey wherein data was collected from 310 employees of 15 advertising agencies of Islamabad (Pakistan). This view was confirmed by Ali, Rehman, Ali, Yousef and Zia (2010) in their findings that there is a positive relationship between employee commitment and organisational performance.

Studies have shown a negative correlation between commitment to work and the satisfaction employees derive from their jobs (Gaertner, 1999). However, other research such as the one conducted by Chughtai and Zafar (2006), showed that organisational commitment improves organisational citizenship behaviours, job satisfaction, and motivation. According to Chughtai and Zafar (2006), Cooper-Hakim and Viswesvaran (2005), Tella, Ayeni and Popoola (2007), organisational commitment also improves organisational citizenship behaviours, job satisfaction, and motivation.

Hunt, Chonko, and Wood (1985) found a strong positive relationship has been observed between organisational commitment and job satisfaction. The view that organisational commitment increases job satisfaction is supported by Vandenberg and Lance, (1992). Studies have also shown that satisfied employees tend to be committed to an organisation, and that employees who are satisfied and committed are more likely to attend work, stay with an organisation, arrive at work on time, perform well and engage in behaviours helpful to the organisation (Aamodt, 2007). Kotze and Roodt (2005) indicated a strong correlation has been empirically established between job satisfaction, employee commitment and retention.

The results of Lincoln and Boothe (1993) showed that the union effect on organisational commitment was negative, especially amongst U.S employees, even when job quality, wages, and promotional opportunities were held constant.

Research also showed that there was no significant relationship between perceptions of union voice and commitment (Hammer, Jacqueline, & Robert, 1981). This was found after examining the effect of voice and loyalty on absenteeism amongst workers in a unionized manufacturing

plant that had been bought out by managers, rank-and-file employees, and local and citizens to avoid closure.

The findings by Hammer & Avgar (2005) on dual loyal studies of some relevance to the exit-voice model showed that the positive correlation between organisational and union commitment is conditional on industrial relations climate and where labour relations are poor, the commitment correlation is either significant or negative. Therefore trade unions are not creating an industrial relations climate that would enhance organisational commitment hence the commitment level as discovered in most studies is negative.

1.2.4 Job Satisfaction

The complex phenomenon of job satisfaction has over years been widely researched and as such, there are numerous different and supporting definitions of the concept (Saba, 2011; Anari, 2012). It is estimated that by 1976 Locke registered 3350 articles on job satisfaction (Bojadjiev, Petkovska, Misoska, & Stojanovska, 2015). Three decades later Ghawazzi (2008), cited by Bojadjiev et al. (2015), estimated that the number of articles increased to more than 12000.

Judge and Watanabe (1993) stated that employees spend most of their productive time at work and which is a long period to be unhappy and aggrieved. Furthermore, these negative repercussions may affect other factors in a worker's life like family and social life and may also hinder the health of the employee. Therefore there is a direct connection between work and satisfaction in life (Unanue, Gomez, Cortez, Oyanedel, Mendiburu-Seguel, 2017).

According to Arnold and Feldman (1986), managers feel morally responsible for maintaining high levels of job satisfaction among their staff, most probably primarily for its impact on productivity, absenteeism, and staff turnover as well as union activity. Thus, Job satisfaction may determine the sustainability of the organisation.

Spector (2003) indicated that job satisfaction is connected with a range of factors like work performance, well-being, and endurance. Satisfaction in a job is crucially important in managing public sector employees because it is believed that the motivation of the employees directly affects the quality of service delivery (Kim, 2002). Public sector employees' absolute potential is needed across all levels of the organisation so as to realise increased service delivery to clients being members of the public (Rothmann & Coetzer, 2002).

Locke (1976), cited in McKenna (2006, p. 296), explained that satisfaction at work can be described as “a pleasurable positive emotional state resulting from the appraisals of one’s job or job experiences”. Further, it is “an individuals’ total feeling about their job and the attitudes they have towards various aspects of their job as well as an attitude and perception that they could consequentially influence the degree of fit between the individual and the organisation”

Schweper (2001) defined work satisfaction as the pleasurable emotional state resulting from the appraisal of ones' job as achieving or facilitating one's values. Furthermore, Arnold and Feldman (1986) stated that satisfaction at work is the unpleasant impassioned state which emanates from an employees' work. McCormick and Ilgen (1980) regarded job satisfaction as an employee's perception towards work. Job satisfaction may also be described as a summation of worker attitudes towards the many characteristics of the job (Beck, 1983).

According to Dubrin (2002), job satisfaction is the amount of pleasure or contentment associated with the job. The appraisal involves various elements related to the job such as salary, working conditions, colleagues and boss, career prospects and the intrinsic aspects of the job itself (Arnold, Cooper & Robertson, 1998). Therefore job satisfaction is connected to how our personal expectations of work are in congruence with the actual outcomes. Rothmann and Coetzer (2002) viewed job satisfaction as a reaction to a job, arising from what an individual seeks in a job in comparison with the actual outcomes of the job provided to the individual.

Sempene, Rieger, and Roodt (2002) indicated that job satisfaction is a result of an individual's perception and evaluation of their job influenced by their own unique needs, values, and expectations, which they regard as being important to them. Schneider and Snyder (1975) concur with the above definition and stated that work satisfaction is a personal assessment of the working and job conditions or results emanating from having a job. Thus job satisfaction among employees is an indicator of organisational effectiveness, and it is influenced by organisational and personal factors (Schneider and Snyder, 1975).

Hirschfeld (2000, p. 256) defined job satisfaction as “an affective or emotional reaction to the job, resulting from the incumbent’s comparison of actual outcomes with the required outcomes. According to Robbins (1993), a person with high job satisfaction appears to hold generally positive attitudes and one who is dissatisfied appears to hold negative attitudes towards their job. Furthermore, employees are satisfied with their work when they are happy about their jobs

and this often propels them to perform well, excel and be recognised (Megginson, Mosley, & Pietri, 1982).

Spector (1997) explained that for researchers to understand the attitudes associated with job satisfaction, they ought to understand the complex and interrelated facets of the concept. Spector (1997) further stated that an aspect of job satisfaction can be described as any part of a job that produces feelings of satisfaction or dissatisfaction.

Job satisfaction contains three components which are an affective, cognitive and behavioural component (Jex, 2002). The affective component of job satisfaction refers to the feeling about the job, while the cognitive component represents a belief in regard to a job. The behavioural component is an indicator for behavioural intentions towards a job such as getting to work on time and working hard (Berghe, 2011).

Three approaches were developed to explain job satisfaction and to measure employee's satisfaction at work. The first approach is called the "information processing model" and centre on the characteristics of the job (Berghe, 2011, p. 15). In this model, employees gather information about the job, the workplace, and the organisation and cognitively assess these elements in order to determine the level of satisfaction (Jex, 2002).

The second approach is called the "social information processing model" (Sanlancik & Pfeffer, 1978, cited by Berghe, 2011, p. 15). It is founded on the basis that the measurement of the level of job satisfaction is based on 'social information', that is information based on past behaviour and what others at work think (Berghe, 2011, p. 15). In this approach, the focus is on past behaviour rather than on individual's thoughts and decision-making processes (Pennings, 1986).

According to Berghe (2011), "the third approach indicates that job satisfaction relies on the characteristics or the dispositions of the employee". The dispositions can be based on experience or genetic heritage or both (Jex, 2002). The Minnesota Job Satisfaction Questionnaire (MSQ) is most commonly used to measure job satisfaction.

Mathieu and Zajac (1990) argued that a satisfying job has three properties, which are —that it has intrinsically enjoyable features, it provides an opportunity for growth and development, and it makes employees feel effective in their roles.

In 1955, Bratfield and Crockett obtained a weak correlation of 0.15 in regard to the relationship between job satisfaction and performance after performing the first meta-analysis on the two variables (Berghe, 2011). The results of a study conducted by Petty in 1984 on another meta-analysis on the connection between job satisfaction and performance demonstrated a significantly higher correlation of 0.31 (Berghe, 2011).

Berghe (2011) argued that the most influential and extensive meta-analysis was the one conducted by Iaffaldano and Muchinsky in 1985, which resulted in a correlation of 0.17 between job satisfaction and job performance. Gu and Chi (2009), discovered that there is a strong connection between being satisfied at work and performance. Saari and Judge (2004) stated that most organisations are starting to see the importance of job satisfaction.

In a study conducted by Feinstein and Vondrasek (2001), it was established that the level of satisfaction predicts organisational commitment. In another study, conducted by Gaertner (1999), on the determinants of work satisfaction and commitment, it was established that satisfaction is the basis of organisational commitment. Bateman and Strasser (1984) argued that employees that are highly committed to an organisation may experience a high level of satisfaction in their work. In summary, studies show that job satisfaction is a predictor of organisational commitment wherein the aspect of job satisfaction has a strong impact on the dimension of organisational commitment (Lam, Pine, & Baum, 2003).

Research on the effects of unionisation on job satisfaction found that unionized workers reported lower levels of job satisfaction than non-union members (Donegani & McKay, 2012). Powdthavee (2011) argued that this finding is counterintuitive in that trade unionism should lead to more bargaining power and thereby improve working conditions, so we would expect unionism to lead to greater job satisfaction. The results of the study show that unions are not doing enough to ensure that unionised workers are satisfied at the workplace.

According to Clark (1997), if employees are not satisfied with the task assigned to them, this may be as a result of them not being certain about factors such as their rights, working conditions being unsafe, co-workers not being cooperative, supervisor not giving them respect and not considered in the decision-making process resulting in them feeling separate from the organisation. Furthermore, in current times companies cannot afford to have dissatisfied employees as they will not perform up to the standards or expectations of their supervisor, and

may be fired, resulting in firms having to bear additional costs of recruiting new staff (Clark, 1997).

1.2.5 Job Performance

The term job performance is often used synonymously with the concept workplace performance and has received considerable attention from researchers over the last two decades and there is a consensus among researchers that it has to be considered as a multi-dimensional concept (Sonnenstag, Volmer, & Spychala, 2010).

The definition of job performance ranges from specific to general aspects and from a quantitative to qualitative dimensions (Berghe, 2011). Job performance consists of complicated series of interacting variables pertaining to aspects of the job, the employee and the environment (Milkovich & Wigdor, 1991). According to Jex (2002, p. 88), job performance can generally be defined as "all the behaviours that employees engage in while at work". It is the level of productivity of an individual employee, relative to his or her peers, on several job-related behaviours and outcomes (Babin & Boles, 1998).

Job performance is considered to be those actions, behaviours, and outcomes that an employee engages in or brings about that contributes to the goals of the organisation (Rotundo & Sackett, 2002).

Previous studies on performance have come with three approaches to define the dimensions of performance which are job performance as a function of outcome, function of behaviour as well as a function of personal traits (Milkovich & Wigdor, 1991). Research has revealed that there is a distinction between job performance as a process (behavioural), and as an outcome (Borman & Motowidlo, 1993; Campbell, McCloy, Oppler, & Sager, 1993; Roe, 1999). The behavioural aspect refers to what people do while at work that is the action itself, and the outcome aspect refers to the result of the individual's behaviour (Campbell, 1990).

Performance as a behaviour entails execution of specific behaviour that can be scaled such as conducting a disciplinary hearing, attending to a grievance or complaint of an employee. According to Campbell et al. (1993), this conceptualisation implies that only actions that can be counted are regarded as performance. The outcome aspect of the specific actions above might result in the satisfaction of an employee as a result of the finalisation of the grievance or exoneration from a disciplinary case.

Pritchard (1992) argued that performance must be distinguished from effectiveness and from productivity or efficiency. Effective refers to the evaluations of the results of performance while productivity is the ratio of effectiveness to the cost of attaining the outcome (Campbell, et al., 1993). For example, the ratio of hours of work (input), in relation to the products assembled (outcome) describes productivity (Sonnenstag et al., 2010).

According to Hersen (2004), the majority of studies have shifted from defining job performance in terms of outcomes and behaviour, since these are easier and more objective to define and observe than personal traits. The various tasks performed by employees on a daily basis contribute to job performance in general (Cardy, 2004).

Campbell (1993), cited by Jex (2002), developed a model containing eight dimensions to measure job performance and these are job-specific task proficiency (behaviour related core tasks of the job), non-job-specific task proficiency (general work behaviour), written and oral communication task proficiency, demonstrating effort (level of commitment to core task), maintaining personal discipline, facilitating peer and team performance, supervision or leadership, as well as management or administration.

Welbourne, Johnson, and Erez (1997) developed the Role-Based Performance Scale (RBPS) using the Role and Identity theories and reliance on empirical support. RBPS includes five dimensions namely, job, organisation, career, team, and innovator role to make a twenty item scale. Literature has also revealed that there is task and contextual performance (Demerouti, Xanthopoulou, Tsaousis, & Bakker, 2014).

Task performance refers to actions that are part of the formal reward system and addresses the requirements as specified in the job descriptions (Williams & Karau, 1991). Contextual performance consists of behaviour that does not directly contribute to organisational performance, but supports the organisational, social and psychological environment (Sonnenstag et al., 2010).

Task performance consists of activities that change materials into the goods and services produced by the organisation (Motowildo & Wigdor, 1997, cited by Sonnenstag, et al., 2010). There are five performance factors that refer to task performance and these are job-specific task proficiency, non-job specific task proficiency, written and oral communication proficiency, supervision in case of leadership position and partly, management or administration (Campbell, 1990).

Borman and Brush (1993) argued that each of the five performance factors consist of subfactors, which are differently important for various jobs. For example supervision factor includes guiding, directing, and motivating subordinates and providing feedback; maintaining good working relationships; and coordinating subordinates and other resources to get the job done.

Borman and Motowildo (1993) discovered that there are five categories of contextual performance and these are, volunteering for activities beyond a person's job requirements, persistence of enthusiasm and applications when needed to complete important task requirements, assistance to others, following rules and prescribed procedures even when it is inconvenient, and openly defending organisation objectives. Practical examples of contextual performance are demonstrating extra effort, following organisational rules and policies, helping and cooperating with others (Borman & Motowildo, 1993).

Due to the changing work environment, a need arose to include adaptive performance as part of work performance (Pulakos, Arad, Donovan, & Plamondon, 2000). It consists of eight dimensional taxonomy which are; handling emergencies or crises, situations, handling work stress, solving problems creatively, dealing with uncertain and unpredictable work situations, learning work tasks, technologies and procedures, demonstrating interpersonal adaptability, demonstrating cultural adaptability, and demonstrating physical orientated adaptability (Pulakos et al., 2000).

According to Borman and Motowildo (1997), there are mainly three differences between task and contextual performance. The first difference is that contextual performance activities are comparable for almost all jobs, whereas task performance is job specific. The second difference is that task performance is predicted mainly by ability, whereas contextual performance is mainly predicated by motivation and personality. The third difference is that task performance is in-role behaviour and part of the formal job description, whereas contextual performance is extra-role behaviour and discretionary and often not rewarded by formal reward systems or directly or indirectly considered by management.

According to Farh, Seo, and Tesluk (2012), job performances is influenced by three primary factors namely, declarative knowledge (knowledge about facts, principles and objects), procedural knowledge and skill (ability to implement declarative knowledge), and motivation (choice to expand effort, level of effort and persistence).

Research has also shown that firm performance also predict "upstream" engagement related constructs such as job satisfaction and organisational climate (Schneider, Hanges, Smith, & Salvaggio, 2003). Bono and Judge (2003) confirmed that job performance is connected with job satisfaction.

Job performance is related to the employees ability to carry out their job well or not and if they perform highly it means they feel satisfied with what they have finished. On the contrary, if they perform poorly it means they are dissatisfied with their job and this may lead to turnover (Tuten & Neidermeyer, 2004).

In a study conducted on the effect of unions on performance, it was discovered that unions can enhance firm performance through voice effects which can raise labour productivity and improve managerial decision-making (Freeman & Medoff, 1984). In another study conducted it was found that unions can improve workplace production by acting as an agent for the employer in monitoring workers or in assisting with organisational change (Vroman, 1990).

Contrary to the studies which affirmed a positive correlation between trade unions and performance, it was discovered in another study that "unionisation was associated with poorer workplace performance" (Bryson, Forth, & Laroche, p. 17, 2003). This was after a study was conducted to test the union effects on workplace performance in Britain and France using representative data for workplaces with 20 or more employees.

In a study conducted in Finland, it was discovered that there is little relationship between trade union members and performance at work (Shrestha, 2012). In many of the recent studies conducted on the relationship between trade unions and workplace performance, the results showed a little or no relationship between unions and performance of employees at the workplace. Though some results are inconclusive, they to some extent show that trade unions are not doing enough to enhance the performance of employees at the workplace.

1.3 PROBLEM STATEMENT

The literature review provides sufficient evidence that trade unions are not playing their role in enhancing work engagement, work commitment, job satisfaction and job performance at workplaces. Furthermore, the literature showed that there was a strong correlation between work engagement, work commitment, job satisfaction and job performance. Thus there is a need to investigate whether trade unions in the public service are enhancing work engagement, work commitment, job satisfaction and job performance in the selected Government Institution. Therefore the following five specific research problems will be addressed in this study.

The first problem is that trade unions are not enhancing work engagement in the selected Government Institution and as such employees do not persevere and are no longer mentally resilient, enthusiastic, and immersed in their work and their energy levels are low. Trade unions are not contributing towards changes to the work environment and do not assist employees to craft their job so that they can have personal fit so as to experience enhanced meaning in their work. Trade unions are not working to develop and nurture engagement in the workplace and as such employees are passive participants at work.

The second problem is that trade unions are not enhancing work commitment and the consequential effect is the high absenteeism, turn over intentions, resistance to change and poor work performance at the selected Government Institution. Employees are not putting in a full day and more, they do not protect corporate assets, believe in the organisational goals and concentration on work is lacking. Trade unions are not influencing the type of work, independence in the job, responsibility linked to work, and increased appraisals in monetary terms in a Government Institution hence employees are not committed to their work.

The third problem is that trade unions are not contributing towards the enhancement of job satisfaction at the selected Government Institution and this has a negative impact on service delivery. It has also resulted in high absenteeism, staff turnover, poor work performance, negative attitudes towards work, lack of professionalism. Trade unions are not negotiating for better working conditions for members as this could be a catalyst for job satisfaction. They are also not ensuring fairness in the way company policies are put into practice by management nor are they ensuring that employees are praised and awarded for the good work that they do.

The fourth problem is that trade unions are not contributing towards the enhancement performance of employees at the selected Government Institution and this contributes to poor work performance which ultimately impacts on service delivery. As a result of the lack of contribution of trade unions, employees are dissatisfied with their job and this leads to increased turnover intention and lower chances of career advancement.

The fifth research problem focuses on developing a structured model for the role of trade unions in enhancing work engagement, work commitment, job satisfaction, and job performance in the selected Government Institution. The model is the first of its kind and it will test the interactive relationship between trade unions, work engagement, work commitment, job satisfaction and job performance with a view of establishing whether there is a correlation between the variables.

1.4 RESEARCH QUESTIONS

What is the role of trade unions in enhancing work engagement, work commitment, job satisfaction and job performance in a Government Institution?

The specific research questions are as follows:

1. What is the role of trade unions in enhancing work engagement in a Government Institution?
2. What is the role of trade unions in enhancing work commitment in a Government Institution?
3. What is the role of trade unions in enhancing job satisfaction in a Government Institution?
4. What is the role of trade unions in enhancing job performance in a Government Institution?
5. To what extent can a structured model be developed illustrating the role of trade unions in enhancing work engagement, work commitment, job satisfaction and job performance in a Government Institution?

The specific research questions are as follows:

1.5 EXPECTED CONTRIBUTION OF THE STUDY

This study will contribute in three ways, namely theoretical, methodological, and practical contributions.

1.5.1 Theoretical contribution

Little research has been done on the role of trade unions in enhancing work engagement, work commitment, job satisfaction and job performance in workplaces, especially in the public sector within a South African context. The study will contribute new knowledge in the field of employment relations on how trade unions can play a role in ensuring that employees are engaged, committed, satisfied, and perform at work.

1.5.2 Methodological contribution

The questionnaires used will be tested within the South African context. This will contribute more information on the validity of the instruments considering that the scales were adapted.

1.5.3 Practical contribution

The study will come up with ways in which trade unions can assist in ensuring that employees are committed, engaged, satisfied, and perform at work. The findings of the study will assist trade unions on how they can contribute towards, work engagement, work commitment, job satisfaction and job performance of employees, and in turn, this may increase service delivery in the Government Institution under study.

1.6 RESEARCH OBJECTIVES

The research objectives are divided into a general objective and specific objectives.

1.6.1 General objective

The main objective of this study is to determine the role of trade unions in enhancing work engagement, work commitment, job satisfaction and job performance in a Government Institution.

1.6.2 Specific objectives

The specific objectives of this research are:

1. To determine employees perceptions of the role of trade unions towards enhancing work engagement in a Government Institution.

2. To establish employee perceptions of the role of trade unions in enhancing work commitment in a Government Institution.
3. To establish employee perceptions of the role of trade unions in enhancing job satisfaction in a Government Institution.
4. To establish employee perceptions of the role of trade unions in enhancing job performance in a Government Institution.
5. To determine the extent to which a structured model can be developed illustrating employee perceptions of the role of trade unions in enhancing work engagement, work commitment, job satisfaction and job performance in a Government Institution.

1.7 RESEARCH HYPOTHESES

The research hypotheses for this study are illustrated in Figure 1:

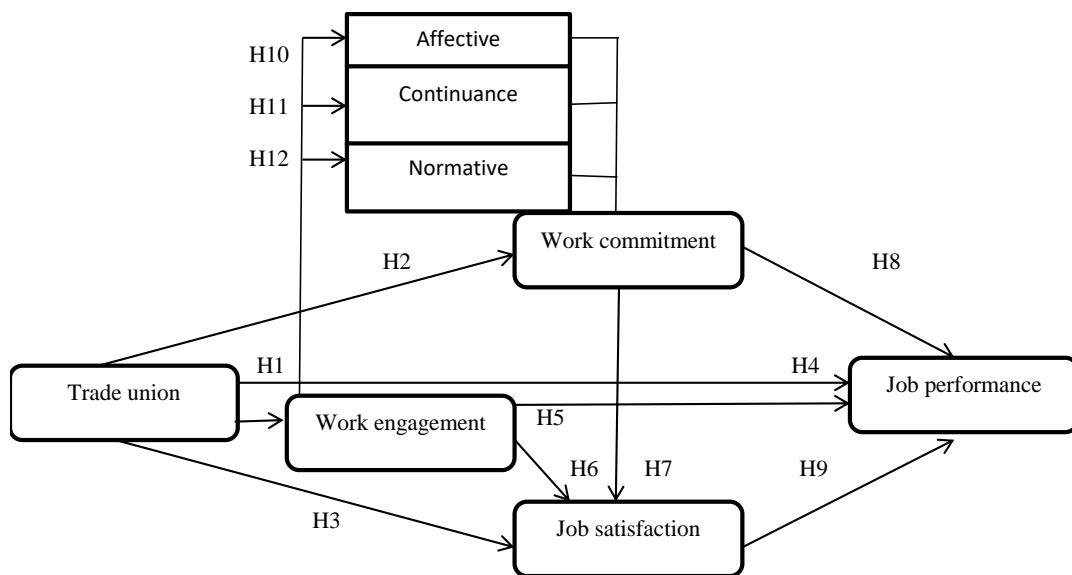


Figure 1.1: Hypothesised model for the study.

H1: There is a negative perception of employees on the role of trade unions in enhancing work engagement.

Rationale: As a result of the inconclusive evidence found in literature, this hypothesis is stated in a non-directive manner.

H2: There is a negative perception of employees on the role trade unions in enhancing work commitment.

Rationale: Studies showed that there was no significant relationship between perceptions of union voice and commitment (Hammer et al, 1981). This was found after examining the effect of voice and loyalty on absenteeism amongst workers in a unionized manufacturing plant that had been bought out by managers, rank-and-file employees, and local and citizens to avoid closure.

H3: There is a negative perception of employees on the role trade unions in enhancing job satisfaction.

Rationale: Research on effects of unionisation on job satisfaction found that unionized workers reported lower levels of job satisfaction than non-union members. (Donegani & McKay, 2012).

H4: There is a negative perception of employees on the role trade unions in enhancing job performance.

Rationale: In a study conducted in Finland, it was discovered that there is little relationship between trade union members and performance at work (Shrestha, 2012). It was discovered in another study that unionisation was associated with poorer workplace performance (Bryson, et al, 2003). This was after a study was conducted to test the union effects on workplace performance in Britain and France using representative data for workplaces with 20 or more employees.

H5: Work engagement is positively related to job performance.

Rationale: According to Bakker (2011, 225), “work engagement is a better predictor of job performance”.

H6: Work engagement is positively related to job satisfaction.

Rationale: Previous studies have shown that employee engagement predicts positive organisational outcomes, including productive, job satisfaction, motivation, commitment, low

turnover intention, customer satisfaction, return on assets, profits and shareholder value (Bakker, et al, 2003; Bakker et al., 2008; Harter, et al, 2002; Schaufeli & Bakker, 2004).

H7: There is a positive relationship between work commitment and job satisfaction.

Rationale: Studies conducted by Chughtai and Zafar (2006), show that organisational commitment improves organisational citizenship behaviours, job satisfaction, and motivation. According to Chughtai and Zafar, (2006); Cooper-Hakim and Viswesvaran (2005); Tella, et al (2007), organisational commitment also improves organisational citizenship behaviours, job satisfaction, and motivation

H8: There is a positive relationship between work commitment and job performance.

Rationale: Based on the inconclusive evidence found in literature this hypothesis is stated in a directive manner.

H9: There is a positive relationship between satisfaction and job performance.

Rationale: Gu and Chi (2009) discovered that there is a strong connection between being satisfied at work and performance.

H10: Work engagement is positively related to affective commitment.

Rationale: Several studies such as the ones conducted by Richardsen, et al (2006); Llorens, et al (2006); Hakanen, et al (2006); Saks and Rothman (2006); Demerouti, et al. (2001); Maslach, et al (2001); Brown and Leigh (1996) indicated that there is a strong connection between employee engagement and affective commitment.

H11: Work engagement is negatively related to continuance commitment.

Rationale: Based on the inconclusive evidence found in literature this hypothesis is stated in a non-directive manner.

H12: Work engagement is negatively related to normative commitment.

Rationale: Based on the inconclusive evidence found in literature this hypothesis is stated in a non-directive manner.

1.8 RESEARCH DESIGN

A quantitative research design was used by the researcher and the research is classified as cross-sectional. According to Maree (2007, p. 39), "the quantitative approach explains the statistical procedures that will be carried out to investigate the research problems, for example, descriptive and inferential statistics". The main reason for selecting this research approach is that it will enable the researcher to describe and examine the relationship between the variables of the study.

Welman and Kruger (2001) described a cross-sectional design as "a research design in which subjects are assessed at a single time in their lives". A cross-section of information relevant to the topic is collected at one point in time (Bless, Higson-Smith, & Sithole, 2013). A cross-sectional study is expeditious and can study a large number of respondents with little cost or effort. De Vos, Strydom, Fouche, & Delport (2007) referred to this kind of design as a one-shot case study because a group is studied only once with a particular period.

1.9 RESEARCH PARADIGM-THE PHILOSOPHY

According to Groenewald (2004, p. 6), "a paradigm is the patterning of the thinking of a person; it is a principal example among examples, an exemplar or model to follow according to which design actions are taken". According to Terre Blanche and Durrheim (1999), a research process has three major dimensions namely ontology, epistemology and methodology. Two of these dimensions, namely ontology and epistemology will be briefly discussed below.

1.9.1 Ontology

According to Smith (2003, p. 1), "ontology, as a branch of philosophy, is the science of what is, of the kinds and structures of objects, properties, events, processes and relations in every area of reality". The ontology describes peoples view positions about reality, perceived or real (Flowers, 2009). The ontological perspective in this research is that trade unions have a negative relationship with work engagement, commitment, job satisfaction as well as performance.

1.9.2 Epistemology

According to Krauss (2005), "the term 'epistemology' comes from the Greek word epistêmê, their term for knowledge, and in simple terms, epistemology is the philosophy of knowledge or how we come to know".

Krauss (2005, p. 758) goes further to say that “epistemology is intimately related to ontology, as ontology involves the philosophy of reality and epistemology addresses how we come to know that reality”. Flowers (2009, p. 2) describes epistemology as “the theory or science of the method or grounds of knowledge’ expanding this into a set of claims or assumptions about the ways in which it is possible to gain knowledge of reality, how what exists may be known, what can be known, and what criteria must be satisfied in order to be described as knowledge”.

Epistemology, therefore, seeks to find out what the relationship between the knower and what is known is, how we know what we know and what counts as knowledge (Krauss, 2005). The proposed hypotheses explain the phenomena and experiments are designed to test the hypotheses in a positivist approach. The focus of this research based on the ontological and epistemological assumptions highlighted positivist elements.

1.9.3 Positivistic Approach

A positivistic paradigm was selected as the most appropriate approach for this study because at an ontological level the researcher assumes that the reality or truth is objectively given and is measurable using scales that are independent of the researcher and the knowledge can be quantified and is objective. The positivistic approach is concerned with discovering the truth and presenting it by empirical and logical means and this is the aim of the study hence the selection of the approach (Henning, Van Rensburg, & Smith, 2004).

1.9.4 Research Method

1.9.4.1 Literature Review

According to Boote and Beile (2005, p. 1), “a literature review is an evaluative report of studies found in the literature related to a selected area”, which describes, summarizes, evaluates and clarifies the literature and should give a theoretical basis for the research and help determine the nature of own research.

Bless, Smith, and Kagee (2006), stated that the purpose of the review of existing literature is one of or a combination of the following:

1. To sharpen and deepen the theoretical framework of the research. That is to study the different theories related to the topic, taking an interdisciplinary perspective where possible.

2. To familiarise the researcher with the latest developments in the area of research, as well as in related areas. In particular, the researcher should become acquainted with the problems, hypothesis, and results obtained by other researchers in order not to duplicate efforts but to widen and deepen them.
3. To identify gaps in knowledge, as well as weaknesses in previous studies. That is to determine what has already been done and what is yet to be studied or improved.
4. To discover the connections, contradictions, or other relations between different research results by comparing various investigations.
5. To identify variables that must be considered in the research, as well as those that prove irrelevant. This finding is often a result of the comparison of different investigations.
6. To study the definitions used in previous works as well as the characteristics of the populations investigated, with the aim of adopting them for the new research. Often some definitions are found to be correct and unbiased so that they can be adopted for the new investigation along with other basic characteristics of the population. In so doing, homogeneity between research projects is gained which will allow for an easier comparison of the results obtained in different studies.
7. To study the advantages and disadvantages of the research methods used by others, in order to adopt or improve on them in one's own research.

According to Bless et al. (2006, p. 25), "it should be noted that although a literature review is essential, it also carries some dangers". For example, the results of previous research may influence a researcher to "accept without criticising the chosen characteristics and explanations of the literature and this might deprive the researcher the opportunity to discover new possibilities and to observe without preconceptions or expectations" (Bless et al., 2006, p 25).

Bless et al. (2006) go on to say that, "one may develop the tendency to emphasise mainly what has been brought to one's attention or to work within an already established framework, instead of exploring new approaches". The author's further stated that reviewing the literature is an

important and cardinal step in a research. Information sources differ however, they may be categorised into primary and secondary information (Lashley & Best, 2003).

Background of this study is to be provided by literature review. In other words, both the primary and secondary sources of information are used. According to Lashley and Best (2003, 93), "primary sources of information are those from which the researcher gathers information first hand, and this might be through a variety of methods clustered in three main styles of research, namely, experimentation, observation, and surveys".

The primary sources refer to those in which the creator was a direct witness or was in some other way directly involved in or related to an event (Johnson & Christensen, 2010). Secondary source is those sources that are created from primary sources (Johnson & Christensen, 2010).

Primary sources are generally viewed as the more valuable sources of information but regardless of whether an information source is primary or secondary, it must be evaluated for its accuracy and authenticity (Johnson & Christensen, 2010). This means that each information source must pass the test of internal and external criticism by the researcher.

According to Johnson and Christensen (2010), 'external criticism refers to the validity, trustworthiness, or authenticity of the source whereas internal criticism refers to the reliability or accuracy of the information contained in the material collected by the researcher'.

In making the assessment of the reliability and accuracy of the information and source, the researcher engages in positive and negative criticism. Positive criticism means that the researcher must be sure that he or she understands the statements made or the content of the source materials, whereas negative criticism refers to evaluating the accuracy or authenticity of the statements made and the meaning conveyed in the source material (Johnson & Christensen 2010). The primary data in this research will be collected by the researcher through questionnaires.

Secondary sources refer to information that already exists and has been gathered by someone else. Examples of secondary sources are books, newspapers and journal articles (Lashley & Best, 2003). According to Lashley and Best (2003), 'it is important to start with a research of the secondary sources, even with those exercises which require one to gather primary data, because secondary sources provide a valuable overview of the key issues and questions'.

1.9.4.2 Population and sample

According to Goddard and Melville (2001), ‘the term ‘population’ refers to any group that is the subject of research interest’. The study population, therefore, refers to people that have been identified as having a problem or those that are directly involved in or related to the problem.

The population in this study consists of all employees from salary level 1–16 who are members of trade unions. This includes trade unions representatives in their capacity as shop stewards based at the shop floor level. Deriving from the organisational structure of the Government Institution the total number of employees that are members of trade unions is 2600. The total staff complement in the Government Institution qualifying as population for the purposes of this study is therefore 2600.

According to Mugo (2002), sampling is the act, process, or technique of selecting a suitable sample, or a representative part of a population for the purpose of determining parameters or characteristics of the whole population. When dealing with people, a sample can be defined as a set of respondents (people) selected from a larger population for the purpose of a survey (Mugo, 2002).

The sample was selected by way of simple random sampling. In this method, every subject or unit has every chance of being selected and because of this equality of opportunity; random samples are considered relatively unbiased (Fink, 2005).

1.9.4.3 Measuring Instrument(s) for Data collection

In this research data was collected by way of questionnaires. Four types of questionnaires will be used to cater for each of the constructs and will be presented on a Likert-type scale. According to Struwig and Stead (2001, p. 94), “a Likert-type scale is usually linked to a number of statements to measure attitudes or perceptions and 5-point or 7 point scales are often used”.

- The *Utrecht Work Engagement Scale (UWES)* measures work engagement. Furthermore, UWES consists of 17 items that measure three subscales which are vigour (6), dedication (5), and absorption (6). UWES uses a scale of 7 points from 0 (never) to 6 (always) (Bakker & Demerouti, 2008). Within the South African context, the three-factor structure was validated in a study of academic staff of higher education institutions (Barkhuizen & Rothmann 2006). Some studies could not confirm the structure of work engagement (Bakker & Demerouti, 2008). Furthermore, the

frequency scale that ranges from 0 (never) to 6 (always) is used for recording the responses of the participants.

- The *Organisational Commitment Questionnaire (OCQ)* is used to measure the work commitment of employees based on the three component model proposed by Meyer and Allen (1996), which are the affective, continuance and normative scales. Meyer and Allen (1997) found the overall reliability estimates of OCQ to be exceeding 0.79 which proved that the OCQ was excellent scale to measure organisational commitment. According to Mguqulwa, (2008), internal consistency of commitment dimensions was between 0.85 for affective, 0.79 for continuance and 0.73 for normative. Some studies in South Africa found the OCQ to be reliable and valid (Bagraim & Hayes, 1999; Mguqulwa, 2008). The scale ranging from 1 (strongly disagree) to 5 (strongly agree) is used.
- The short form of the *Minnesota Job Satisfaction Questionnaire (MSQ)* is used to measure job satisfaction. It consists of 20 items (1 item per facet), which are divided into intrinsic and extrinsic job context items (Likert, 1932 cited by Hancer & George, 2003). A Likert-type scale from 1 (not satisfied) to 5 (extremely satisfied) is used for each of the items (Likert, 1932, cited by Hancer & George, 2003). The scores of each of the respondent's intrinsic and extrinsic and general satisfaction are calculated by adding the scores for the associated questions. Studies have shown that there exist acceptable internal consistencies for the short form of MSQ (Buitendach & Rothman, 2009; Hirschfield, 2000).
- The *Role-Based Performance Questionnaire (RBPQ)* measures job performance. It consists of 20 items that measure 5 aspects of work performance namely job (4 items), career (4 items), innovator (4 items), team (4 items), and organization (4 items). A Likert-type scale from 1 (Strongly Disagree), 2 (Disagree), 3 (Neither Agree nor Disagree), 4 (Agree), and 5 to (Strongly Agree) was used. Studies found that the RBPQ was a valid and reliable scale to work measure job performance (Welbourne, et al., 1997).

1.10 CURRENT RESEARCH PROJECT

1.10.1 Research procedure

Permission to conduct research was sought by way of a letter from the researcher as well the North-West University to the Accounting Officer of the Government Institution in which employees will participate in the study. Questionnaires were distributed randomly to the participants of the study so as to gather data over one year, 2017. A total of **1000** questionnaires were hand delivered to the participants and administered by the researcher.

1.10.2 Data collection

In this research project the data was collected by way of four types of questionnaires to cater for each of the constructs with choice of response presented on a Likert-type scale.

- An adapted *Utrecht Work Engagement Scale (UWES)* was used to measure the role of trade unions on work engagement. *UWES* consists of 17 items that measure three subscales which are vigour (6), dedication (5), and absorption (6). *UWES* uses a scale of 7 points from 0 (never) to 6 (always) (Bakker & Demerouti, 2008). The 17 items were adapted to factor the role of trade unions in a way that does not compromise the validity of the original questionnaire.
- An adapted *Organisational Commitment Questionnaire (OCQ)* was used to measure the role of trade unions in enhancing commitment at the Government Institution under study. The questionnaire is based on the three component model proposed by Meyer and Allen (1996). The questionnaire is presented in a Likert-type scale starting with Strongly Disagree and ending with Strongly Agree. The participants were required to select 1, 2, 3, 4, or 5, representing Strongly Disagree, Slightly Disagree, Neutral, Slightly Agree, and Strongly Agree respectively.
- The adapted short form of the *Minnesota Job Satisfaction Questionnaire (MSQ)* was used to measure the role of trade unions on job satisfaction. It consisted of 20 items (1 item per facet), which are divided into intrinsic and extrinsic job context items (Likert, 1932 cited by Hancer & George, 2003). A Likert-type scale from 1 (not satisfied) to 5 (extremely satisfied) was used for each of the items (Likert, 1932, cited by Hancer & George, 2003).
- *Role-Based Performance Questionnaire (RBPQ)* was used to measure the role of trade unions on job performance. It consists of 20 items that measure 5 aspects of work performance namely job (4 items), career (4 items), innovator (4 items), team (4 items), and organization (4 items). A Likert-type scale from 1 (Strongly Disagree), 2 (Disagree), 3 (Neither Agree nor Disagree), 4 (Agree), and 5 (Strongly Agree).

The biographical information that will be gathered during data collection is, gender, race, marital status, age, level of education, occupational salary level, capacity, years of experience and union membership.

1.10.3 Demographics of respondents

The sample size was 1000 employees of which 467 was used in the study. Sekaran and Bougie (2006) assert that the sample size used in the study is adequate as it is above the minimum of 335 set for population of 2600.

Table 1.1 Demographic characteristics of the respondents

		Valid Percent	Cumulative Percent
Gender	Male	57.0	57.0
	Female	43.0	100.0
	Total	100.0	
Race	African	93.0	93.0
	White	2.8	95.9
	Coloured	2.6	98.5
	Indian	0.7	99.1
	Other	0.9	100.0
	Total	100.0	
Marital_Status	Single	44.0	44.0
	Married	49.9	93.9
	Divorced	4.6	98.5
	Separated	1.5	100.0
	Total	100.0	
Age_Group	18–24 years	3.0	3.0
	25–30 years	10.3	13.3
	31–40 years	26.6	39.9
	41–50 years	26.4	66.3
	At least 51 years	33.7	100.0
	Total	100.0	
Higher level of Education/ Qualifications	Matriculation certificate	66.5	66.5
	National Diploma	17.5	84.0
	Postgraduate Diploma	2.9	86.9
	Bachelor's Degree	7.5	94.5
	Postgraduate Degree	5.5	100.0
	Total	100.0	
What is your occupational Salary level?	1–5	58.3	58.3
	6–8	29.8	88.1

	9–12	11.0	99.1
	13–16	0.9	100.0
	Total	100.0	
Capacity	Official	96.2	96.2
	Shop steward	3.8	100.0
	Total	100.0	
How many years have you been working (overall working experience)?	Less than a year	11.3	11.3
	1–5 years	18.6	29.9
	6–10 years	17.3	47.2
	11–20 years	18.0	65.2
	21–30 years	23.4	88.5
	At least 31 years	11.5	100.0
	Total	100.0	
Please specify the Union you belong to	PSA	46.3	46.3
	NEHAWU	44.5	90.7
	Other	9.3	100.0
	Total	100.0	

Table 1.1 indicates that most of the respondents in the research are male (57%), representative of the African ethnic group (93%), married (49.9%), and 51 years and above. Most of the participants were in possession of matriculation certificates (66.5%) and occupied lower level positions (58.3%). The respondents were officials (96.2%), with 21-30 years of experience (23.4%) and belong to the PSA union (46.3%).

1.10.4 Statistical analysis

Statistical data can be analysed by using computer programs such as Statistical Analysis Software (SAS) and Statistical Package for the Social Sciences (SPSS). The SPSS computer program was used to analyse the data collected. The data that is entered into the SPSS comes from data gathering techniques such as questionnaires, information collected through interviews, coded observations of actual behaviour or objective measurements of output or performance (Pallant, 2007).

According to Pallant (2007), ‘data are only as good as the instrument that one has used to collect them and the research framework that guided their collection’. SPSS computer program is used for survey authoring and deployment (IBM, SPSS Data Collection), data mining (IBM, SPSS, and Modeler), text analytics, statistical analysis, and collaboration and deployment (batch & automated scoring services).

SPSS allows one to keep track of the data fairly easily by going directly from a questionnaire into the SPSS editor (Morgan, Griego, & Gloeckner, 2001). SPSS is suitable for this research because it will assist in presenting quantitative data gathered through questionnaires in a more understandable format. According to Babbie (2010, p. 467), "descriptive statistics present quantitative descriptions in a manageable form".

Inferential statistics is the mathematics and logic of how generalizations from sample to the population can be made. SPSS is also necessary for this research in ensuring that correct inferences are drawn from the sample population.

1.10.5 Recording of data

The quantitative data captured in Microsoft Excel will be exported to the SPSS for data analysis. The data will be stored in a secure place and will be kept for at least ten (10) years.

1.10.6 Ethical Considerations

A research may have associated risks, but it can also offer potential benefits to all participants (Peens & Strydom, 2007). Researchers, therefore, have an obligation of ensuring that the participants involved in the research are protected. According to Maree (2007, p. 41), "it is important to highlight the ethical considerations in regard to a research". Maree (2007, p 41) further stated that "an important or essential ethical aspect in a research is the issue of the confidentiality of the results and or findings of the study and most importantly the protection of the identity of the participants".

The following are the steps that were taken to address some of the ethical implications in the process of conducting this study:

- Participants took part in the study voluntarily and their identity was not revealed and the information that they give will not be used against them.
- All guidelines were followed in obtaining the relevant information, and confidentiality of the highest order was exercised. The information obtained will be used for purely academic purposes, and no part of the research is to be used for any other reason unless otherwise agreed upon by or with the knowledge and consent of the Government Institution.

- The findings of the study will be made available for the Government Institution as well as the participants upon request.

1.11 CHAPTER DIVISION

The chapters in this thesis are presented as follows:

Chapter 1: Introduction.

Chapter 2: Article 1: Study of the role of trade unions in enhancing work engagement in a Government Institution.

Chapter 3: Article 2: Study of the role of trade unions in enhancing work commitment in a Government Institution.

Chapter 4: Article 3: Study of the role of trade unions in enhancing job satisfaction in a Government Institution.

Chapter 5: Article 4: Study of the role of trade unions in enhancing job performance in a Government Institution.

Chapter 6: Article 5: Proposal for a structured model for the role of trade unions in enhancing work engagement, work commitment, job satisfaction, and job performance.

Chapter 7: Conclusions, limitations, and recommendations.

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CHAPTER 2

STUDY OF THE ROLE OF TRADE UNIONS IN ENHANCING WORK ENGAGEMENT IN A GOVERNMENT INSTITUTION

2.1 ABSTRACT

Orientation: Trade unions are not enhancing work engagement in the Government Institution and as a result employees are no longer mentally resilient, persevere, enthusiastic, and immersed in their work and their energy levels are low.

Research purpose: The aim of this study is to establish the role of trade unions in enhancing work engagement of employees in a Government Institution.

Motivation for the study: Trade unions are not enhancing work engagement at the Government Institution and this negatively affects employee engagement to their work.

Research approach, design, and method: A quantitative design was followed and the research was classified as cross-sectional. The sample was selected by way of simple random sampling and the sample size was 1000 from a population of 2600. The adapted version of the Utrecht Work Engagement Scale (UWES) was used to collect data at the Government Institution and 467 survey were returned. The quantitative data was captured in Microsoft Excel and exported to the SPSS for data analysis.

Main findings: The results showed that trade unions were not enhancing work engagement at the Government Institution during 2017. The results showed that 36.2% of the participants indicated that trade unions almost never enhanced their engagement at the Institution, (24.8%) indicated that unions rarely contributed towards engagement at work, while others (14.6%) said unions never enhanced their engagement.

Practicable implications: The practical implications of the findings are to illustrate whether trade unions are enhancing work engagement at the Government Institution.

Contribution/value-add: The results add to the literature on trade union contribution towards work engagement. This research will assist trade unions on how they can contribute towards work engagement.

Keywords: Government Institution, trade unions, works engagement.

2.2 INTRODUCTION

The concept of work engagement has become an important topic for researchers and practitioners in organisations (May, Gilson, & Harter, 2004). Shuck and Wollard (2010, p. 138), refer to employee engagement as an “emergent working condition and a positive cognitive, emotional and behavioral state directed toward organizational outcomes”. Work engagement can be defined as an energetic state in which the employee is dedicated to render an excellent work performance and is confident in his or her effectiveness (Barkhuizen, Rothmann & Vijver, 2014; Schutte, Toppinen, Kalimo, & Schaufeli, 2000)

Many studies have shown that work engagement is not the same as other constructs like job satisfaction, organisational commitment or job involvement, although considered to be related (Macey & Schneider, 2008a). According to Bakker and Schaufeli (2008), studies have pointed out that work engagement has become an important predictor in determining organisational outcomes and has been linked to business success. Engaged employees are vital for the survival, sustainability, and growth of an organisation (Erickson, 2005). Macey, Schneider, Barbera, and Young (2009), stated that most organisations are starting to realise that no company, small or large, achieves sustainable success without engaging employees who bring high energy and passion to their work.

Employees are expected to be engaged in their work, show initiative and be innovative, and to achieve this, organizations should arrange working conditions with sufficient motivating and energizing resources (Schaufeli & Salanova, 2007). According to Cropanzano and Wright (2001), engaged employees may be better able to build social network resources, job resources and personal resources, such as self-confidence and optimism than less engaged individuals. Bakker (2011, p 225) indicated that “engaged employees ooze with energy and experience a sense of significance, enthusiasm, and challenge at work”.

Work engagement contributes to good health and as such if employees are healthy they may be able to perform well. (Schaufeli & Salanova, 2007). Employees that are not engaged in their work tend to withdraw from work demands to protect their resources; for example by absenting themselves from work (Westman & Etzion, 2001).

Based on the positive outcomes of work engagement for organisations and individuals alike, it is important to identify factors that increase work engagement (Kuhnel, Sonnentag & Westman, 2009). Thus it is equally important to identify the role of a trade union in enhancing work engagement given that unions are partners to management in the employment relationship.

MacLeod & Clarke (2009) discovered that the consultation between employers and trade unions about matters that affect employees such as influencing organizational culture, alternatives to redundancies, and the establishment of workplace forums involving non-union representatives are likely to have a positive longer-term impact on employee engagement.

Most managers want to improve staff engagement through strategies because this tends to lead to staff performance, reduces staff turnover and improves the well-being of employees (Wright & Cropanzano, 2000; Taris, Van Horn, Schaufeli, & Schreurs, 2004; Griffith, 2004; Michie & West, 2004; Macey & Schneider, 2008b; Robinson, Perryman, & Hayday, 2004; Hakanen, Schaufeli, & Ahola, 2008). In developing engagement strategies employers ignore the collective dimension of the employment relationship, and that can undermine the engagement strategies (MacLeod & Clarke, 2009).

In previous research conducted, studies showed a negative correlation or no correlation between trade unions and work engagement (Hall, Hutchinson, Purcell, Terry, & Parker, 2009). Little academic research has been conducted on the contribution of trade unions on work engagement, particularly within the South African context.

The study aims to demonstrate that trade unions are not contributing to improving work engagement in the identified Government Institution. This article seeks to address this conundrum by examining ways in which trade unions can impact work engagement. The article reviews the literature on work engagement with the specific focus on the definition and measurement of work

engagement, the core dimensions of work engagement, the link between trade unions and work engagement.

Following the literature review the hypothesis for the study will be developed, the research design used will also be briefly outlined. Information about the respondents such as the population, sampling technique and sample size will be discussed. The procedure followed in distributing and collecting the survey will be outlined in brief. The data gathering instrument used in the study will be explained. The manner in which quantitative data was analysed as well as the validity and reliability of the measuring instrument will be explained. The results of the study will be discussed in detail. Lastly a discussion about whether or not the results confirm the hypothesis will follow at the conclusion of the article.

2.3 LITERATURE REVIEW

2.3.1 Definition of Work Engagement

To date, there remains disagreement amongst academics and practitioners on the definition of work engagement and the manner in which it can be best measured (Bakker, Albrecht, & Leiter, 2011). According to MacLeod and Clarke (2009), there are more than 50 different definitions of work engagement. The concept of work engagement comprises as core features high involvement, affective energy, and self-presence at work (Britt, Dickinson, Greene-Shortidge, & McKibben, 2007). Kahn (1990, p. 694) defined engagement “as the harnessing of organizational members selves to their work role by which they employ and express themselves physically, cognitively and emotionally during role performance”.

There are two ways of viewing the concept of work engagement:

- The *first approach* is advocated by Maslach and Leiter (1997) who contend that engagement is characterized by energy, involvement, and efficacy that is the direct opposites of the three dimensions of burnout. According to Maslach and Leiter (1997, p, 24), when individuals experience the feeling of burnout, ‘energy turns into exhaustion, involvement turns into cynicism, and efficacy turns into ineffectiveness.

Maslach, Schaufeli, and Leiter (2001) stated that engagement is measured by the reverse pattern of scores on the Maslach Burnout Inventory-General Survey (MBI-GS) dimensions. The contention of these researchers is that the low scores on exhaustion and cynicism and high scores on professional efficacy are indicators of engagement (Chughtai & Buckley, 2008). Schaufeli, Salanova, Gonzalez-Roma, & Bakker (2002, p.74) referred to work engagement as “a positive, fulfilling, work-related state of mind that is characterised by vigor, dedication, and absorption”. Schaufeli and Bakker (2003) defined work engagement as an energetic link that exists between employees and their job. It is the positive antipode of workplace burnout (Schaufeli & Bakker, 2003).

- The *second approach*, put forward by Schaufeli et al. (2002), pointed out that Maslach and Leiter’s (1997) conceptualisation of work engagement does not allow for an examination of the relationship between burnout and engagement considering the fact that both constructs are viewed as opposites and are assessed with the same instrument (MBI-GS). According to Schaufeli et al. (2002), “burnout and work engagement are two separate constructs, despite negatively correlated states of mind as opposed to being two opposite ends of a single continuum.

The distinction between the two approaches is that Maslach and Leiter (1997) considered work engagement as an opposite to burnout, while Schaufeli and Bakker (2003), viewed engagement as an independent construct, which presents as an enduring state of mind. Furthermore, Schaufeli (2014) maintained that despite having slightly different perspectives there are core similarities between the Kahn (1990) and the Schaufeli et al. (2002) conceptualizations and measures of engagement. The researcher noted that both share similar physical-energetic (vigor), emotional (dedication), and cognitive (absorption) components.

This research adopted the definition of Schaufeli et al. (2002). The reason for this is that the definition includes both the affective and cognitive aspects of work engagement and highlights that engagement also involves an active utilisation of emotions and feelings (Salanova & Schaufeli, 2008).

The definition also splits engagement into three dimensions being vigour, dedication, and absorption which makes it easier to determine the dominance and weaknesses of each dimension of engagement (Freeney & Tiernan, 2006). Lastly, the three dimensions of work engagement can be measured by using the Utrecht Work Engagement Scale (UWES) (Schaufeli, Taris & Van Rhenen, 2008).

2.3.2 Dimensions of work engagement

Work engagement is characterized by vigor, dedication, and absorption (Schaufeli, Bakker, & Salanova, 2006). *Vigor* refers to high energy levels and states of mental resilience while working (Bakker, et al., 2011). Schaufeli, et al. (2002, p 74) argued that " vigour reflects the readiness to devote effort in one's work, an exhibition of high levels of energy while working and the tendency to remain resolute in the face of task difficulty or failure".

Bakker, et al. (2011) defined *dedication* as involvement and experiencing a sense of pride and challenge at work. According to Schaufeli and Bakker (2004; 2010), absorption is characterized by being fully concentrated and happily engrossed in one's work. Employees who feel absorbed in their work realise that time passes fast and they find it difficult to detach themselves from work" (Schaufeli et al., 2006). Evidence of the dimension is seen in the experiences of time passing quickly and forgetting everything (Schaufeli & Bakker, 2001).

Some studies consider *absorption* as one of the three dimensions of work engagement (Brand-Labuschagne, Mostert, Rothmann Jnr & Rothmann, 2012), while other researchers have in recent development of engagement research questioned the relevance of including absorption in the definition and measurement of work engagement (González-Romá, Schaufeli, Bakker & Lloret 2006; Montgomery, Peeters, Schaufeli & Den Ouden, 2003). In South Africa, for instance, the absorption scale was found not to be reliable (Naudé & Rothmann, 2004). Recent empirical research suggests that vigor and dedication are the core dimensions of work engagement (Llorens, Garcí'a, Salanova, & Cifre, 2003; Schaufeli & Bakker, 2004; Storm & Rothmann, 2003). However in other studies, the engagement scale inclusive of the absorption dimension was confirmed to be valid (Barkuizen, & Rothman, 2006).

2.3.3 Trade unions-work engagement link

A trade union comprises any number of workers within an organization for the sole purpose of organizing relationships between themselves and employers (Grobler, Warnich, Carrell, Elbert, & Hatfield, 2006). Grobler et al. (2006) assert that “through unionization, employees have a powerful collective voice that may be used to communicate to management their dissatisfactions and frustrations”. Truss, Soane, and Edwards, (2006) found that ‘allowing people the opportunity to feed their views and opinions upwards is the single most important driver of engagement’ and that ‘keeping employees informed about what is going on in the organisation is critical’.

MacLeod and Clarke (2009) found that voice is one of the four main enablers of employee engagement and that collective forms of employee voice can potentially support employee engagement through representation and joint consultation (collective bargaining).

Collective bargaining can increase employee engagement during, for instance, the implementation of strategies when there is an exchange of information between managers and trade unions.

Despite the findings, which suggest that trade unions through collective bargaining contribute towards work engagement, it was found in Hall et al., (2009) that ‘none of the organisations had undertaken any evaluation of the impact of information and consultation on business results or process, or even on the quality of employment relations and employee engagement’.

In light of the Employment Market Analysis and Research (Hall et al., 2009), it can reasonably be concluded that there is no scientific evidence to ascertain that trade unions contribute towards work engagement. Moreover, most employees do not believe that collective bargaining can influence outcomes. Beaumont and Hunter (2003) found that two-thirds of employees asked how they preferred to be consulted, favoured direct interaction between themselves and management, rather than through a trade union or works council. The feedback between representatives and employees after formal interaction with management was often poor (Hall et al., 2009). Lastly, Hall et al., (2009) identified huge distrust between trade unions and management with unions aiming to defend employees from unfair labour practices and this mode of operation causes conflict rather than co-operation with management.

Based on the literature, the hypothesis derived for this study is given in H1:

H1: There is a negative perception of employees on the role trade unions in enhancing work engagement.

2.4 RESEARCH DESIGN

A quantitative research design was used by the researcher and the research is classified as cross-sectional. Welman and Kruger (2001) described a cross-sectional design as a design in which subjects are assessed at a single time in their lives. A cross-section of information relevant to the topic is collected at one point in time (Bless, Higson-Smith & Sithole, 2013). A cross-sectional study is expeditious and can study a large number of respondents with little cost or effort.

2.4.1 Respondents

The target population for this study consisted of employees from salary level 1–16 who are members of trade unions at the Government Institution. This includes trade unions representatives in their capacity as shop stewards based at the workplace level. A simple random sample of 467 was taken from a population of 2600. One thousand (1000) questionnaires were distributed to the respondents over one year (2017) and 467 were returned, which is calculated as a response rate of 46.7%. According to Sekaran and Bougie (2016), for a population of 2600, the corresponding minimum size should be 335 which justifies the adequacy of the sample of 467 used in the study.

The demographic characteristics of the respondents are illustrated in Table 2.1.

Table 2.1 Demographic characteristics of respondents.

		Valid Percent	Cumulative Percent
Gender	Male	57.0	57.0
	Female	43.0	100.0
	Total	100.0	
Race	African	93.0	93.0
	White	2.8	95.9
	Coloured	2.6	98.5
	Indian	0.7	99.1
	Other	0.9	100.0

	Total	100.0	
Marital_Status	Single	44.0	44.0
	Married	49.9	93.9
	Divorced	4.6	98.5
	Separated	1.5	100.0
	Total	100.0	
Age_Group	18–24 years	3.0	3.0
	25–30 years	10.3	13.3
	31–40 years	26.6	39.9
	41–50 years	26.4	66.3
	At least 51 years	33.7	100.0
	Total	100.0	
Higher level of Education/ Qualifications	Matriculation certificate	66.5	66.5
	National Diploma	17.5	84.0
	Postgraduate Diploma	2.9	86.9
	Bachelor's Degree	7.5	94.5
	Postgraduate Degree	5.5	100.0
	Total	100.0	
What is your occupational Salary level?	1–5	58.3	58.3
	6–8	29.8	88.1
	9–12	11.0	99.1
	13–16	0.9	100.0
	Total	100.0	
Capacity	Official	96.2	96.2
	Shop steward	3.8	100.0
	Total	100.0	
How many years have you been working (overall working experience)?	Less than a year	11.3	11.3
	1–5 years	18.6	29.9
	6–10 years	17.3	47.2
	11–20 years	18.0	65.2
	21–30 years	23.4	88.5
	At least 31 years	11.5	100.0
Please specify the Union you belong to	Total	100.0	
	PSA	46.3	46.3
	NEHAWU	44.5	90.7
	Other	9.3	100.0
	Total	100.0	

Table 2.1 indicates that majority of the respondents in the research are male (57%), representative of the African ethnic group (93%), married (49,9%), and 51 years of age and older. Most of the participants are in possession of matriculation certificates (66.5%) and occupied lower level

positions (58.3%). The respondents were officials (96.2%), with 21–30 years of experience (23.4%) and belong to the PSA union (46.3%).

2.4.2 Research procedure

The Accounting Officer of the Government Institution granted approval to conduct the study. Ethical clearance was sought prior to the distribution of the questionnaires. Questionnaires were distributed randomly and manually to the participants after a thorough explanation of the purpose of the research. The participants took part in the study voluntarily and the confidentiality and anonymity of the participants is respected.

2.4.3 Measuring instrument

An adapted version of the Utrecht Work Engagement Scale (UWES) was utilised in measuring the impact of trade unions on work engagement. UWES consists of 17 items namely, vigour (6 items), dedication (5 items) and absorption (6 items). The items were adapted to reflect the role of trade unions in such a way that the original item was not distorted and UWES was confirmed to be reliable and valid in various studies within South Africa (Barkuizen, & Rothman, 2006).

2.4.4 Statistical analysis

The data gathered in the study was analysed through the Statistical Package for the Social Sciences (SPSS) version 21 and Statistical Analysis System 9.4. The reliability of the measuring instruments was determined by using Cronbach Alpha Coefficients. The validity was confirmed using Confirmatory Factor Analysis (CFA) through Structural Equation Modelling (SEM). The adequacy of the sample was confirmed using the Kaiser Mayer Oklin (KMO) measure of sampling adequacy as a prerequisite for conducting CFA. Factorability of the correlation matrix was checked using Bartlett's test of sphericity.

2.5 RESULTS

Table 2.2 Reliability test for vigour.

Reliability Statistics

Cronbach's Alpha	No. of Items (N)
0.949	6

The results show that the Cronbach's Alpha is greater than 0.9 implying that the reliability of the six (6) items of vigour construct are excellent (Cheung, 2013; Perrin 2014; Phon-Amnuaisuk, & Omar, 2016).

Table 2.3 Item-Total Statistics for vigour.

Item for vigour	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
At my work, I feel bursting with energy thanks to my union.	8.8562	44.979	0.796	0.945
At my job, I feel strong and vigorous because of my union.	8.7326	43.579	0.878	0.936
When I get up in the morning, I feel like going to work because I know my union is behind me.	8.7483	43.337	0.847	0.939
I can continue working for very long periods at a time for I know my union will ensure that I get recognised.	8.7685	43.593	0.851	0.939
At my job, I am very resilient, mentally strong and I was taught this by my union.	8.8921	44.096	0.860	0.938
At my work, I always persevere, even when things do not go well and this I was taught by my union.	8.8787	43.958	0.831	0.941

Since the reliability of the vigour construct is excellent, there is no need to drop items to improve reliability. All the Corrected Item-Total Correlation was above 0.3 and Gliner, Morgan and Leech (2011) recommended that such values are good and indicated that none of the items should be dropped from the analysis.

Table 2.4 Reliability analysis for dedication.

Reliability Statistics	
Cronbach's Alpha	No. of Items (N)
0.958	5

The Cronbach's Alpha is greater than 0.9 implying that the reliability of the items of the dedication construct are excellent (Cheung, 2013; Perrin 2014; Phon-Amnuaisuk & Omar, 2016).

Table 2.5: Item-Total Statistics for dedication

Item for dedication	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
I find the work that I do full of meaning and purpose thanks to my union.	6.6347	30.498	0.882	0.948
I am enthusiastic about my job thanks to my union.	6.6233	30.112	0.892	0.946
My trade union makes my job inspire me.	6.6895	30.594	0.879	0.948
I am proud of the work that I do because of my union.	6.7009	30.233	0.919	0.941
To me, my job is challenging because my union has negotiated for such conditions so that I can develop.	6.6667	31.500	0.834	0.955

Since the reliability of the dedication construct is excellent, there is no need to drop items to improve reliability. All the Corrected Item-Total Correlation above 0.3 and Gliner et al. (2011) recommended that such values are good and indicate that none of the items should be dropped from the analysis.

Table 2.6: Reliability analysis for absorption.

Reliability Statistics	
Cronbach's Alpha	No. of Items (N)
0.961	6

The Cronbach's Alpha is greater than 0.9 indicating that the reliability of items of the absorption construct are excellent (Cheung, 2013; Perrin, 2014; Phon-Amnuaisuk, & Omar, 2016).

Table 2.7 Item-Total Statistics for absorption.

Item-Total Statistics				
Item for absorption	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Time flies when I'm working and my union supports it.	8.8238	45.558	0.892	0.953
When I am working, I forget everything else around me for I know my trade union communicates my challenges with management.	8.8282	45.520	0.876	0.954
I feel happy when I am working intensely and my union encourages it.	8.8370	45.395	0.899	0.952
I am immersed in my work and my union supports it.	8.8392	45.610	0.900	0.952
I get carried away when I'm working because my union has made conditions perfect for me.	8.7577	45.809	0.892	0.953
It is difficult to detach myself from my job for I know I will receive benefits for my hard work as negotiated for by my union.	8.6784	46.651	0.806	0.962

The results show that the reliability of the absorption construct is excellent and there is no need to drop items to improve reliability. All the Corrected Item-Total Correlation above 0.3 and Gliner et al. (2011) recommended that such values are good and indicate that none of the items should be dropped from the analysis.

Table 2.8 Overall reliability of work engagement (UWES).

Reliability Statistics	
Cronbach's Alpha	No. of Items (N)
0.982	17

The results show that the Cronbach's Alpha is greater than 0.9 implying that the reliability of the items of the Work Engagement inventory are excellent (Cheung, 2013; Perrin 2014; Phon-Amnuaisuk, & Omar, 2016).

Table 2.9 Sampling adequacy and factorability test for work engagement (UWES).

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.969
Bartlett's Test of Sphericity	Approx. Chi-Square	9628.408
	Df	136
	Sig.	0.000

The Kaiser-Meyer-Olkin Measure (KMO) is greater than 0.7 implying an adequate sample to conduct factor analysis (Gliner et al., 2011; Ali, Mahdi, & Malihe, 2012; Elmi, Hassankhani, Abdollahzadeh, Abadi, Scott, & Nahamin, 2017). Significant Bartlett's test items are factorable (Gliner et al., 2011; Ali et al., 2012 and Elmi et al., 2017).

Table 2.10 Confirmatory factor analysis through structural equation modeling for work engagement (UWES).

FIT INDICES

Fit Summary	
Standardized RMR (SRMR)	0.0292
Bentler-Bonett NFI	0.9251
Bentler Comparative Fit Index (CFI)	0.9361

The interpretation of fit indices is based on the benchmarks adopted from Hooper, Coughlan, and Mullen (2008). The Standardized Root Mean Square Residual (SRMR) is less than 0.08, Comparative Fit Index (CFI) is very close to 0.95 and Normed Fit Index (NFI) is also very close to the benchmark of 0.95. These statistics indicate that the model nearly fits the data well.

Table 2.11 Path coefficients.

Path		Parameter	Estimate	Standard Error	t Value	Pr > t	
Vigour	====>	BV1	<u>Parm01</u>	1.17062	0.05917	19.7857	<.0001
Vigour	====>	BV2	<u>Parm02</u>	1.27867	0.05636	22.6871	<.0001
Vigour	====>	BV3	<u>Parm03</u>	1.30226	0.05873	22.1729	<.0001
Vigour	====>	BV4	<u>Parm04</u>	1.29721	0.05700	22.7571	<.0001
Vigour	====>	BV5	<u>Parm05</u>	1.30974	0.05528	23.6942	<.0001
Vigour	====>	BV6	<u>Parm06</u>	1.34337	0.05755	23.3428	<.0001
Dedication	====>	BD7	<u>Parm07</u>	1.36652	0.05753	23.7546	<.0001
Dedication	====>	BD8	<u>Parm08</u>	1.41272	0.05676	24.8892	<.0001
Dedication	====>	BD9	<u>Parm09</u>	1.35626	0.05685	23.8555	<.0001
Dedication	====>	BD10	<u>Parm10</u>	1.39101	0.05466	25.4482	<.0001
Dedication	====>	BD11	<u>Parm11</u>	1.26438	0.05798	21.8091	<.0001
Absorption	====>	BA12	<u>Parm12</u>	1.33321	0.05494	24.2654	<.0001

Absorption	====>	BA13	_Parm13	1.33003	0.05673	23.4464	<.0001
Absorption	====>	BA14	_Parm14	1.37200	0.05429	25.2736	<.0001
Absorption	====>	BA15	_Parm15	1.32736	0.05315	24.9716	<.0001
Absorption	====>	BA16	_Parm16	1.31031	0.05486	23.8857	<.0001
Absorption	====>	BA17	_Parm17	1.21957	0.06034	20.2131	<.0001

To validate the relationships between the factors and the observed variables, the t-values must be examined for statistical significance. An insignificant t-value would imply that the respective item is not an indicator for the factor in question and such path coefficients would challenge the validity of the factor model (Yung, 2010). The results show that all path coefficients are significant at 1%, hence none of the paths are dropped from the model. The proposed constructs are valid (Yung, 2010).

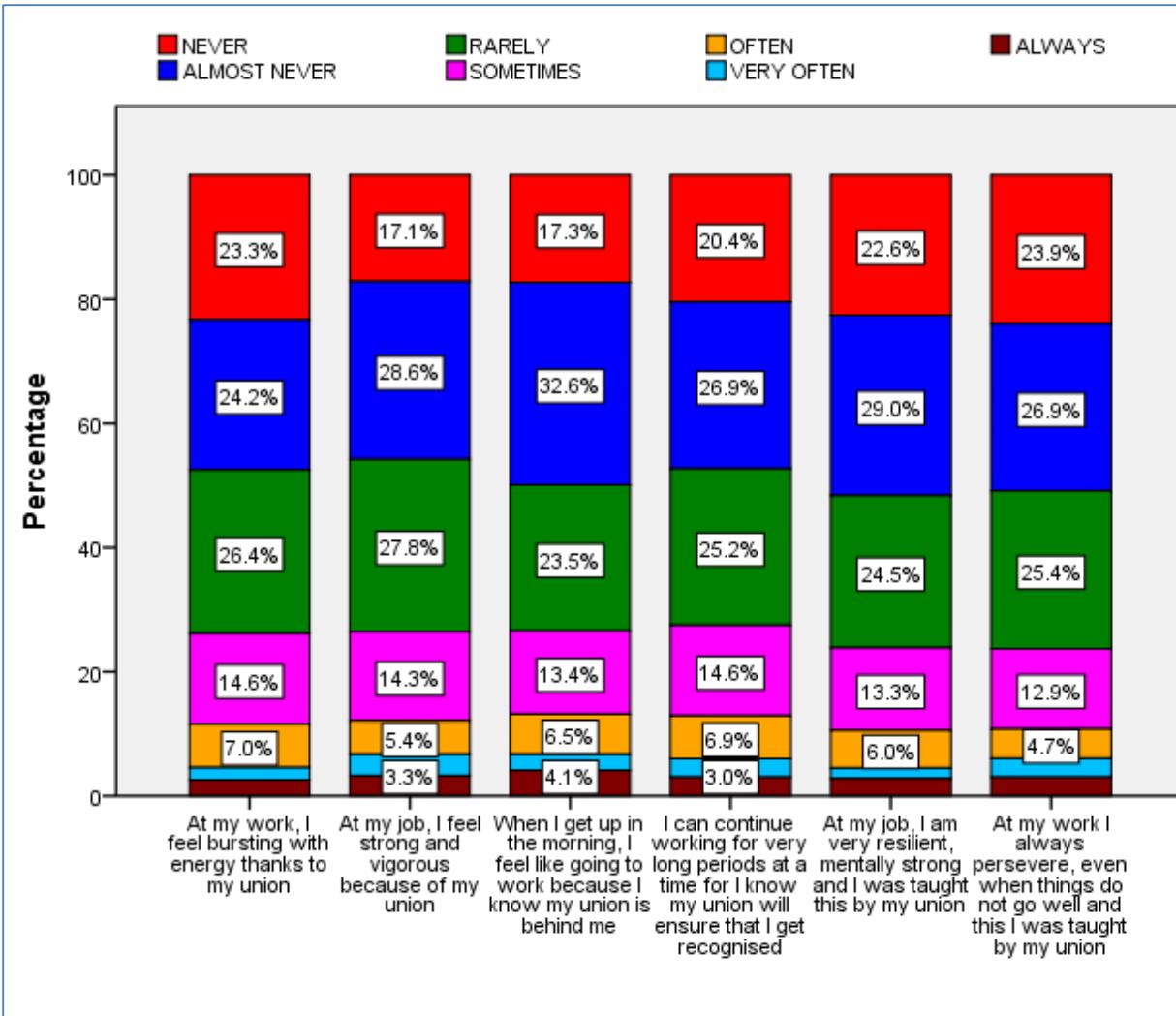


Figure 2.1 Participants responses regarding contribution of trade unions on vigour.

The results show that trade unions almost never enhanced the participants' vigour at the Government Institution. The high response rate of "almost never" is indicative of this. The results also show that other respondents indicated that trade unions rarely contributed towards vigour at the Institution. Only a few participants indicated that trade unions always enhanced their vigour at the Institution.

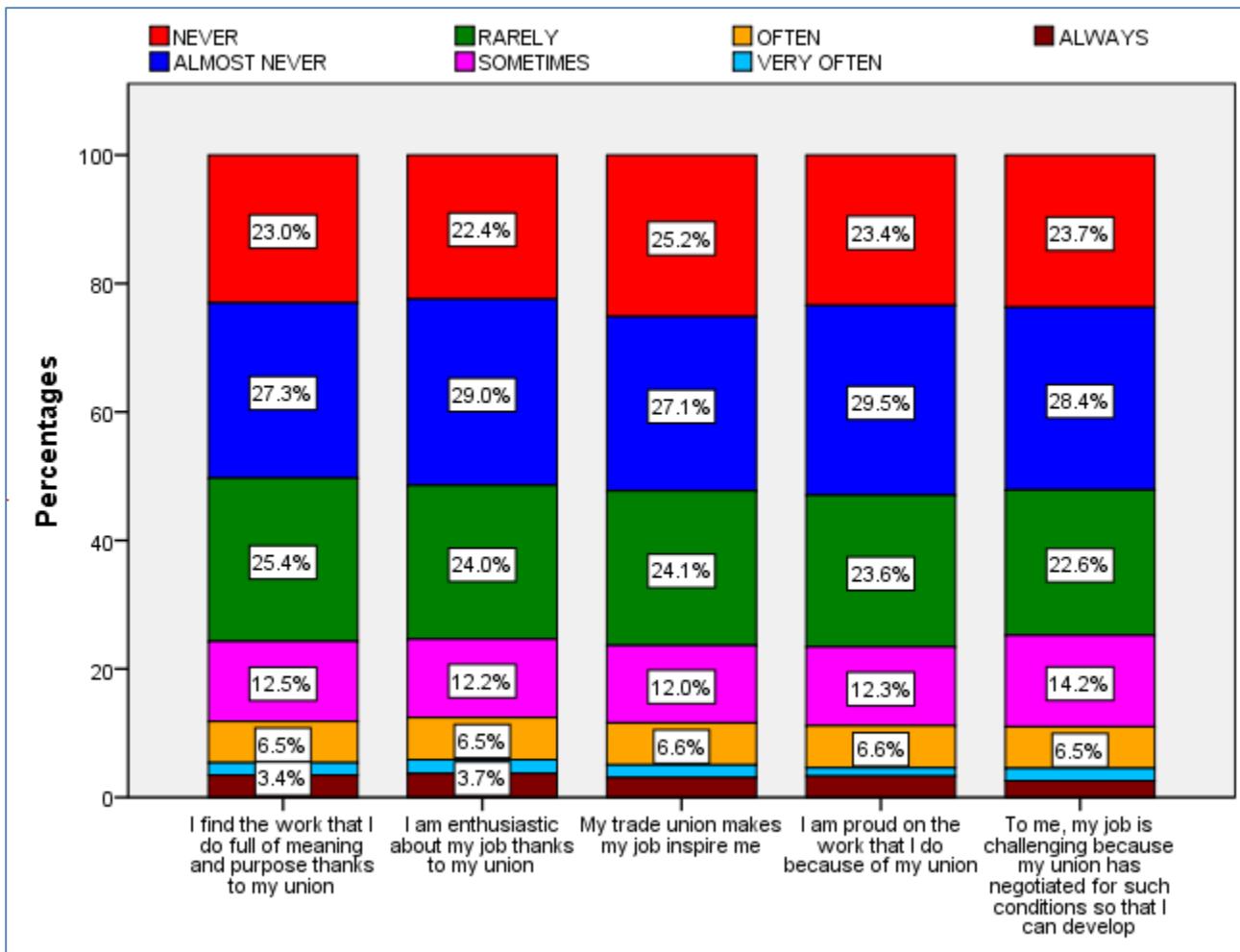


Figure 2.2 Participants responses regarding the contribution of trade unions on dedication.

The results indicate that trade unions almost never enhanced their dedication of respondents at the Government Institution. This is seen by the high percentage of participants that responded as “almost never” in the dedication dimension as part of work engagement. Other participants indicated that trade unions rarely contributed towards their dedication at the Institution. A small margin of the respondents indicated that trade unions always contributed towards their dedication at the Institution.

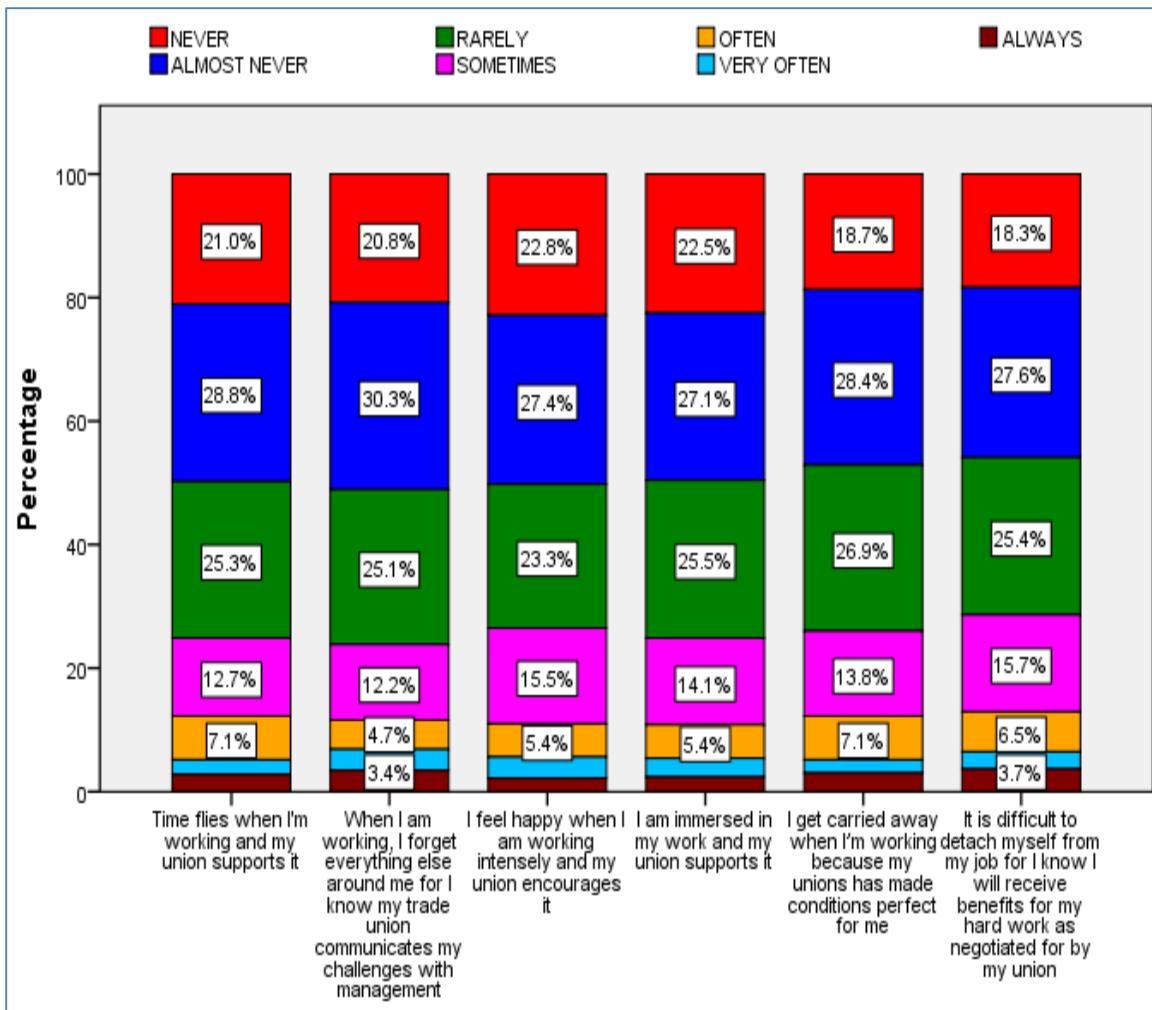


Figure 2.3 Participants responses regarding the contribution of trade unions on absorption.

The results show that most of the participants selected the option of “almost never” in all the six items of absorption as a dimension of the work engagement scale. This means that trade unions almost never enhanced the participants’ absorption at the Government Institution. Other participants indicated that trade unions rarely contributed towards their absorption, while a few indicated that unions always contributed towards absorption.

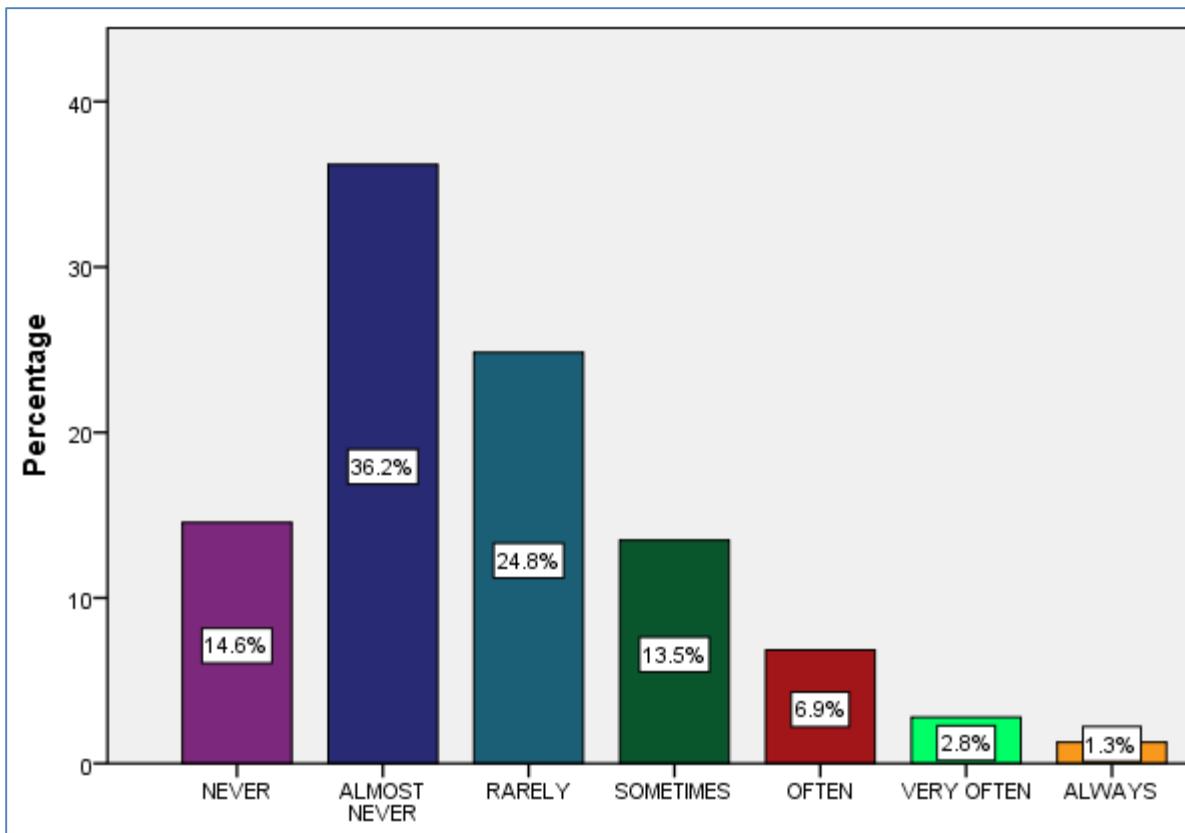


Figure 2.4 Participants responses regarding the contribution of trade unions on work engagement.

The results show that trade unions almost never enhanced the work engagement at the Government Institution used for this study. This is seen by the 36.2% of the participants which indicated that trade unions almost never enhanced their engagement at the Institution. Other participants (24.8%) indicated that unions rarely contributed towards engagement at work, while others (14.6%) said unions never enhanced their engagement. Only 1.3% of the respondents indicated that trade unions always enhanced the engagement of the participants at the Institution.

2.6 DISCUSSION

The main aim of the study was to find out the role of trade unions in enhancing work engagement in a Government Institution. The results are discussed according to hypothesis set for the study.

H1: There is a negative perception of trade unions in enhancing work engagement.

The results confirmed the hypothesis that trade unions almost never enhanced work engagement of employees. The results showed that 36.2% of the participants indicated that trade unions almost never enhanced their engagement at the Institution, (24.8%) indicated that unions rarely contributed towards engagement at work, while others (14.6%) said unions never enhanced their engagement. Over 70% of the responses of the respondents were negative thus signifying that trade unions were not enhancing work engagement at the Government Institution. The results are consistent with literature that there is no scientific evidence to ascertain that trade unions enhanced work engagement.

Trade unions are therefore encouraged to contribute towards work engagement to ensure that employees are mentally resilient, persevere, enthusiastic, and immersed in their work and their energy levels are high. Grobler et al. (2006) asserted that “through unionization, employees have a powerful collective voice that may be used to communicate to management their dissatisfactions and frustrations”. Truss et al. (2006) found that ‘allowing people the opportunity to feed their views and opinions upwards is the single most important driver of engagement’ and that ‘keeping employees informed about what is going on in the organisation is critical’.

This research made a significant contribution at the theoretical and practical level. The findings indicated that trade unions were not contributing to work engagement thus adding new knowledge on the role of trade unions at the workplace. The findings can be used by trade unions to ensure that they get more involved in the workplace to ensure that their members are engaged.

The research had some limitations in that the findings cannot be used by other provinces as it was limited to one province being the North-West province. The results can therefore not be generalised to all Government Institutions in South Africa. To ascertain whether the findings will persist, the same research could be done in another province within South Africa. The utilization of the cross-sectional survey presented a limitation as it is difficult to make a causal inference and that the situation may have provided different results had another time-frame been chosen (Levin, 2006). The low response rate (3.8%) of shop stewards deprived the research of getting their views on whether trade unions were contributing to work engagement at a Government Institution

It is therefore recommended that trade unions should encourage employees to ask for performance feedback from their supervisors as this can result in high work engagement and service delivery (Erickson, 2005). It is also recommended that there should be meaningful consultation between management and trade unions about matters that affect employees such as influencing organizational culture, alternatives to redundancies, and the establishment of new employee forums involving non-union representatives as this can likely have a positive longer-term impact on employee engagement (MacLeod & Clarke, 2009). Unions should also elevate the views and opinions of members to management as this is the single most important driver of engagement (Truss, Soane, & Edwards, 2006).

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CHAPTER 3

STUDY OF THE ROLE OF TRADE UNIONS IN ENHANCING WORK COMMITMENT IN A GOVERNMENT INSTITUTION

3.1 ABSTRACT

Orientation: There is a general perception that trade unions are not contributing towards workers' commitment level at the Government Institution under study. This is seen by the high absenteeism, turnover intentions, resistance to change and poor work performance of employees.

Research purpose: This research determined the role of trade unions in enhancing work commitment of employees in a Government Institution.

Motivation for the study: Employees are no longer committed to their jobs and this has the potential of increasing turnover rate in the Government Institution. Trade unions could counter this conundrum by contributing effectively towards affective, continuance, and normative commitment of employees.

Research approach, design, and method: The study followed a quantitative approach and the population was 2600 employees. The adapted version of the Organisational Commitment Questionnaire (OCQ) was used to gather the quantitative data from a sample size of 1000. A total of 467 surveys were collected from the respondents in the Government Institution and the data was inserted in Microsoft Excel and exported to the SPSS for data analysis.

Main findings: The results showed that 57.6% of the participants slightly disagreed that trade unions enhanced work commitment of employee at the Government Institution.

Practicable implications: The practical implications of the study are that trade unions should enhance commitment of employees as this may translate into low absenteeism, turnover intentions, acceptance to change and increased work performance of employees at the Government Institution.

Contribution/value-add: The results contribute to the literature in the field of employment relations by highlighting that trade unions were not contributing towards work commitment. The research serves as feedback to trade unions that they should do more in ensuring that employees are committed at the workplace.

Keywords: Government Institution, trade unions, work commitment.

3.2 INTRODUCTION

The concept of work commitment has been researched extensively over the years. Akintayo (2010) and Tumwesigye (2010) noted that one of the reasons why commitment has attracted research attention is that organizations depend on committed employees to create and maintain competitive advantage and achieve superior performance. Employees are thought to develop organizational attachments through experiences in the unit where they work (Van Knippenberg & Van Schie, 2000).

It is believed that motivating and empowering employees can enhance their productivity and performance (Schein, 1980; Vroom 1964). Individuals who are motivated would be more committed to their tasks and, hence, perform better. Lo, Ramayah, and Min (2009) noted that employees with a sense of employee commitment are less likely to engage in withdrawal behaviour and more willing to accept change. Employees that are highly committed are associated with attendance norms (Rentsch & Steel, 2003). Low work commitment may hinder performance because effort and concentration are lacking (Salanova, Agut, & Peiro', 2005).

Committed individuals are less likely to leave their organisations because quitting can lead to the loss of important material benefits and incentives like income, prestige, or side-bets (Powell & Meyer, 2004). Organisational commitment is, therefore, one of the determinants of organisational effectiveness (Angle & Perry, 1981).

Work commitment, according to many researchers (Morrow 1983, 1993; Baruch & Winkelmann-Gleed, 2002; Becker, 1992; Blau & Boal, 1989; Cohen, 1999, 2000, 2003; Hackett, Lapierre, & Hausdorf, 2001; Randall & Cote, 1991), consists of a set of different, yet interrelated, commitment constructs. Researchers maintain that employees develop more than one type of work commitment (Becker, 1960). This article places greater emphasis on three distinct dimensions proposed by

Meyer & Allen (1997); namely affective, normative, and continuance commitment and how they are affected by trade unions through union voice. This article examines the impact of trade unions on work commitment in a Government Institution.

The literature on work commitment is reviewed starting with the definition and measurement of work commitment, dimensions of work commitment, perception of employees on the role trade unions in enhancing work commitment. After the literature review, the hypothesis for the study is developed and the research design used is briefly explained. The study population, sampling technique and sample size will be outlined. Thereafter the method followed in acquiring and collecting the quantitative data will be discussed. The validity and reliability of the measuring instruments as well as the manner in which the data was analysed will be briefly explained. The results of the study will be illustrated in tables and figures and will be discussed in greater detail. In conclusion the results will be matched against the hypothesis to determine whether they tally or not.

3.3 LITERATURE REVIEW

3.3.1 Work commitment defined

Over the past decades, the concept of work commitment has been defined and measured in many different ways (Meyer, & Herscovitch, 2001). Morrow (1983) indicated that there about 25 commitment-related definitions and scales that have been created resulting in redundancy of the concept.

Ezirim, Nwibere and Emecheta, (2012), defined work commitment as the relative strength of an individual identification with and involvement in a particular organisation. Weiner (1982, p. 421) referred to organisational commitment as "the totality of normative pressures to act in a way which meets organisational goals and interests".

Angle and Perry (1981, p. 4) referred to work commitment as "commitment to support the goals of the organization". The researchers further stated that work commitment is "commitment to retain organizational membership". Sheldon (1971) defined commitment as being a positive evaluation of the organization and the organization's goals.

Penley and Gould (1988, p. 46) stated that work commitment is “acceptance of and identification with organisational goals”. Work commitment refers to “organisational attachments which results when an employee no longer perceives that there are rewards commensurate with investments; yet he or she remains due to environmental pressures” (Penley & Gould, 1988, 46).

Mayer and Schoorman (1992) referred to work commitment as a belief in and acceptance of organizational goals and values and willingness to exert effort on behalf of the organisation. It is the desire to remain a member of the organisation.

Jaros, Jermier, Koehler, and Sincich, (1993, p. 954) viewed work commitment as “the degree to which an individual is psychologically attached to an employing organisation through feelings such as loyalty, affection, warmth, belongingness, fondness, pleasure and so on”; that is through the internalisation of its goals, values, and missions. Jaros et al. (1993) offered a warning that it can also be the degree to which an individual experiences a sense of being locked in a place because of high costs of leaving.

Meyer and Allen (1984; 1991) defined organizational commitment as a collective sense of affective or emotional attachment to an organization. According to Allen and Meyer (1990, p. 14), work commitment "is a psychological state that binds the individual to the organisation or a linking (bond) of the individual to the organisation".

Meyer and Allen (1997) proposed that work commitment has three distinct dimensions, namely affective, normative, and continuance commitment. This research study adopted the “three component model” of Allen and Meyer (1990, p 14) because the three types of commitment portray the various stages of an individuals’ psychological state in his or her relationship with their organisation. These could be the determinants that may decide whether an employee will continue to dedicate his or her service with an existing organisation or not (Meyer, Allen & Smith, 1993).

In essence work commitment is whereby an employee is attached to an organisation for a variety of reasons one of which is to help the organisation to achieve its goals. This psychological attachment may reflect itself in feelings such as loyalty and a sense of being part of the organisation. The existence of work commitment results in the desire to be involved and to identify with the organisation.

3.3.2 Dimensions of work commitment

The three dimensions of work commitment under consideration are affective, normative, and continuance commitment (Meyer & Allen, 1997).

- *Affective commitment* originates from the recognition of the values of the organization by an employee (Meyer & Herscovitch, 2001). Affective commitment “denotes a sense of belonging and emotional attachment of the employee to the organisation” (Brown, p. 41 2003). It reflects a person's emotional attachment to the organization (Van Vuuren, De Jong, & Seydel, 2008). According to Khalil (2012), cited by Murule (2015), affective commitment includes the strength of persons' identification with and participation in the organisation. Workers with high affective commitment continue employment with an organisation because they want to get attached to their existing organisation (Murule, 2015).

According to Beck and Wilson (2000), affective commitment development involves identification with the organisation and internalisation of organisational principles and standards. Many researchers (Eby, Freeman, Rush, & Lance, 1999; Farrell & Stamm, 1988; Feather & Rauter, 2004; Tett & Meyer, 1993) concur that affectively committed employees will be more likely to show organizational citizenship behaviours, be absent less and have fewer turnover intentions.

Buchanan (1974, 533) defined affective commitment as “the process by which the goals of the organisation and those of the individual become increasingly congruent”. Mguqulwa (2008, p. 30) asserted that “employees with affective commitment do not intend leaving the organisation because they perceive their personal employment relationship is in harmony with the values and goals of the organisation”.

- *Continuance commitment* is “the extent to which employees feel committed to their organisations by virtue of the costs that they feel are associated with leaving” (Meyer & Allen, 1984). Meyer and Allen (1991, p. 67) defined continuance commitment as a discovery of the cost they feel is associated with leaving the organisation. Kanter (1968, p. 504) defined continuance commitment as “profit associated with continued participation

and a cost associated with leaving the organisation". According to Meyer and Allen (1997), it is very difficult for an employee who is having continuance commitment with the existing employer to leave the organisation.

- *Normative commitment* indicates a sense of obligation and loyalty towards the organization (Meyer & Allen, 1997). It also refers to attaching internalized values to the organisation (Beukes & Botha, p. 10, 2013). According to March and Mannari (1977), "the normative element is seen as the commitment individuals consider morally appropriate regarding their remaining with a specific organisation, irrespective of how much status improvement or fulfilment the organisation provides the individual over the years" (p. 59)

Wiener (1982) suggested that an employee exhibiting normative commitment could be the outcome of internalization of normative pressures such as that of family or cultural orientation put forth on an individual prior to his or her entry into an organisation. It may also arise from organisational payments that are awarded in advance, such as tuition fees and the time spent on training (Morule, 2015). The appreciation of the costs may make an employee have an obligation towards the organisation and the employee gives back by committing themselves to the organisation (Scholl, 1981)

3.3.3 Trade unions –commitment link

The results of Lincoln and Boothe (1993) showed that the union effect on organisational commitment was negative, especially amongst U.S employees, even when job quality, wages, and promotional opportunities were held constant. Research also showed that there was no significant relationship between perceptions of union voice and commitment (Hammer, Jacqueline, & Robert, 1981). The results were found after examining the effect of voice and loyalty on absenteeism amongst workers in a unionized manufacturing plant that had been bought out by managers, rank-and-file employees, and local and citizens to avoid closure. The findings on dual loyal studies of some relevance to the exit-voice model showed that the positive correlation between organisational and union commitment is conditional on industrial relations climate. "Where labour relations are poor, the commitment correlation is either significant or negative" (Hammer & Avgar, p, 257, 2005).

From the preceding literature review, the following hypothesis is derived for this study:

H1: There is a negative perception of employees on the role trade unions in enhancing work commitment.

3.4 RESEARCH DESIGN

A survey method was selected to gather statistical data on the perceptions of employees on the role of trade unions in enhancing organisational commitment at the Government Institution. According to Creswell, (1994), the data may be collected through posing questions to respondents in the sample which in turn makes it possible to generalise the results to the entire target population.

3.4.1 Respondents

The target population for this study consisted of employees from salary level 1–16 who are members of trade unions at the Government Institution. This includes trade union representatives in their capacity as shop stewards based at the workplace level. A simple random sample of 1000 was taken from a population of 2600. One thousand (1000) questionnaires were distributed to the respondents, but only 467 were returned; a calculated response rate of 46.7%. The respondents in the research were mainly male (57%), representative of the African ethnic group (93%), married (49.9%), and 51 years and older. Most of the participants were in possession of matriculation certificates (66.5%) and occupied lower level positions (58.3%). The respondents were officials (96.2%), with 21–30 years of experience (23.4%) and belong to the PSA union (46.3%).

3.4.2 Research procedure

The permission to conduct research was approved by the Accounting Officer of the Government Institution used in this study. Ethical clearance was sought prior to the distribution of the questionnaires. Questionnaires were distributed randomly and manually to the participants after a thorough explanation of the purpose of the research. The participants took part in the study voluntarily and the confidentiality and anonymity of the participants was respected.

3.4.3 Measuring instrument

An adapted version of the Organizational Commitment Questionnaire (OCQ) was used to measure the impact of trade unions on work commitment. The questionnaire is based on the three component model proposed by Meyer and Allen (1997), which are the affective commitment (8 items), continuance commitment (8 items) and normative commitment (8 items) and the 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree) was used (Meyer and Allen, 1997).

Furthermore, Meyer and Allen (1997) found the overall reliability estimates of OCQ to be exceeding 0.79, which proved that the OCQ was excellent scale to measure organisational commitment. According to Bagraim and Hayes (1999) and Mguqulwa (2008), the internal consistency of the dimensions varied between 0.85 for affective, 0.79 for continuance and 0.73 for normative. Some studies in South Africa found the OCQ to be reliable and valid. Kwela (2001) discovered an alpha coefficient of 0.87, while Dwyer (2001) found a alpha coefficient of 0.79.

3.4.4 Statistical analysis

The Statistical Package for the Social Sciences (SPSS) version 21 and Statistical Analysis System 9.4 were used to analyse data in the study. The reliability of the measuring instruments was determined by means of Cronbach Alpha Coefficients (Cheung, 2013). The validity was confirmed using Confirmatory Factor Analysis (CFA) through Structural Equation Modelling (SEM). The adequacy of the sample was confirmed using the Kaiser Mayer Oklin (KMO) measure of sampling adequacy as a prerequisite for conducting CFA. Factorability of the correlation matrix was checked using Bartlett's test of sphericity.

3.5 RESULTS

Table 3.1 Reliability analysis for affective commitment.

Reliability Statistics	
Cronbach's Alpha	No. of Items (N)
0.908	8

The results show that the Cronbach's Alpha is greater than 0.9 implying that the reliability of items of the affective commitment construct are excellent (Cheung, 2013; Perrin 2014; Phon-Amnuaisuk, & Omar, 2016).

Table 3.2 Item-Total Statistics for affective commitment.

Item for affective commitment	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
I would be very happy to spend the rest of my career with this organization looking at the good relationship it has with my union.	15.8965	31.903	0.715	0.896
I enjoy discussing about my organization with people outside it because my union has contributed to where the organization finds itself.	15.9097	32.263	.763	.892
I really feel as if this organization's problems are my own because my union keeps me updated.	15.9163	32.033	0.721	0.895
I think that I could easily become as attached to another organization as I am to this one because my union is much active there.	15.9185	32.212	0.734	0.894
I do not feel like 'part of the family' at my organization because my union is dividing us.	16.0132	33.276	0.643	0.902
I do not feel 'emotionally attached' to this organization because my union is undermined.	15.9604	32.639	0.693	0.898
This organization has a great deal of personal meaning for me all because of my union's intervention.	15.8965	32.022	0.744	0.893

I do not feel a ‘strong’ sense of belonging to my organization because my union is unable to match management in negotiations.	15.8612	32.813	0.630	0.903
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The results indicated that the affective commitment construct is excellently reliable, hence there is no need to drop items to improve reliability. All the Corrected Item-Total Correlation above 0.3 and Gliner, Morgan and Leech (2011) recommended that such values are good and indicated that none of the items should be dropped from the analysis.

Table 3.3 Reliability analysis for continuance commitment.

Reliability Statistics	
Cronbach's Alpha	No. of Items (N)
0.933	8

The Cronbach’s Alpha is greater than 0.9 implying that the reliability of the items of the continuance commitment construct are excellent (Cheung, 2013; Perrin 2014; Phon-Amnuaisuk, & Omar, 2016).

Table 3.4 Item-Total Statistics for continuance commitment.

Item for continuance commitment	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
I am not afraid of what might happen if I quit my job without having another one lined up because I know I can continue with my union at another workplace.	15.8610	35.383	0.749	0.925
It would be very hard for me to leave my organization right now, even if I wanted because I anticipate that my union has negotiated favourable conditions at work.	15.9417	35.399	0.786	0.922

Too much in my life would be disrupted if I decided to leave my organization now looking at the future opportunities my union has negotiated for me.	15.9305	35.854	0.782	0.923
It wouldn't be too costly for me to leave my organization now because my union is unable to match management during negotiations.	15.8543	36.525	.663	.932
Right now, staying with my organization is a matter of necessity as much as desire because my union is negotiating with management for favourable working conditions.	15.8632	34.999	0.800	0.921
I feel that I have very few options to consider leaving this organization because management does not want to give in to the demands put forward by my union.	15.8341	35.563	0.760	0.924
One of the few serious consequences of leaving this organization would be the scarcity of available alternatives because my union has made sure that I get it all here.	15.8543	35.428	0.823	0.920
One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice—another organization may not match the overall benefits I have here thanks to my union.	15.8027	35.804	0.771	0.924

Since the continuance commitment construct is excellently reliable, there is no need to drop items to improve reliability. All the Corrected Item-Total Correlation above 0.3 and Gliner, et al. (2011), recommend that such values are good and indicate that none of the items should be dropped from the analysis.

Table 3.5 Reliability analysis for normative commitment.

Reliability Statistics	
Cronbach's Alpha	No. of Items (N)
0.927	8

Table 3.5 shows that the Cronbach's Alpha is greater than 0.9 implying that the items of the normative commitment construct are excellently reliable (Cheung, 2013; Perrin 2014; Phon-Amnuaisuk, & Omar, 2016).

Table 3.6 Item-Total Statistics for normative commitment.

Item for normative commitment	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
I think that people these days move from company to company too often and that is what my union thinks too.	15.7669	34.004	0.698	0.922
I do not believe that a person must always be loyal to his or her Organization and so says my union.	15.8954	33.063	0.707	0.921
Jumping from organization to organization does not seem at all unethical to me and my union encourages it.	15.8715	33.514	0.719	0.920
One of the major reasons I continue to work in this organization is that I believe loyalty is important and therefore I feel a sense of moral obligation to remain especially because my union represents me well in the workplace.	15.7451	32.474	0.766	0.917

If I got another offer for a better job elsewhere I would not feel it was right to leave my organization.	15.9695	33.571	0.733	0.919
My union taught me to believe in the value of remaining loyal to one organization	15.8431	32.482	0.798	0.914
My union told me that things were better in the days when people stayed in one organization for most of their careers	15.8780	32.924	0.816	0.913
I do not think that to be a ‘company man’ or ‘company woman’ is sensible anymore and my union echoes the same sentiments.	15.8693	33.354	0.783	0.916

Since the normative commitment construct is excellently reliable, there is no need to drop items to improve reliability. All the Corrected Item-Total Correlation above 0.3 and Gliner, et al. (2011) recommended that such values are good and indicate that none of the items should be dropped from the analysis.

Table 3.7 Overall reliability for work commitment (OCQ).

Reliability Statistics	
Cronbach's Alpha	No. of Items (N)
0.969	24

The Cronbach’s Alpha is greater than 0.9 implying that the reliability of the items of the work commitment questionnaire are excellent (Cheung, 2013; Perrin 2014; Phon-Amnuaisuk, & Omar, 2016).

Table 3.8 Sampling adequacy and factorability test for work commitment (OCQ).

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.967
Bartlett's Test of Sphericity	Approx. Chi-Square	8457.327

	Df	276
	Sig.	0.000

The results show that the Kaiser-Meyer-Olkin (KMO) measure is greater than 0.7 implying an adequate sample to conduct factor analysis (Gliner, Morgan and Leech, 2011; Ali, Mahdi, & Malihe, 2012; Elmi, Hassankhani, Abdollahzadeh, Abadi, Scott, & Nahamin, 2017). For Confirmatory Factor Analysis CFA and a significant Bartlett's test items are factorable (Gliner, et al., 2011; Ali, et al., 2012; Elmi et al., 2017).

Table 3.9 Confirmatory Factor Analysis through structural equation modeling for work commitment (OCQ).

FIT INDICES

Fit Summary	
Standardized RMR (SRMR)	0.0457
Bentler Comparative Fit Index	0.8999
Bentler-Bonett NFI	0.8743

The interpretation of fit indices is based on the benchmarks adopted from Hooper, Coughlan, and Mullen (2008). The Standardized Root Mean Square Residual (SRMR) is less than 0.08, Comparative Fit Index (CFI) is less than 0.95 and Normed Fit Index (NFI) is also less than the benchmark of 0.95. SRMR suggests that the Structural Equation Modelling (SEM) fit the data well, whereas the CFI and NFI suggest that the model does not fit the data well. The fit indices give inconclusive results; the goodness of fit of the model is questionable.

Table 3.10 Path coefficients.

Path		Parameter	Estimate	Standard Error	t Value	Pr > t
Affective_Commitment	==>	CAC1	_Parm01	0.87193	0.04441	19.6353
Affective_Commitment	==>	CAC2	_Parm02	0.80004	0.03968	20.1601

Affective_Commitment	\Rightarrow	CAC3	_Parm03	0.80978	0.04313	18.7739	<.0001
Affective_Commitment	\Rightarrow	CAC4	_Parm04	0.78165	0.04197	18.6255	<.0001
Affective_Commitment	\Rightarrow	CAC5	_Parm05	0.65866	0.04323	15.2357	<.0001
Affective_Commitment	\Rightarrow	CAC6	_Parm06	0.71890	0.04326	16.6174	<.0001
Affective_Commitment	\Rightarrow	CAC7	_Parm07	0.82339	0.04114	20.0147	<.0001
Affective_Commitment	\Rightarrow	CAC8	_Parm08	0.71716	0.04642	15.4502	<.0001
Continuance_Commitment	\Rightarrow	CCC9	_Parm09	0.82007	0.04311	19.0209	<.0001
Continuance_Commitment	\Rightarrow	CCC10	_Parm10	0.83723	0.04101	20.4147	<.0001
Continuance_Commitment	\Rightarrow	CCC11	_Parm11	0.79094	0.03940	20.0755	<.0001
Continuance_Commitment	\Rightarrow	CCC12	_Parm12	0.74663	0.04487	16.6394	<.0001
Continuance_Commitment	\Rightarrow	CCC13	_Parm13	0.86670	0.04142	20.9225	<.0001
Continuance_Commitment	\Rightarrow	CCC14	_Parm14	0.79558	0.04237	18.7769	<.0001
Continuance_Commitment	\Rightarrow	CCC15	_Parm15	0.84257	0.03814	22.0912	<.0001
Continuance_Commitment	\Rightarrow	CCC16	_Parm16	0.80182	0.04063	19.7345	<.0001
Normative_Commitment	\Rightarrow	CNC17	_Parm17	0.73143	0.04029	18.1556	<.0001

Normative_Commitment	\Rightarrow	CNC18	_Parm18	0.78035	0.04503	17.3307	<.0001
Normative_Commitment	\Rightarrow	CNC19	_Parm19	0.73110	0.04220	17.3254	<.0001
Normative_Commitment	\Rightarrow	CNC20	_Parm20	0.87663	0.04319	20.2986	<.0001
Normative_Commitment	\Rightarrow	CNC21	_Parm21	0.74191	0.04050	18.3178	<.0001
Normative_Commitment	\Rightarrow	CNC22	_Parm22	0.85674	0.04067	21.0633	<.0001
Normative_Commitment	\Rightarrow	CNC23	_Parm23	0.80806	0.03787	21.3351	<.0001
Normative_Commitment	\Rightarrow	CNC24	_Parm24	0.76317	0.03792	20.1246	<.0001

To validate the relationships between the factors and the observed variables, the t-values must be examined for statistical significance, an insignificant t-value would imply that the respective item is not an indicator for the factor in question and such path coefficients would challenge the validity of the factor model (Yung, 2010). The results show that all path coefficients are significant at 1%, hence none of the paths are dropped from the model. The proposed constructs are valid (Yung, 2010).

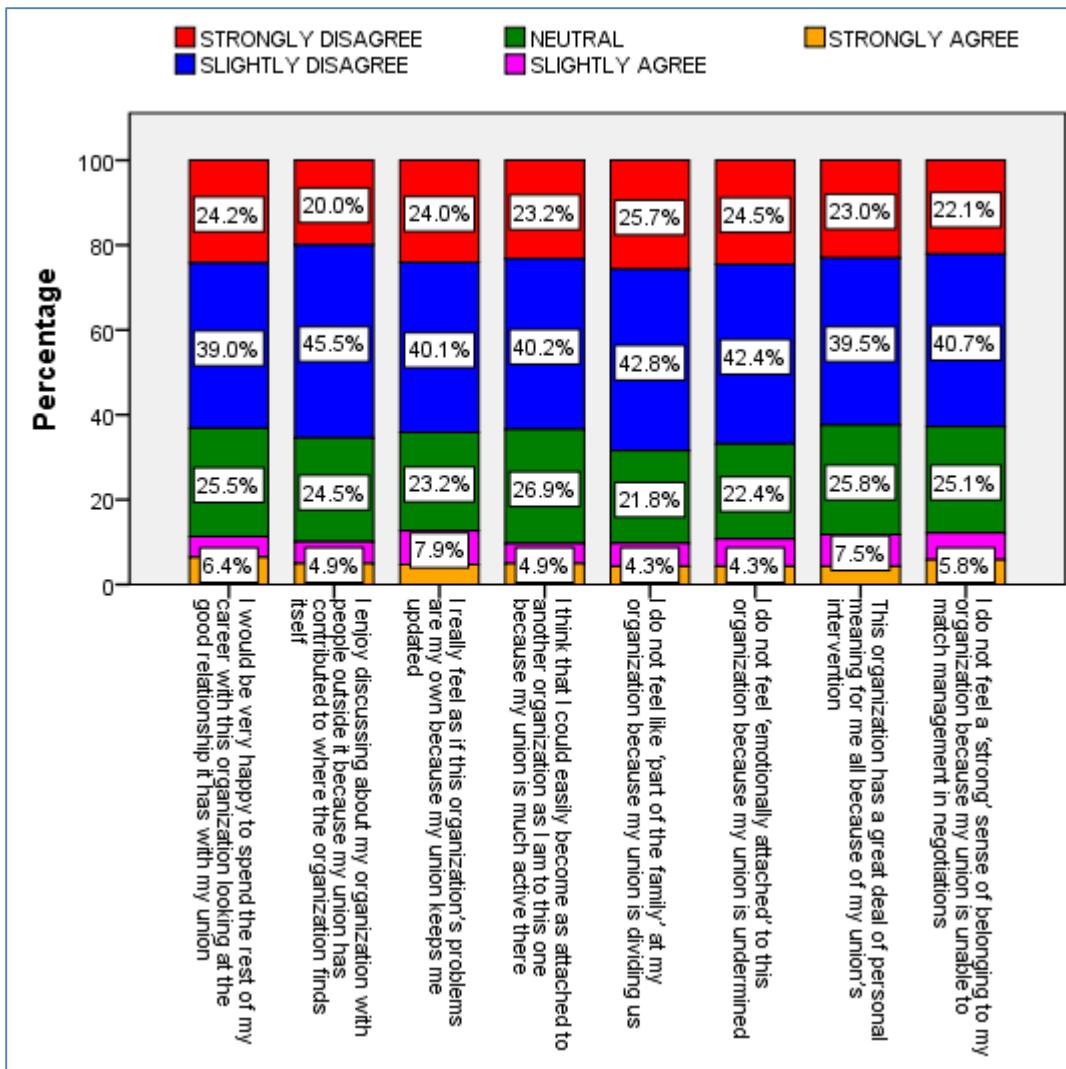


Figure 3.1: Participants responses regarding contribution of trade unions on affective commitment.

The results show that most participants "slightly disagreed" that trade union enhanced their affective commitment at the Government Institution. Other participants indicated that they strongly disagreed, while others chose to be "neutral" on whether trade unions contributed towards affective commitment at the Institution. Only a few respondents agreed that trade unions enhanced their affective commitment at work.

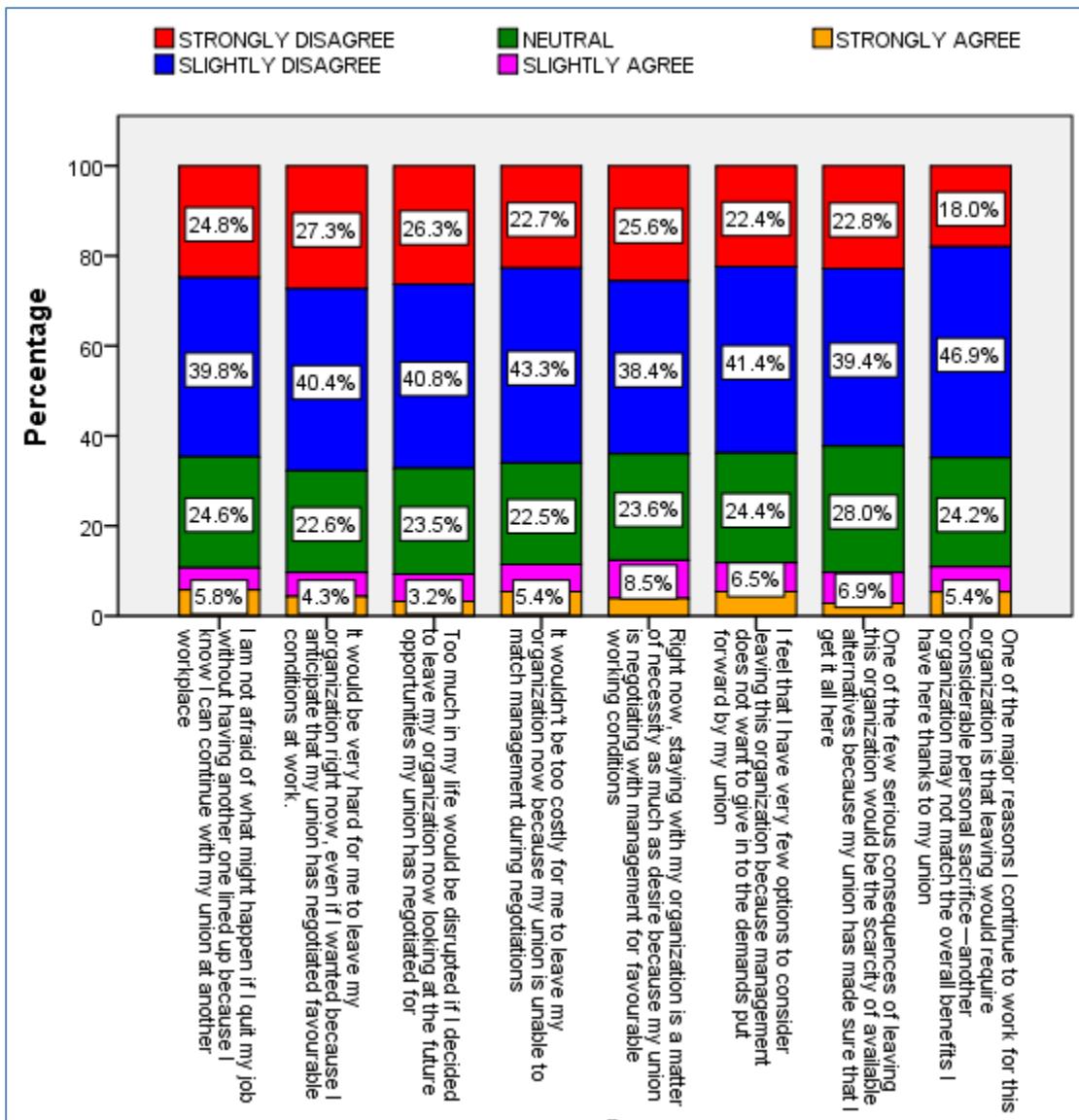


Figure 3.2: Participants responses regarding contribution of trade unions on continuance commitment.

The results show that most of the participants slightly disagreed that trade unions enhanced their continuance commitment to the Government Institution, while others strongly disagreed. Other participants expressed a neutral response. Only a few respondents strongly agreed that trade unions enhanced their continuance commitment at Institution.

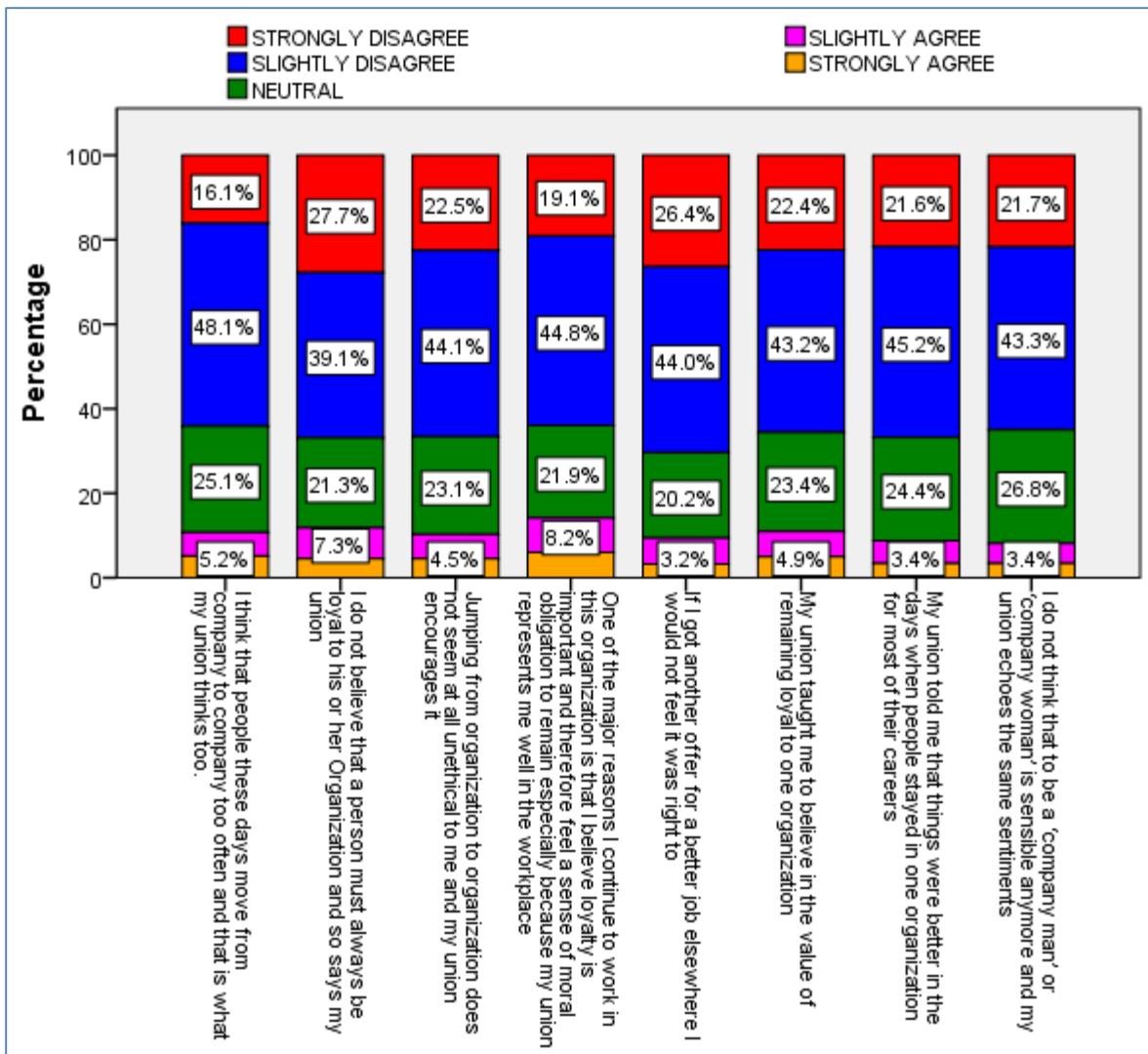


Figure 3.3: Participants responses regarding contribution of trade unions on normative commitment.

The results show that most of the participants at the Government Institution held the view that trade unions did not contribute towards normative commitment, hence they chose "slightly disagreed". Other participants chose a neutral response. Only a few of the respondents strongly agreed that trade unions contributed towards their normative commitment to work.

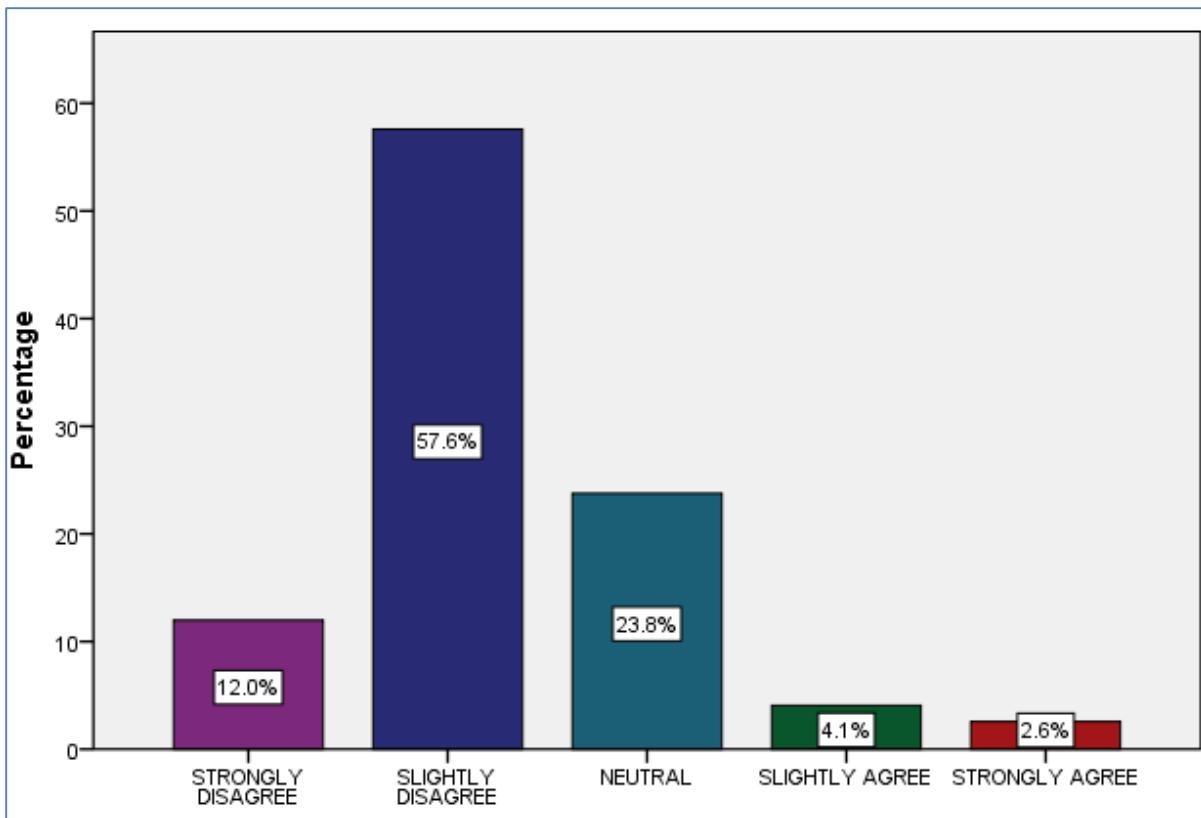


Figure 3.4: Participants responses regarding the contribution of trade unions on work commitment.

Figure 3.4 illustrates that most of the participants (57.6%) slightly disagreed that trade unions enhanced their work commitment at the Government Institution. Other participants (23.8%) remained neutral on whether trade unions were enhancing their work commitment. Only a few (4.1%) slightly agreed or strongly agreed (2.6%) that trade unions enhanced their work commitment.

3.6 DISCUSSION

The aim of the study was to discover the role of trade unions in enhancing work commitment in a Government Institution. The results are discussed in accordance with the hypothesis set for this study.

H1: There is a negative perception of employees on trade unions in enhancing work commitment.

The results do not confirm the hypothesis as most of the participants (57.6%) slightly disagreed that trade unions enhanced their work commitment at the Government Institution. Therefore the results do not tally with literature that there was a negative perception of employee on the role of trade unions in enhancing work commitment. Hammer et al. (1981) discovered that there was no significant relationship between perceptions of union voice and commitment. The results of Lincoln and Boothe (1993) showed that the union effect on organisational commitment was negative. Furthermore it was found that the positive correlation between organisational and union commitment was conditional on industrial relations climate, thus where labour relations are poor, the commitment correlation is either significant or negative (Hammer & Avgar, 2005). This implies that trade unions as partners in the employment relationship have a role to play in ensuring that the labour relations climate was conducive as this may result in high commitment of employees.

This research had theoretical and practical contributions. The findings indicated that trade unions were not contributing towards work commitment of employees and thus contributing to the body of knowledge in the field of employment relations. The research had limitations in that the findings cannot be generalised to other departments in other provinces as it was based on a single government institution in the North West Province. A similar research could be conducted in another province to test whether the results would come out the same. The other limitation was the low (0.9%) response rate of Senior Management Services (level 13–16). This deprived the research the opportunity of getting the views of management on whether trade unions were contributing towards work commitment for employees at that level.

The recommendations were that trade unions should motivate and encourage employees to be more committed to their tasks and, hence, perform better (Schein, 1980; Vroom 1964). Trade unions should therefore motivate and encourage employees during general union meetings to be committed to their tasks as this can lead to lesser turnover intentions and absenteeism. Low work commitment may hinder performance because effort and concentration may lack (Salanova, Agut, & Peiro', 2005). When employees are committed they are less likely to engage in withdrawal behaviour and more willing to accept change (Lo, Ramayah, & Min, 2009). They are also less likely to leave their organisations because quitting can lead to the loss of important (im) material benefits and incentives like income, prestige, or side-bets (Powell & Meyer, 2004).

It is also recommended that trade unions should ensure that the industrial relations climate is conducive for negotiations (Hammer & Avgar, 2005).

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CHAPTER 4

STUDY OF THE ROLE OF TRADE UNIONS IN ENHANCING JOB SATISFACTION IN A GOVERNMENT INSTITUTION

4.1 ABSTRACT

Orientation: Job satisfaction is a useful attitude to assess employees' intention to stay or leave an organisation. Trade unions as partners in the employment relationship have a role to play in ensuring that employees are satisfied with their jobs so that they can stay in the organisation.

Research purpose: The main purpose of the study is to establish the role of trade unions in enhancing employee job satisfaction in a Government Institution.

Motivation for the study: Few studies have been conducted on the role of trade unions in enhancing job satisfaction hence the importance of this study.

Research approach, design, and method: A quantitative research approach was used to conduct research at a Government Institution through administering a cross-sectional survey questionnaire ($N=467$). The population was 2600 employees and the sample size was 1000. An adapted short form of the Minnesota Job Satisfaction Questionnaire (MSQ) was used to measure the role of trade unions in enhancing the job satisfaction of employees in the Government Institution. The data gathered was captured in Microsoft Excel and exported to the SPSS for data analysis.

Main findings: The results showed that 53.6% of the participants were somewhat satisfied with the contribution of trade unions on job satisfaction at the Government Institution. In addition 22.5% of the respondents were satisfied that their trade unions were ensuring that they are satisfied at the Government Institution.

Practicable implications: The practical implications of this study highlighted that if trade unions were to enhance the job satisfaction of employees at the Government Institution there would be less turn over intentions.

Contribution/value-add: The results add to the body of knowledge on how trade unions can contribute to job satisfaction.

Keywords: Government Institution, trade unions, job satisfaction.

4.2 INTRODUCTION

It is estimated that in 1976 Locke registered 3350 articles on job satisfaction, which is an average of one publication every five days (Bojadjiev, Petkovska, Misoska, & Stojanovska, 2015). Three decades later Ghawazzi 2008 cited by Bojadjiev, et al. (2015), estimated that the number of articles increased to more than 12000. Judge and Watanabe (1993) stated that there exists a positive connection between work and life satisfaction and when employees are unhappy at work this may leave them feeling disgruntled.

Employee job satisfaction is thus important and deserves a corresponding amount of attention. Arnold and Feldman (1986) stated that nowadays it is expected of managers to ensure that employees are satisfied at work as this may reduce the rate of absenteeism, turnover and industrial actions.

Job satisfaction contributes hugely towards effectiveness and ultimate survival of the organisation. According to Lok and Crawford (2004), “job satisfaction and organisational commitment are useful attitudes to assess employees’ intention to stay or leave an organisation” (p. 321).

Trade unions as stakeholders in the employment relationship have a role to play in ensuring the satisfaction of employees at the workplace. Unions can negotiate with management to give employees a chance to do different things from time to time or do something that makes use of their abilities so that they can develop.

Trade unions can also negotiate for pay that is proportionate to the work that employees do. Unions may negotiate for better working conditions for members as this could be a catalyst for job satisfaction. Unions can contribute to job satisfaction by negotiating for the advancement or upgrading of employees, particularly those who at last notch of a salary level as staying on one salary level without any advancement can lead to low job satisfaction. Unions should ensure fairness in the way company policies are put into practice by management and should also ensure that employees are praised and awarded for the good work that they do.

During collective bargaining processes, unions should strive for steady employment and ensure that employees get along with each other in the workplace and there is less conflict as this may result in employees being dissatisfied at the workplace. The challenge that formed the basis of the

study is that trade unions are not contributing towards job satisfaction of employees at the workplace.

This article examines the role of trade unions in enhancing job satisfaction in a Government Institution. The literature on job satisfaction is reviewed starting with the definition and measurement of job satisfaction, dimensions of job satisfaction, relationship between trade unions and job satisfaction. Subsequent to the literature review, the hypothesis about the perception of employees about the role of trade unions in enhancing job satisfaction will be developed. The target group, method used to sample as well as the sample size will be outlined. The data gathering instrument used in the study will be discussed. Thereafter, a discussion will follow on the validity and reliability of the measuring instruments and the way the data was analysed. The results of the study will be shown in figures and tables with a discussion of the meaning of the results. At the end of the article, there will be a discussion of the results in relation to the hypothesis set.

4.3 LITERATURE REVIEW

4.3.1 Definition of Job Satisfaction

The complex phenomenon of job satisfaction has been widely researched and as such, there are numerous different and complementary definitions of the concept (Saba, 2011; Anari, 2012). McCormick and Ilgen (1980) regarded work satisfaction as a person's attitude towards his or her job and added that an attitude is an emotional response to the job, which may vary along a continuum from positive to negative. Beck (1983) described job satisfaction as a summation of worker attitudes towards the many facets of the job.

Soujanya, and Anitha Devi (2015), defined job satisfaction as "the pleasurable emotional state resulting from the appraisal of ones' job as achieving or facilitating one's values". Job satisfaction is "an individuals' total feeling about their job and the attitudes they have towards various aspects of their job as well as an attitude and perception that they could consequentially influence the degree of fit between the individual and the organisation" (Spector, 1997).

The appraisal involves various elements related to the job such as “salary, working conditions, colleagues and boss, career prospects and the intrinsic aspects of the job itself” (Arnold, Cooper, & Robertson, p. 204, 1998). Job satisfaction is connected to how our personal expectations of work are in congruence with the actual outcomes. Rothmann & Coetzer (2002) view job satisfaction as a reaction to a job, arising from what an individual looks for in a job in comparison with the actual outcomes of that the job provides to the individual.

Sempanie, Rieger, and Roodt (2002) indicated that job satisfaction is an outcome of an individual’s perception and evaluation of their job influenced by their own unique needs, values, and expectations, which they regard as being important to them. Schneider and Snyder (1975) concur with their definition and stated that job satisfaction is a personal assessment of working conditions.

Shimizu, Feng, and Nagata (2005) asserted that job satisfaction represents the subjective attitudes and evaluations towards the overall work environment and reflects the success of an organization in providing a workplace that fully meets employees' demands for skill utilization, social value, and achievement.

Hirschfeld (2000) defined job satisfaction as “an affective or emotional reaction to the job, resulting from the incumbent’s comparison of actual outcomes with the required outcomes (p. 256). Evans (2001) refers to job satisfaction as “a state of mind encompassing all those feelings determined by the extent to which the individual perceives his/her job-related needs to be being met” (p. 294). Grobler and Warnich (2007) defined job satisfaction as “the difference between the amount of some valued outcome a person receives and the amount of that outcome the person thinks he or she should receive” (p. 128).

Job satisfaction is defined as the degree of affects that are positive towards a job or component (Adams & Bond, 2000). George and Jones (2002) defined job satisfaction as the sum or collection of feelings that people (employees) hold about their current job. Landy and Conte (2007) and Rue and Byars (1992), stated that job satisfaction is an emotional state that is positive which results from the rewards in employees work.

Dubrin (2002) postulated that job satisfaction is the amount of pleasure or contentment associated with a job. Job satisfaction is defined as “the degree to which employees are attached to the job

they do" (Stamps, p. 13, 1997). According to Brief (1998), job satisfaction is "an internal state that is expressed by affectively and or cognitively evaluating an experienced job with some degree of favor or disfavor" (p. 86). According to Robbins (1993), a person with high job satisfaction appears to hold positive attitudes, and one who is dissatisfied holds negative attitudes towards their job.

Individuals who have high job satisfaction will display positive attitudes towards their jobs, whilst individuals with low satisfaction will display negative attitudes towards their jobs (Robbins, Odendaal, & Roodt; 2003). Adams and Bond (2000) described job satisfaction theories as discrepancy theories (examining the extent to which employee needs or wants are satisfied within the workplace), equity theories (highlighting social comparisons in the evaluation of job rewards) and expectancy theories (focusing on employee motivation).

Bruck, Allen, and Spector (2002) asserted that there are two approaches to measuring job satisfaction being the global and composite approach. The global approach assesses job satisfaction based on an individual's overall affective reaction to his or her job, while the composite approach examines the pattern of attitudes a person holds regarding various facets of the job such as colleagues, rewards, working environment, job, policies and procedures, pay, and supervision (Spector, 1997).

The current research study adopted the definition of Locke (1976), cited in McKenna (2006), job satisfaction "is a pleasurable positive emotional state resulting from the appraisals of one's job or job experiences" (p. 296) .

Many scales have been developed to measure job satisfaction and the most often used are the Minnesota Satisfaction Questionnaire by Weis, Dawis, England, & Lofquist (1967), the Job Descriptive Index developed by Smith, Kendall, & Hulin, (1969) and the Job Diagnostic Survey by Hackman and Oldham (1975). For the purpose of the study, the short form of the Minnesota Job Satisfaction Questionnaire (MSQ) was used to measure the role of trade unions on job satisfaction.

4.3.2 Dimensions of job satisfaction

Spector (1997) stated that for researchers to understand the attitudes associated with job satisfaction, they need to understand the complex and interrelated facets of the concept. Furthermore “an aspect of job satisfaction can be described as any part of a job that produces feelings of satisfaction or dissatisfaction”.

Job satisfaction contains three components which are an “affective, cognitive and behavioural component” (Jex, p. 116, 2002). The *affective* component of job satisfaction refers to the feeling about the job, while the *cognitive* component represents a belief in regard to a job and the *behavioural* component is an indicator for behavioural intentions towards a job such as getting to work in time and working hard (Berghe, 2011).

4.3.3 Link between trade unions and job satisfaction

The relationship between job satisfaction and union membership has been investigated by several researchers, including Borjas (1979), Freeman (1978), Meng (1990) and Miller (1990). Cappellari, Bryson, and Lucifora (2005) investigated the endogenous union membership and job satisfaction and found that union membership does not affect job satisfaction.

Research on the effects of unionisation on job satisfaction found that “unionized workers reported lower levels of job satisfaction than non-union members” (Donegani & McKay, p. 474, 2012). Powdthavee (2011) argued that this finding is indicative of the fact that trade unionism should lead to more bargaining power and thereby improve working conditions, so we would expect unionism to lead to greater job satisfaction.

In a study conducted by Gazioglu and Tansel (2006), the results indicated that union members are less satisfied with their jobs. The results of the study show that trade union is not doing enough in ensuring that unionised workers are satisfied at the workplace thus signifying that there exists a negative connection between trade unions as well as job satisfaction.

The preceding paragraph leads to the following hypotheses for this study:

H1: There is a negative perception of employees on the role of trade unions in enhancing job satisfaction.

4.4 RESEARCH DESIGN

The research design, target population and sample as well as how the data will be collected and analysed are cardinal to a research study. According to Creswell, (2003), a survey which has pre-determined instruments may be utilised to gather quantitative data. A cross sectional study was conducted with population which consisted of employees from salary level 1–16 who are members of trade unions at the Government Institution, which included trade unions representatives in their capacity as shop stewards based at the workplace level.

4.4.1 Respondents

The target population for this study consisted of employees from salary level 1–16 who are members of trade unions at the Government Institution. This includes trade unions representatives in their capacity as shop stewards based at the workplace level. There was a response rate of 46.7% for the questionnaires that were returned. The demographic characteristics of the respondents are illustrated in Table 4.1.

Table 4.1 Demographic characteristics of the respondents.

		Valid Percent	Cumulative Percent
Gender	Male	57.0	57.0
	Female	43.0	100.0
	Total	100.0	
Race	African	93.0	93.0
	White	2.8	95.9
	Coloured	2.6	98.5
	Indian	0.7	99.1
	Other	0.9	100.0
	Total	100.0	
Marital_Status	Single	44.0	44.0
	Married	49.9	93.9
	Divorced	4.6	98.5
	Separated	1.5	100.0
	Total	100.0	
Age_Group	18–24 years	3.0	3.0
	25–30 years	10.3	13.3

	31–40 years	26.6	39.9
	41–50 years	26.4	66.3
	At least 51 years	33.7	100.0
	Total	100.0	
Higher level of Education/ Qualifications	Matriculation certificate	66.5	66.5
	National Diploma	17.5	84.0
	Postgraduate Diploma	2.9	86.9
	Bachelor's Degree	7.5	94.5
	Postgraduate Degree	5.5	100.0
	Total	100.0	
What is your occupational Salary level?	1–5	58.3	58.3
	6–8	29.8	88.1
	9–12	11.0	99.1
	13–16	0.9	100.0
	Total	100.0	
Capacity	Official	96.2	96.2
	Shop steward	3.8	100.0
	Total	100.0	
How many years have you been working (overall working experience)?	Less than a year	11.3	11.3
	1–5 years	18.6	29.9
	6–10 years	17.3	47.2
	11–20 years	18.0	65.2
	21–30 years	23.4	88.5
	At least 31 years	11.5	100.0
Please specify the Union you belong to	Total	100.0	
	PSA	46.3	46.3
	NEHAWU	44.5	90.7
	Other	9.3	100.0
	Total	100.0	

Table 4.1 indicates that the respondents in the research are mostly male (57%), representative of the African ethnic group (93%), married (49,9%), and 51 years and older. Most of the participants were in possession of matriculation certificates (66.5%) and occupied lower level positions (58.3%). The respondents were officials (96.2%), with 21–30 years of experience (23.4%) and belong to the PSA union (46.3%).

4.4.2 Research procedure

The permission to conduct research was obtained from the Accounting Officer of the Government Institution participating in this study. Ethical clearance was sought prior to the distribution of the questionnaires. Questionnaires were distributed randomly and manually to the participants after a thorough explanation of the purpose of the research. The participants took part in the study voluntarily and the confidentiality and anonymity of the participants was respected.

4.4.3 Measuring instrument

An adapted short form of the *Minnesota Job Satisfaction Questionnaire* (MSQ) was used to measure the impact of trade unions on job satisfaction. It consists of 20 items (1 item per facet), which are divided into intrinsic and extrinsic job context items (Likert, 1932 cited by Hancer & George, 2003). A Likert-type scale from 1 (not satisfied) to 5 (extremely satisfied) is used for each of the items (Likert, 1932, cited by Hancer & George, 2003). The scores of each of the respondent's intrinsic and extrinsic and general satisfaction are calculated by adding the scores for the associated questions. Studies have shown that there exist acceptable internal consistencies for the short form of MSQ (Buitendach & Rothman, 2009; Hirschfield, 2000).

4.4.4 Statistical analysis

The Statistical Package for the Social Sciences (SPSS) and Statistical Analysis System 9.4 were used to analyse data of the study. Measuring instruments reliability was determined by using the Cronbach Alpha Coefficients (Perrin, 2014). The validity was confirmed using Confirmatory Factor Analysis (CFA) by way of Structural Equation Modelling (SEM). The adequacy of the sample was confirmed using the Kaiser Mayer Oklin (KMO) measure of sampling adequacy as a prerequisite for conducting CFA. Factorability of the correlation matrix was checked using Bartlett's test of sphericity.

4.5 RESULTS

Table 4.2 Reliability analysis for the Minnesota Job Satisfaction Questionnaire (MSQ).

Reliability Statistics	
Cronbach's Alpha	No. of Items (N)
0.977	20

Table 4.2 indicates that the Cronbach's Alpha is greater than 0.9 implying that the items of the short form of the Minnesota Job Satisfaction Questionnaire (MSQ) are excellently reliable (Cheung, 2013; Perrin 2014; Phon-Amnuaisuk, & Omar, 2016).

Table 4.3: Item-Total Statistics for Minnesota Job satisfaction Questionnaire (MSQ).

Item for Job Satisfaction	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
I am able to keep busy all the time because my work environment is conducive because of my union's hard work	41.9854	241.971	0.556	0.980
Ever since my union intervened I have the chance to work alone on the job.	42.0777	246.228	0.741	0.977
My union ensures that I get the chance to do different things from time to time as agreed with management so that I can develop.	42.0607	241.780	.835	.976
The opportunity given to me by my union to become active at work has given me the chance to be "somebody" in the community.	42.1141	243.294	0.812	0.976
The way my boss handles his/her workers has improved because of the	42.1286	242.711	0.803	0.976

workplace forum for which my union is party to.				
Since my union intervened that the skills gap in management be closed through training the competence of my supervisor in making decisions has improved.	42.0680	240.200	0.839	0.976
The general meeting called by my union has taught me to be able to do things that don't go against my conscience at the workplace.	42.1238	241.500	0.824	0.976
My union's engagement with management ensures steady employment.	42.1335	241.999	0.827	0.976
My union has given me the chance to do things for other people by involving me in their social programmes.	42.1893	242.636	.853	.976
I have the chance to tell people what to do because of the encouragement I got from my union.	42.1845	242.141	0.836	0.976
Ever since being enlightened about policies by my union I have the chance to do something that makes use of my abilities.	42.1869	241.807	0.852	0.976
My union ensures that company policies are put into practice.	42.0267	240.396	0.855	0.976
My union has negotiated for a good pay against the amount of work I do.	42.0874	241.126	0.867	0.976
My union has increased the chances for advancement on this job.	42.0995	242.051	0.857	0.976
I have the freedom to use my own judgment because I know my rights and I give gratitude to my union.	42.0947	240.388	0.843	0.976

The meeting between management and my union has given me the chance to try my own methods of doing the job.	42.1092	241.100	0.862	0.976
My union has created good working conditions for me.	42.1553	241.236	0.859	0.976
The way my co-workers get along with each other is a result of the intervention of my union.	42.1820	242.037	0.867	0.976
The praise I get for doing a good job is a result of my union putting a good word for me during meetings with management	42.1602	241.634	0.864	0.976
I feel a great sense of accomplishment from my job because of my union.	42.1044	241.816	0.867	0.976

The results show that the short form of the Minnesota Job Satisfaction Questionnaire (MSQ) is excellently reliable, and there is no need to drop items to improve reliability. All the Corrected Item-Total Correlation are above 0.3 and Gliner, Morgan and Leech (2011) recommends that such values are good and indicate that none of the items should be dropped from the analysis.

Table 4.4: Sampling adequacy and factorability test for the Minnesota Job Satisfaction Questionnaire (MSQ).

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.979
Bartlett's Test of Sphericity	Approx. Chi-Square	9266.317
	Df	190
	Sig.	0.000

The Kaiser-Meyer-Olkin (KMO) is greater than 0.7 implying an adequate sample to conduct factor analysis (Gliner et al., 2011; Ali, Mahdi, & Malihe, 2012; Elmi, Hassankhani, Abdollahzadeh,

Abadi, Scott, & Nahamin, 2017) for Confirmatory Factor Analysis (CFA) and a significant Bartlett's test items are factorable (Gliner, et al., 2011; Ali et al., 2012; Elmi et al., 2017).

Table 4.5 Confirmatory Factor Analysis.

Total Variance Explained			
Component	Initial Eigenvalues		
	Total	% of Variance	Cumulative %
1	14.361	71.803	71.803
2	0.736	3.678	75.480
3	0.618	3.089	78.569
4	0.531	2.657	81.226
5	0.411	2.056	83.282
15	0.192	0.962	96.333
⋮	⋮	⋮	⋮
20	0.120	0.598	100.000

Based on the Kaiser's rule of Eigenvalues greater than 1, there is only one construct in the MSQ (Leech, Barrett, & Morgan, 2014). This implies that there is no need to factor the proposed short form of the Minnesota Job Satisfaction Questionnaire any further (Lundvall et al., 2011).

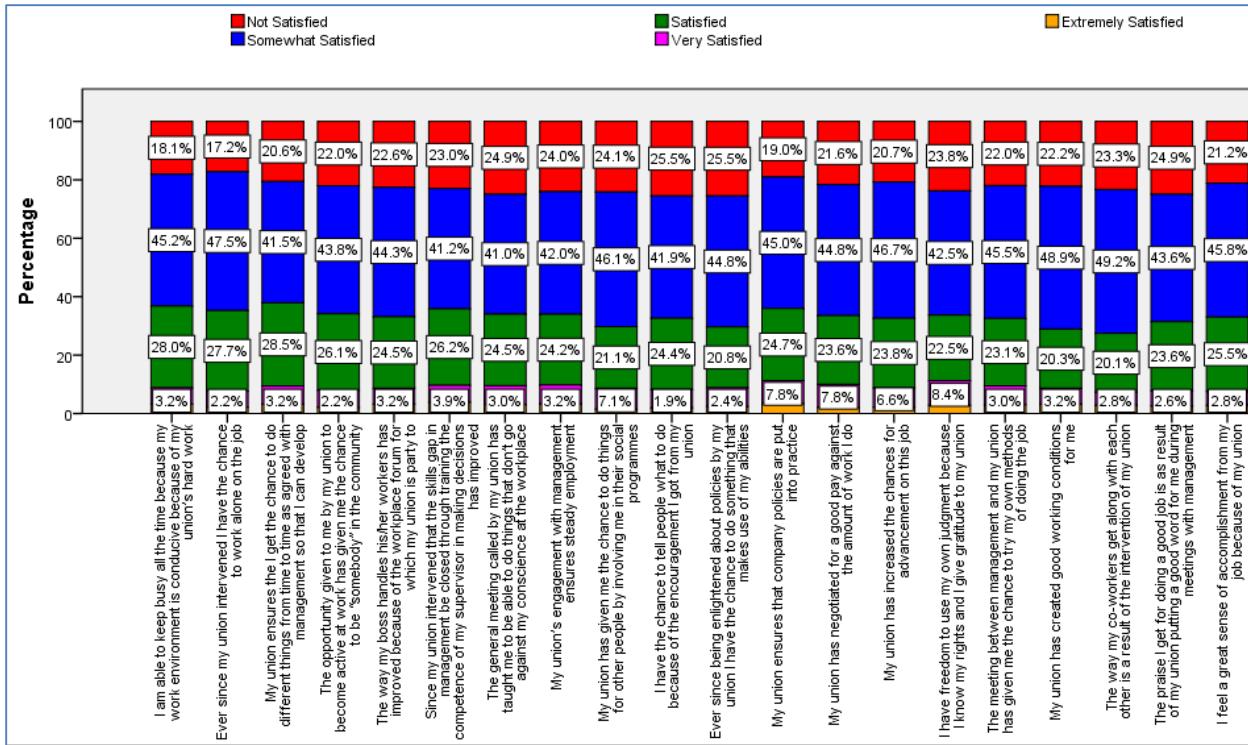


Figure 4.1 Participants responses regarding contribution of trade unions on job satisfaction.

Figure 4.1 shows that most of the participants at the Government Institution were somewhat satisfied with the role of trade unions on job satisfaction, while others were not satisfied. A small number of the participants were very and extremely satisfied that their trade unions were contributing towards their satisfaction at work.

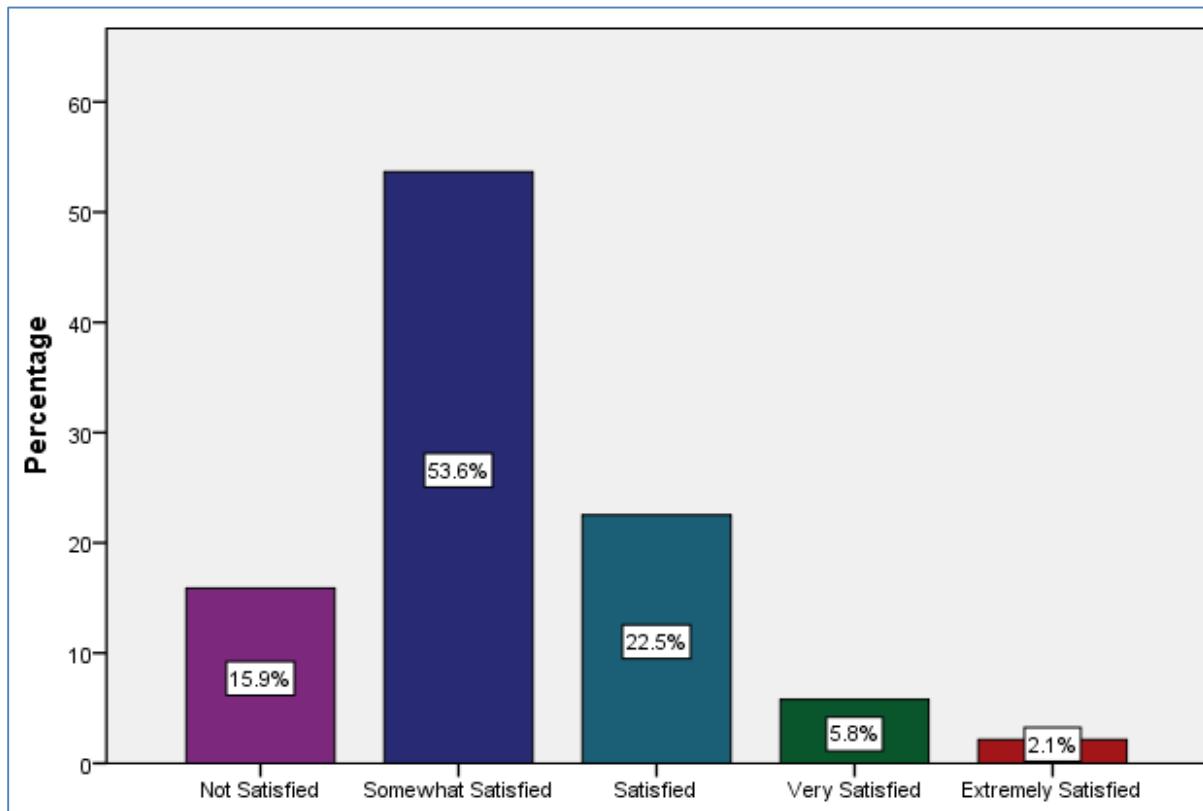


Figure 4.2 Overall participant's responses regarding the contribution of trade unions on job satisfaction

Figure 4.2 shows that 53.6% of the participants were somewhat satisfied with the contribution of trade unions on job satisfaction. 22.5% of the respondents were satisfied that their trade unions were ensuring that they are satisfied at the Institution and 15.9% were not satisfied. Only 2.1% of the respondents were very satisfied and 5.8% extremely satisfied that their trade unions were ensuring that they are satisfied with their jobs.

4.6 DISCUSSION

The aim of the study was to discover the role of trade unions on job satisfaction in a Government Institution. The results are discussed according to the hypothesis set for this study.

H1: There is a negative perception of employees on the role of trade unions in enhancing job satisfaction.

The results of the study disprove the hypothesis. 53.6% of the participants indicated that they were somewhat satisfied with the role of trade unions in enhancing job satisfaction. In addition 22.5% of the respondents were satisfied that their trade unions were ensuring that they are satisfied at the Institution.

The result did not correspond with literature. Research on the effects of unionisation on job satisfaction found that unionized workers reported lower levels of job satisfaction than non-union members (Donegani & McKay, 2012). In a study conducted by Gazioglu and Tansel (2006), the results indicated that union members were less satisfied with their jobs. The same results were discovered by Borjas (1979), Freeman (1978), Meng (1990), and Miller (1990). Cappellari, Bryson, and Lucifora (2005) investigated the endogenous union membership and job satisfaction and found that union membership is not related to job satisfaction. To ensure that unionism leads to greater job satisfaction Powdthavee (2011) encouraged trade unions to lead to more bargaining power and thereby improve working conditions.

The research had several limitations such as the fact that it was focused on one government institution and thus the results cannot be applied to other government institutions within the North-West provincial administration. The utilization of a cross-sectional survey design presented a challenge in that it is difficult to make a causal inference and that the situation may have provided different results had another time-frame been chosen (Levin, 2006).

The recommendations of this study are that trade unions should negotiate with management to give employees a chance to do different things from time to time or do something that makes use of their abilities so that they can develop. Unions should also negotiate for pay that is proportionate to the work that employees do as well as for the advancement or upgrading of employees, particularly those who at last notch of a salary level as staying on one salary level without any

advancement can lead to low job satisfaction. Unions should ensure fairness in the way company policies are put into practice by management and should also ensure that employees are praised and awarded for the good work that they do.

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CHAPTER 5

STUDY OF THE ROLE OF TRADE UNIONS IN ENHANCING JOB PERFORMANCE IN A GOVERNMENT INSTITUTION

5.1 ABSTRACT

Orientation: This study seeks to unearth modern ways in which trade unions can enhance towards job performance.

Research purpose: The main aim of this study is to determine the role of trade unions in enhancing job performance in a Government Institution.

Motivation for the study: Few studies have been conducted on the effect of unions on performance at the workplace, especially within a South African context. This article seeks to contribute new knowledge within the field of employment relations, hence the significance of this study.

Research approach, design, and method: The study was carried out at a Government Institution using the quantitative method through administering a cross-sectional. The adapted Role-Based Performance Questionnaire (RBPQ) was distributed to 1000 employees out of a population of 2600. A sum of 467 questionnaires were collected at Government Institution. The data attained was captured in Microsoft Excel and exported to the SPSS for data analysis.

Main findings: The results showed that 54% of the respondents slightly disagreed that trade unions were contributing towards job performance at the Government Institution used in this study.

Practicable implications: The aim of the study was to illustrate how trade unions could enhance job performance of employees. The implications of the findings of the study are that the performance levels of employees could increase.

Contribution/value-add: The finding of the study provides insight that trade unions were not contributing towards job satisfaction.

Keywords: Government Institution, job performance, trade unions.

5.2 INTRODUCTION

The concept of job performance has been extensively researched, which can be attributed to the fact that performance of employees determines organisational outcomes (Hedge, Borman & Lammelein 2006).

Research has shown that employees with high performance usually get promotions more easily and also claim a different concept of effort and performance, which is an input to work while job performance is an output from those efforts (Ari, & Ika, 2015). Furthermore, these employees have better career opportunities than others with low performance (Van Scotter, Motowidlo, & Cross, 2000). On the adverse, an employee with poor performance is normally dissatisfied with their job, which leads to an increased turnover intention (Tuten & Neidermeyer, 2004).

Few studies have been conducted on the role of trade unions on performance of employees. Empirical evidence within a South African context shows that trade unions do not do enough to enhance the performance of employees at work. Trade unions in the public service should take part in the review of the Performance, Management and Development System (PMDS), and observe PMDS moderations in as much as they do during job interviews. Trade unions should initiate job rotation and monitor that their members are trained and developed at work. Unions should most importantly place matters concerning performance at relevant bargaining structures.

The article reviews the literature on job performance, resuming with the definition and measurement of the concept. This will be followed by a brief explanation of the core dimensions of job performance based on the Role Based Performance Scale (RBPS). The perception of trade unions in enhancing job performance will be briefly outlined. Thereafter the hypothesis on the perception of employees on the role of trade unions in enhancing job performance will be discussed. A discussion about the study population, sample technique and sample size will be outlined. The items of the RBPS and the Likert scale ranges will be discussed. A discussion on the validity and reliability of the data gathering instrument and the manner in which data analysis was done will follow. The results of the study will be shown in various tables and figures and each will be briefly discussed. At the conclusion of the article, there will be a discussion of the results in comparison to the hypothesis set to determine whether they correspond.

5.3 LITERATURE REVIEW

5.3.1 Job performance defined

The term job performance is often used interchangeably with the concept workplace performance and both concepts have received considerable attention from researchers over the last two decades. There is a consensus among researchers that job performance has to be considered as a "multi-dimensional concept (Sonnenstag, Volmer, & Spychala, 2010).

Babin and Boles (1998) defined job performance as "the level of productivity of an individual employee, relative to his or her peers, on several job-related behaviors and outcomes" (p.82). Jex (2002) defined job performance as "all the behaviours that employees engage in while at work" (p. 88). Job performance is considered to be those actions, behaviours, and outcomes that an employee engages in or bring about that contribute to the goals of the organisation (Rotundo, & Sackett, 2002). In breif, job performance refers to how well someone performs at his or her work (Berghe, 2011).

Milkovich and Wigdor (1991) indicated that "job performance consists of complicated series of interacting variables pertaining to aspects of the job, the employee, and the environment (p. 48). The authors also indicated that historically there are three approaches used to explain the dimensions of job performance being job performance as a function of outcomes, function of behaviour and as a function of personal traits.

According to Farh, Seo, & Tesluk (2012) and Kacmar, Harris, Collins, and Judge (2009), job performance is influenced by three principal factors, namely declarative knowledge (knowledge about facts, principles and objects), procedural knowledge and skill (ability to implement declarative knowledge), and motivation (choice to expend effort, level of effort and persistence). Furthermore, general mental ability has been found to be one of the most important predictors of job performance (Schmidt & Hunter, 1998).

A number of scales such as the rating scales, tests of job knowledge, hands-on job samples, and archival records have been used to measure job performance (Campbell, Ford, Rumsey, & Pulakos, 1990). Viswesvaran, Ones, and Schmidt, (1996) asserted that from these common measurement

options, performance ratings (peer ratings and supervisor ratings) are the most frequent way of measuring job performance.

The Role-Based Performance Questionnaire (RBHQ) introduced by Welbourne, Johnson, and Erez (1998), was used for the purpose of this research to measure the role of trade unions in enhancing job performance. This scale has been widely acknowledged and accepted as an authentic instrument for measuring job performance in the workplace (Bray & Brawley, 2002; Jawahar & Raghavendra, 2011; Waddar & Aminabhavi, 2012). The scale consists of five aspects namely job, career, innovator, team and organization.

5.3.2 Job performance dimensions

The RBPS includes a scale with five dimensions, which are the job, career, innovator, team, and organization. Welbourne et al. (1997) asserted that previous models of job and organisational role are easily identifiable as dimensions of work performance. According to Organ (1988), the job holder role represents the traditionally held view of employee performance, whereas the organization member role parallels those behaviours associated with organisational citizenship behaviours. The job holder role is supported by compensation systems such as merit pay and individual bonus plans (Welbourne et al., 1997). The career role traditional entailed pay programs that provide employees with increases in their base pay when they participate in training and acquire new skills (Welbourne et al., 1997). It can adversely be argued that career roles should be considered in performance models considering that employees share responsibility for career planning (Noe, Hollenbeck, Gerhart, & Wright, 1994).

According to Stevens and Campion (1994), the importance of team role, as well as the use of teams in organisations, has only increased over the last several years. Team role has been included in many of the new performance models as one of the most important components (Borman & Motowildo, 1997; Campbell, 1990). Team role entails the working together of employees within a team to accomplish work. The innovator role entails creativity by employees on behalf of the entire organization and not just in their jobs (Schein, 1980). Schein (1970, 1980) and Van Maanen and Schein (1979) contended that employees need to behave in innovative ways, not just applying their creative skills to their specific jobs, but also contributing to the effectiveness and adaptability of their organization as a whole.

5.3.3 Trade unions-job performance link

Little or no research has been conducted on the effect of unions on performance at the workplace within a South African context as compared to abroad. In a study conducted on the effect of unions on performance, it was discovered that unions can enhance firm performance through voice effects which can raise labour productivity and improve managerial decision-making (Freeman & Medoff, 1984). In another study conducted it was found that unions can improve workplace production by acting as an agent for the employer in monitoring workers or in assisting with organisational change (Vroman, 1990).

Contrary to the studies which affirmed a positive correlation between trade unions and performance, it was discovered in another study that “unionisation was associated with poorer workplace performance” (Bryson, Forth & Laroche, 2003 p. 17). This was after a study was conducted to test the union effects on workplace performance in Britain and France using representative data for workplaces with 20 or more employees. In a study conducted in Finland, it was discovered that there is “little relationship between trade union members and performance at work” (Shrestha, 2012, p. 3). In many of the studies conducted on the relationship between trade unions and workplace performance, the results showed a little or no relationship between unions and performance of employees at the workplace. Though some results are inconclusive, they to some extent show that trade unions are not doing enough to enhance the performance of employees at the workplace.

The preceding paragraph leads to the following hypotheses for this study:

H1: There is a negative perception of employees on the role of trade unions in enhancing job performance.

5.4 RESEARCH DESIGN

A research design is the guide showing how the research was carried out (Balnaves & Caputi, 2001). The cross sectional research design was used in the study as the subjects were studied in the year 2017 through quantitative data survey. According to Hall (2008), a cross-sectional survey gathers data to make inferences relating to a population of interest at a specific point in time.

5.4.1 Respondents

The target population for this study consisted of employees from salary level 1–16 who are members of trade unions at the Government Institution. This includes trade unions representatives in their capacity as shop stewards based at the workplace level. A simple random sample was taken from a population of 2600. One thousand (1000) questionnaires were distributed to the respondents and only 467 were returned. The response rate was 46.7% of the questionnaires that were returned.

The respondents in the research are mainly male (57%), representative of the African ethnic group (93%), married (49.9%), and 51 years and older. Most of the participants were in possession of matriculation certificates (66.5%) and occupied lower level positions (58.3%). The respondents were officials (96.2%), with 21–30 years of experience (23.4%) and belong to the PSA union (46.3%).

5.4.2 Research procedure

The permission to conduct research was obtained from the Accounting Officer of the Government Institution participating in the study. Ethical clearance was sought prior to the distribution of the questionnaires. Questionnaires were distributed randomly and manually to the participants after a thorough explanation of the purpose of the research. The participants took part in the study voluntarily and the confidentiality and anonymity of the participants were respected.

5.4.3 Measuring instrument

The adapted RBPQ was used to measure the role of trade unions in enhancing job performance. It consists of 20 items that measure 5 aspects of work performance namely job (4 items), career (4 items), innovator (4 items), team (4 items), and organization (4 items). A Likert-type scale from 1 (Strongly Disagree), 2 (Disagree), 3 (Neither Agree nor Disagree), 4 (Agree), and 5 (Strongly Agree). Studies found that the RBPQ was a valid and reliable scale to work measure job performance (Welbourne, et al., 1997).

5.4.4 Statistical analysis

The Statistical Package for the Social Sciences (SPSS) version 21 and Statistical Analysis System 9.4 was used to analyse data of the study. The measuring instrument reliability was determined by using the Cronbach Alpha Coefficients (Phon-Amnuaisuk, & Omar, 2016). The validity was confirmed using Confirmatory Factor Analysis (CFA) by way of Structural Equation Modelling (SEM). The adequacy of the sample was confirmed using the Kaiser Mayer Oklin (KMO) measure of sampling adequacy as a prerequisite for conducting CFA. Factorability of the correlation matrix was checked using Bartlett's test of sphericity.

5.5 RESULTS

Table 5.1 Reliability test for job as a dimension of performance.

Reliability Statistics	
Cronbach's Alpha	No. of Items (N)
0.832	4

The results show that Cronbach's Alpha measure is $0.8 < \text{Alpha} \leq 0.9$, the items of the job construct are of good reliability (Cheung, 2013; Perrin 2014; Phon-Amnuaisuk, & Omar, 2016).

Table 5.2: Item-Total Statistics for job as a dimension of performance.

Item–Job	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item–Total Correlation	Cronbach's Alpha if Item Deleted
EJ1	7.0824	10.658	0.726	0.773
EJ2	7.0694	7.956	0.558	0.904
EJ3	7.2299	10.173	0.785	0.748
EJ4	7.2061	10.303	0.769	0.755

Since the job construct is of good reliability, there is no need to drop items to improve reliability. That is, although dropping the item EJ2 will improve the reliability to 0.904, this is unnecessary. All the Corrected Item-Total Correlation above 0.3 and Gliner, Morgan and Leech (2011) recommended that such values are good and indicate that none of the items should be dropped from the analysis.

Table 5.3 Reliability test for career as a dimension of performance.

Reliability Statistics	
Cronbach's Alpha	No. of Items (N)
0.941	4

Since the Cronbach Alpha is greater than 0.9, the items of the career construct is excellently reliable (Cheung, 2013; Perrin 2014; Phon-Amnuaisuk, & Omar, 2016).

Table 5.4 Item-Total Statistics for career as a dimension of performance.

Item - Career	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
JC5	7.0370	8.289	0.865	0.921
JC6	7.0741	8.160	0.876	0.918
JC7	7.0131	8.209	0.866	0.921
JC8	7.0327	8.364	0.831	0.932

Since the career construct is excellently reliable, there is no need to drop items to improve reliability. All the Corrected Item-Total Correlation above 0.3 and Gliner et al. (2011) recommended that such values are good and indicate that none of the items should be dropped from the analysis.

Table 5.5 Reliability test for innovator as a dimension of performance.

Reliability Statistics	
Cronbach's Alpha	No. of Items (N)
0.943	4

Since the Cronbach Alpha is greater than 0.9, the items of the innovator construct is excellently reliable (Cheung, 2013; Perrin 2014; Phon-Amnuaisuk, & Omar, 2016).

Table 5.6 Item-Total Statistics for innovator as a dimension of performance.

Item - Innovator	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
JI9	6.7942	7.561	0.862	0.926
JI10	6.8142	7.788	0.863	0.925
JI11	6.7743	7.776	0.870	0.923
JI12	6.7566	7.816	0.858	0.927

Since the innovator construct is excellently reliable, there is no need to drop items to improve reliability. All the Corrected Item-Total Correlation were above 0.3 and Gliner et al. (2011) and Xu, Li, Wei, Liu, Jiang, Meng, Jiang, Yu, Wu, Dang, & Zhou (2017) recommended that such values are good and indicate that none of the items should be dropped from the analysis.

Table 5.7: Reliability test for team as a dimension of performance.

Reliability Statistics	
Cronbach's Alpha	No. of Items (N)
0.957	4

Since the Cronbach Alpha is greater than 0.9, the items of the team construct is excellently reliable (Cheung, 2013; Perrin 2014; Phon-Amnuaisuk, & Omar, 2016).

Table 5.8 Item-Total Statistics for team as a dimension of performance.

Item - Team	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
JT13	6.8621	8.606	.880	.948
JT14	6.8840	8.704	.878	.949
JT15	6.8403	8.626	.907	.940
JT16	6.8271	8.468	.915	.938

Since the team construct is excellently reliable, there is no need to drop items to improve reliability. All the Corrected Item-Total Correlation were above 0.3 and Gliner et al. (2011) recommended that such values are good and indicate that none of the items should be dropped from the analysis.

Table 5.9: Reliability test for organisation as a dimension of performance

Reliability Statistics	
Cronbach's Alpha	No. of Items (N)
0.957	4

Since the Cronbach Alpha is greater than 0.9, the items of the organisation construct is excellently reliable (Cheung, 2013; Perrin 2014; Phon-Amnuaisuk, & Omar, 2016).

Table 5.10 Item-Total Statistics for organisation as a dimension of performance.

Item - Organisation	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
JT13	6.8621	8.606	0.880	0.948
JT14	6.8840	8.704	0.878	0.949
JT15	6.8403	8.626	0.907	0.940
JT16	6.8271	8.468	0.915	0.938

Since the organisation construct is excellently reliable, there is no need to drop items to improve reliability. All the Corrected Item-Total Correlation above 0.3 and Gliner et al. (2011) and Xu et al. (2017) recommended that such values are good and indicate that none of the items should be dropped from the analysis.

Table 5.11 Overall reliability for employee performance (role-based performance).

Reliability Statistics	
Cronbach's Alpha	No. of Items (N)
0.976	20

Since the Cronbach Alpha is greater than 0.9, the items of the Employee Performance (Role-Based Performance) construct is excellently reliable (Cheung, 2013; Perrin 2014; Phon-Amnuaisuk, & Omar, 2016).

Table 5.12: Sampling adequacy and factorability test for employee performance (role-based performance).

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.975
Bartlett's Test of Sphericity	Approx. Chi-Square	11320.043
	Df	190
	Sig.	0.000

The Kaiser-Meyer-Olkin (KMO) measure is greater than 0.7 implying an adequate sample to conduct Confirmatory Factor Analysis (CFA) (Gliner, Morgan, & Leech, 2011; Ali, Mahdi, & Malihe, 2012; Elmi, Hassankhani, Abdollahzadeh, Abadi, Scott, & Nahamin, 2017). A significant Bartlett's test items are factorable (Gliner et al., 2011; Ali et al., 2012; Elmi et al., 2017).

Table 5.13: Confirmatory factor analysis through structural equation modeling for employee performance (role-based performance)

FIT INDICES

Fit Summary	
Standardized RMR (SRMR)	0.0179
Bentler Comparative Fit Index (CFI)	0.9788
Bentler-Bonett NFI	0.9671

The interpretation of fit indices is based on the benchmarks adopted from Hooper, Coughlan, and Mullen (2008). Furthermore, SRMR is very less than 0.08, CFI is greater than 0.95 and NFI is greater more than the benchmark of 0.95; hence these statistics indicate that the model fits the data very well and that the proposed constructs are valid.

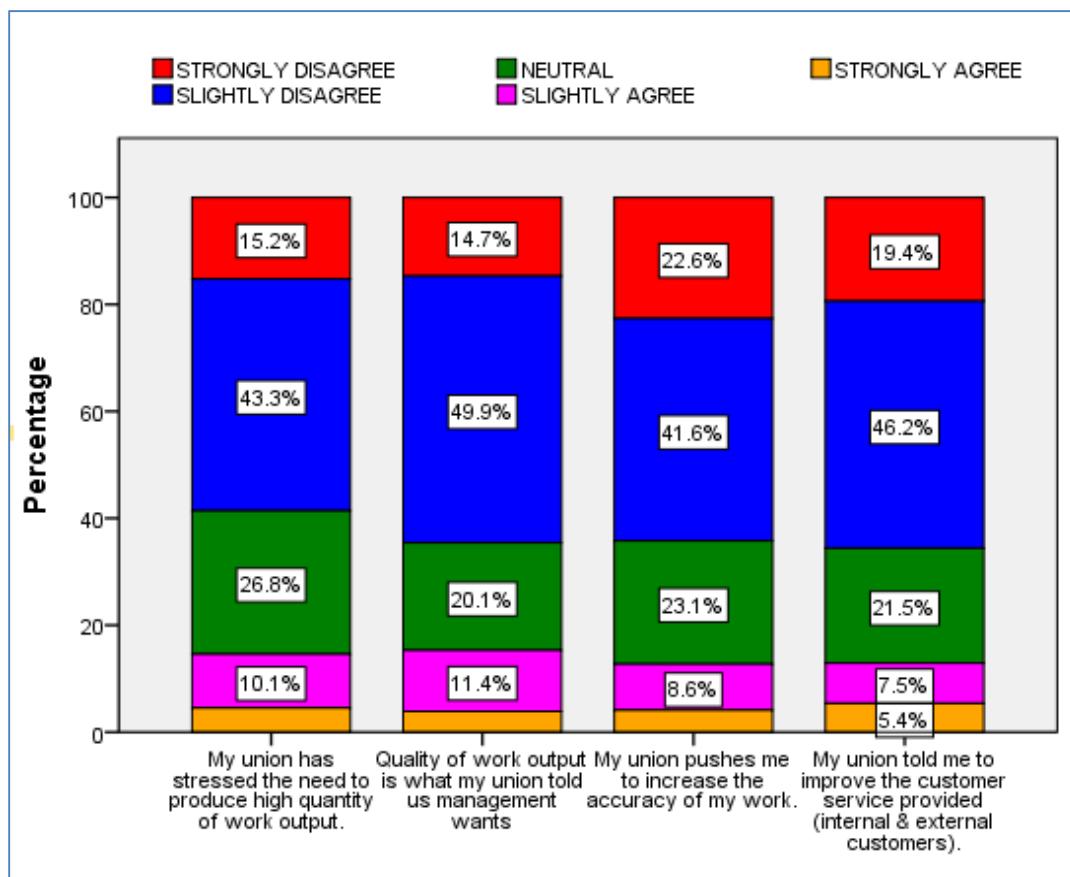


Figure 5.1 Participants responses regarding contribution of trade unions on job dimension.

Figure 5.1 above, shows that most of the participants at the Government Institution slightly disagreed that trade unions were contributing to job as a dimension of job performance. Other participants strongly disagreed that unions enhanced the job dimension of their performance at work, while others chose to be neutral on whether trade unions were contributing to the job dimension. Only a small percentage strongly agreed that unions were enhancing the job dimension of their performance.

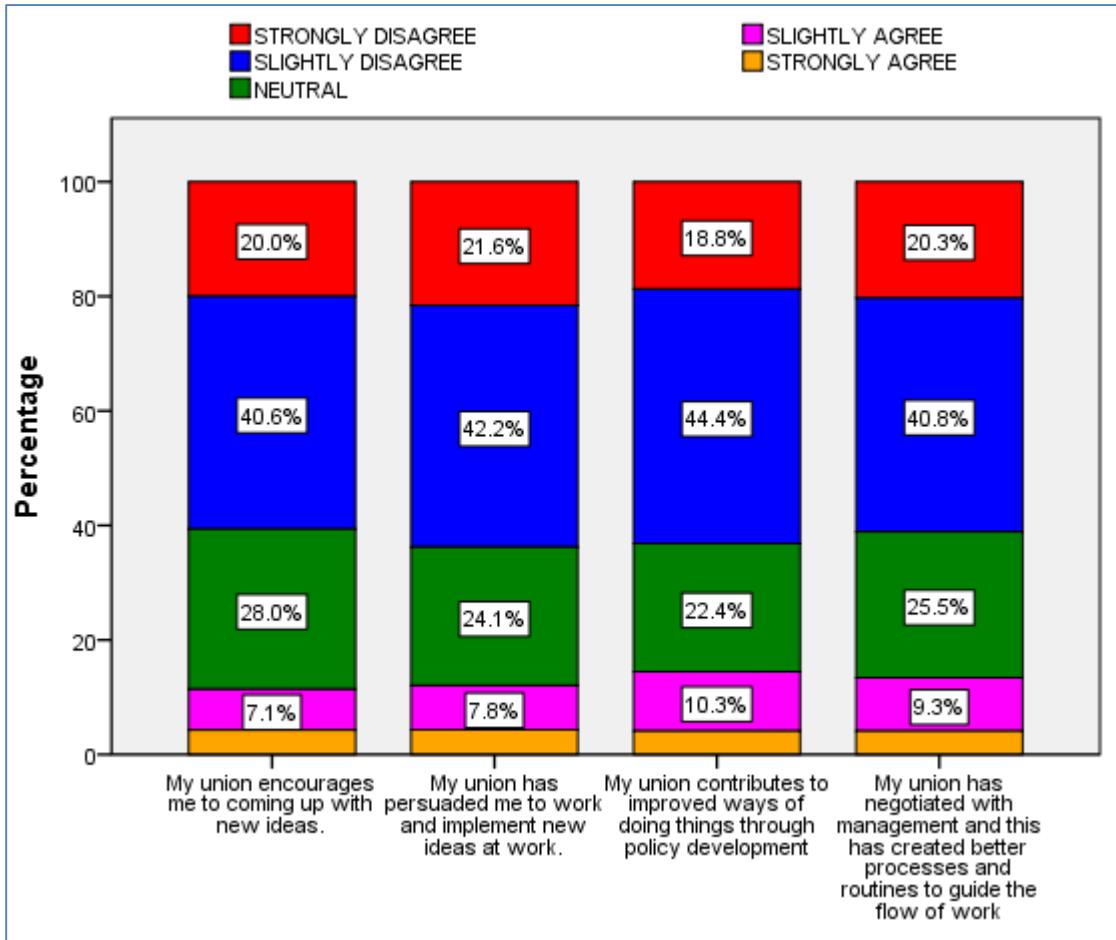


Figure 5.2 Participants responses regarding contribution of trade unions on career dimension.

Figure 5.2 shows that majority of the participants slightly disagreed that trade unions were contributing towards the career dimension of job performance. Other participants strongly disagreed that trade unions were enhancing their career dimension as part of job performance,

while others chose to be neutral. Only a few of the respondents strongly agreed that unions were enhancing their careers as part of job performance.

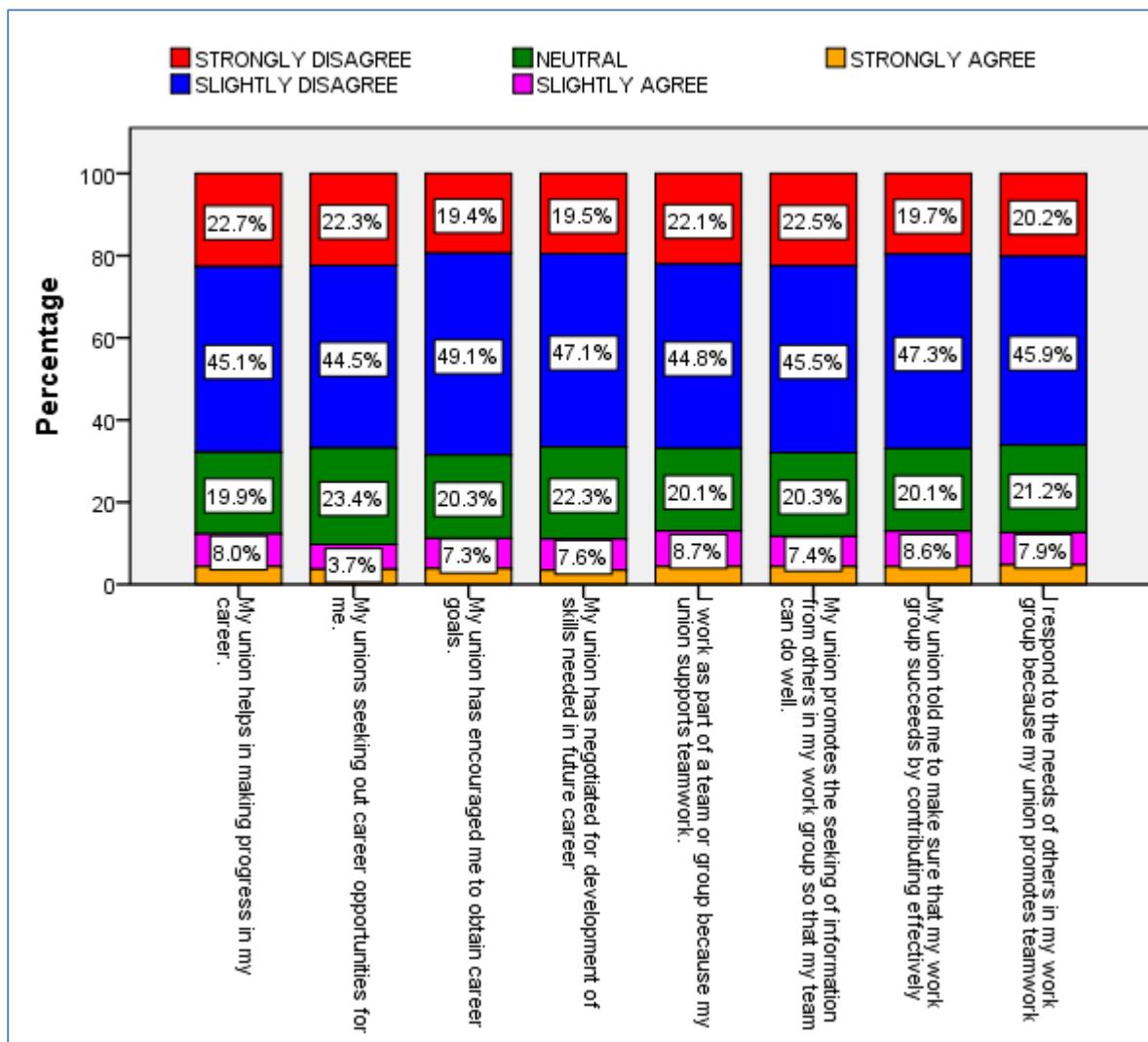


Figure 5.3: Participants responses regarding the contribution of trade unions on innovator dimension.

A large number of the respondents indicated that they slightly disagreed that trade unions were contributing towards innovator as a dimension of job performance. Other participants strongly disagreed that unions were contributing towards innovator dimension, while others chose to be neutral. Only a few of the respondents strongly agreed that unions were enhancing the innovator dimension of job performance to their workplace.

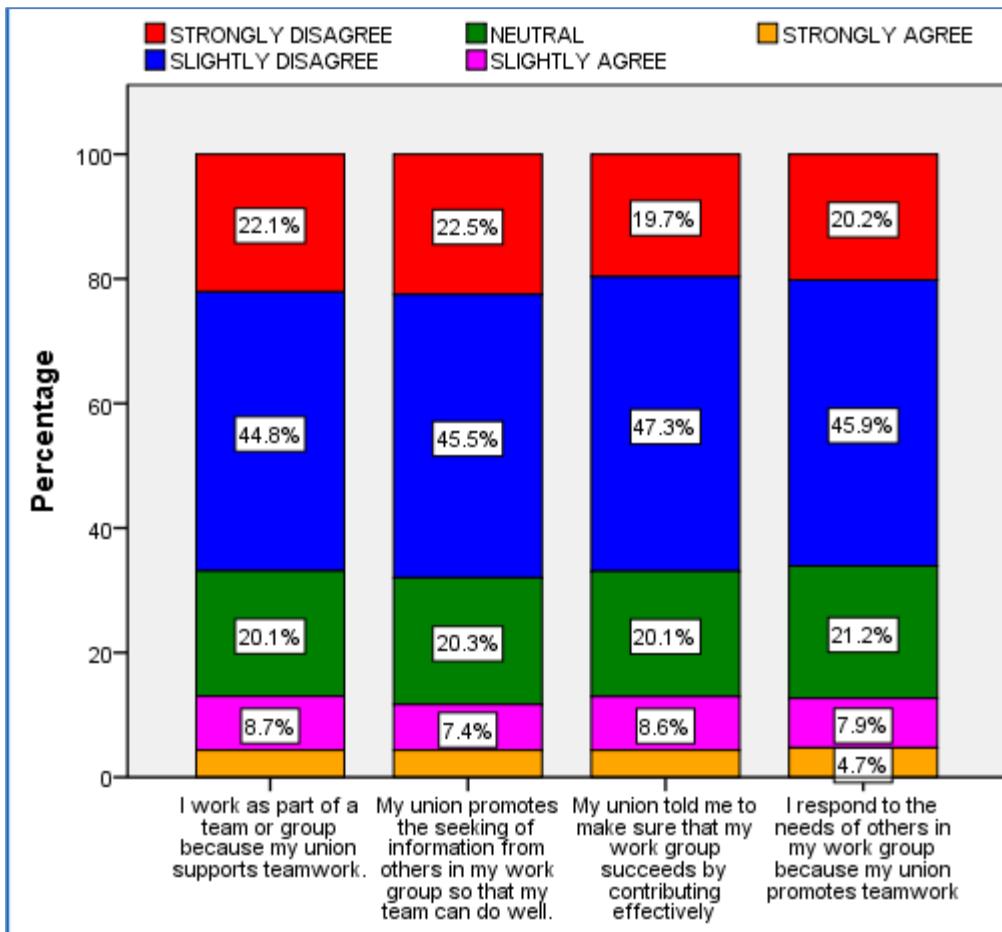


Figure 5.4 Participants responses regarding the contribution of trade unions on team dimension.

The results showed that most of the respondents indicated they slightly disagreed that trade unions were contributing towards team as a dimension of job performance. Other participants strongly disagreed that trade unions enhanced the team dimension as part of job performance, while others chose to be neutral. Only a few of the respondents strongly agreed that unions were enhancing the team dimension of job performance at their workplace.

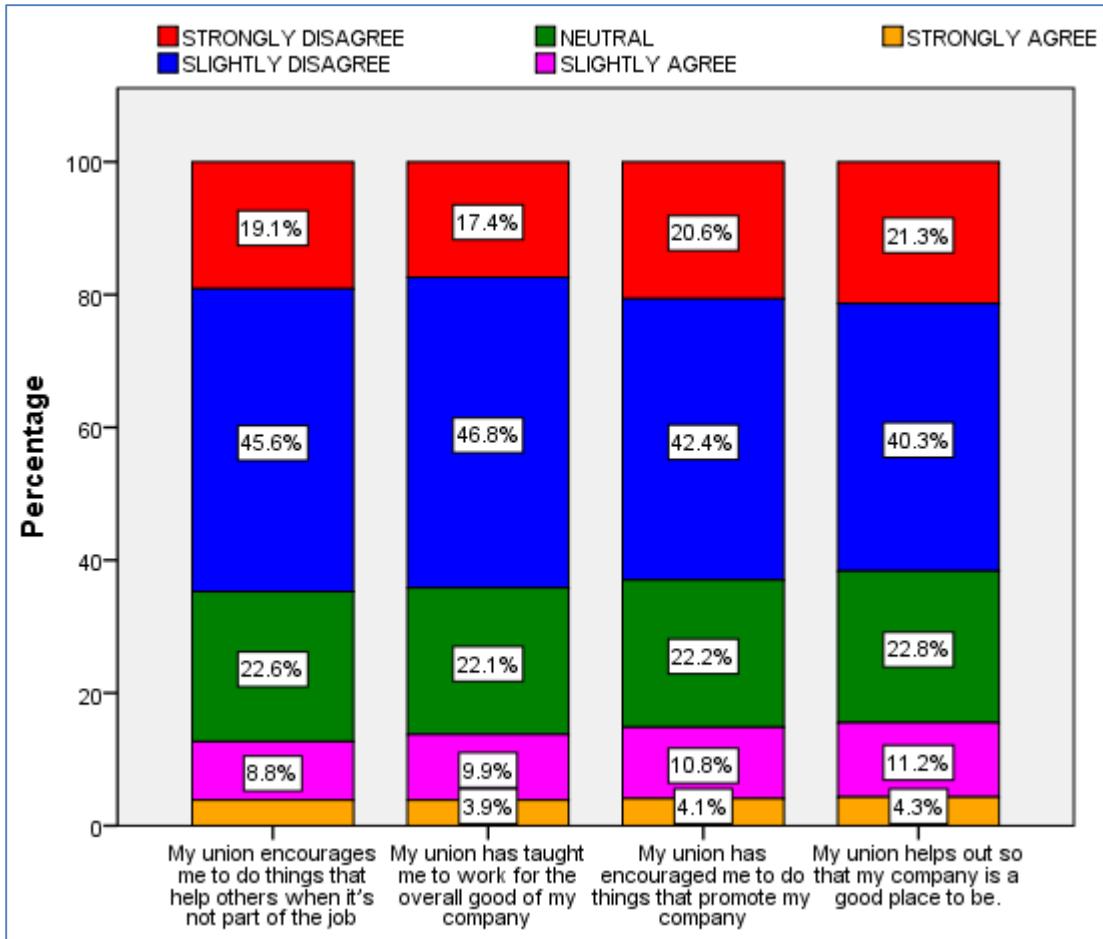


Figure 5.5 Participants responses regarding contribution of trade unions on organisation dimension.

The results reveal that most of the participants indicated that they slightly agreed that trade unions were contributing towards organization as a dimension of job performance. Other participants strongly disagreed that unions enhanced the organisation dimension of their job performance, while others chose to be neutral. Only a few of the respondents strongly agreed that unions contributed towards the organization dimension as part of job performance.

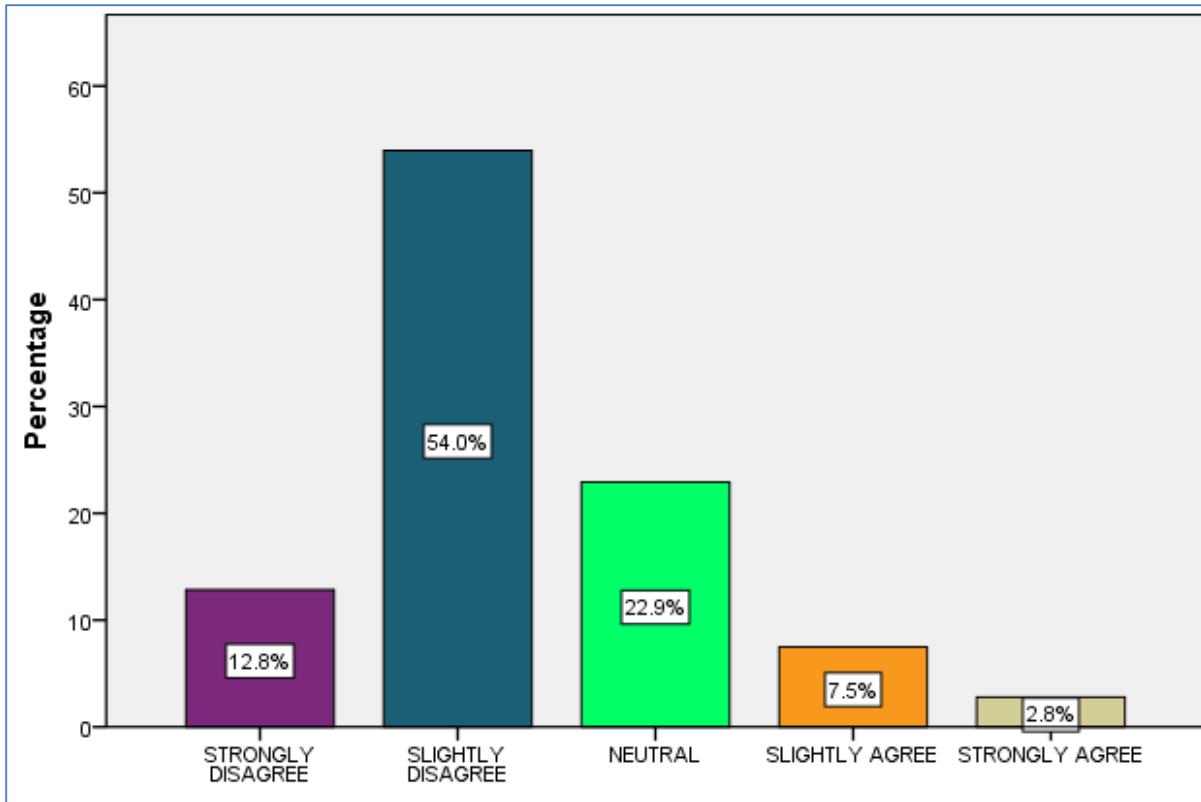


Figure 5.6 Overall participants' responses regarding the contribution of trade unions on job performance.

The results show that 54% of the respondents slightly disagreed that trade unions were contributing towards job performance at the Government Institution under study. 22.9% of the participants indicated that they were neutral on whether their trade unions were contributing towards job performance, while 12.8% strongly disagreed. Only 2.8% of the participants strongly agreed that trade unions were enhancing job performance.

5.6 DISCUSSION

The aim of the study was to discover the role of trade unions in enhancing job performance in a Government Institution. The results are discussed according to the hypothesis set for this study.

H1: There is a negative perception of employees on the role of trade unions in enhancing job performance.

The results do not confirm the hypothesis that there was a negative perception of employees on the role of trade unions in enhancing job performance. The results show that 54% of the respondents slightly disagreed that trade unions were contributing towards job performance at the Government Institution under study.

The results were not consistent with what was discovered in the literature. Bryson, et al. (2003) found that unionisation was associated with poorer workplace performance and in another study conducted by Shrestha (2012) it was revealed that there was little relationship between unionisation and performance at work.

The utilization of a cross-sectional survey design presented a challenge in that it is difficult to make a causal inference and that the situation may have provided different results had another time-frame been chosen (Levin, 2006). The results cannot be applied to other government institutions within the North-West provincial administration as it focused on a single government institution in the province. The low response rate of senior managers was also a limitation as it deprived the research of knowing the views of management about the role of trade unions on job performance at the Government Institution.

It is recommended that trade unions contribute towards job performance as there are meaningful benefits for members at the workplace. Research has shown that employees with high performance usually get promotions more easily and also claim a different concept of effort and performance, which is an input to work while job performance is an output from those efforts (Ari & Ika, 2015). On the adverse, an employee with poor performance is normally dissatisfied with their job, which leads to an increased turnover intention (Tuten & Neidermeyer, 2004). It is also recommended that trade unions in the Government Institution should be allowed to observe performance moderations in as much as they observe job interviews. Unions should also ensure that employees that perform above expectation are praised and awarded. Trade unions should initiate job rotation and monitor that their members are trained and developed at work so as to improve of the skills of employees for better performance. Unions should most importantly place matters concerning performance at relevant bargaining structures at provincial and at national levels.

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CHAPTER 6

PROPOSAL FOR A STRUCTURED MODEL FOR THE ROLE OF TRADE UNIONS IN ENHANCING WORK ENGAGEMENT, WORK COMMITMENT, JOB SATISFACTION, AND JOB PERFORMANCE

6.1 ABSTRACT

Orientation: The study is important because there exists no model illustrating the role of trade unions in enhancing work engagement, work commitment, job satisfaction and job performance of employees.

Research purpose: The research is aimed at determining the relationship between trade unions and work engagement, work commitment, job satisfaction and job performance.

Motivation for the study: The development of a structured model will contribute to new knowledge in the field of employment relations as no model of this kind currently exists. The model will illustrate the interactive relationship between trade unions and work engagement, work commitment, job satisfaction and job performance.

Research approach, design, and method: A quantitative research (cross-sectional) was conducted at a Government Institution by administering adapted versions of the Utrecht Work Engagement Scale (UWES), Organisational Commitment Questionnaire (OCQ), Minnesota Job Satisfaction Questionnaire (MSQ), and Role-Based Performance Questionnaire (RBPQ). The study population was 2600 and 1000 questionnaires were distributed with a return of 467. The quantitative data gathered was captured in Microsoft Excel and exported to the SPSS for data analysis.

Main findings: The results of the study revealed that trade unions almost never enhanced work engagement at the Government Institution during 2017. Furthermore, the majority of the respondents slightly disagreed that trade unions enhanced their work commitment. Most of the participants were somewhat satisfied with the contribution of trade unions in enhancing their job satisfaction. The results further showed that the respondents slightly disagreed that trade unions were contributing towards the enhancement of job performance at the Government Institution used

in this study. The results further revealed that work engagement, work commitment, job satisfaction and job performance were positively related.

Practicable implications: The implications of the study is that when trade unions enhance work engagement, work commitment, job satisfaction and job performance this could yield positive results such as low absenteeism, fewer turn over intentions, and service delivery.

Contribution/value-add: A structured model for the role of trade unions on work engagement, work commitment, job satisfaction, and job performance can be developed based on the positive relationship between the variables.

Keywords: Government Institution, job performance, job satisfaction, trade unions, work commitment, work engagement.

6.2 INTRODUCTION

The role of trade unions in the new democratic dispensation has come into question, hence it has become important for researchers now more than ever to determine how trade unions can contribute effectively at workplaces in critical constructs such as work engagement, work commitment, job satisfaction and job performance.

Research has shown that employees with high performance usually get promotions more easily (Ari, & Ika, 2015). Furthermore, engaged employees are better able to build social network resources, job resources and personal resources, such as self-confidence and optimism and they ooze with energy and have a sense of purpose at work (Bakker, 2011). Committed individuals are less likely to leave their organisations because quitting can lead to the loss of important material benefits and incentives like income, prestige, or side-bets (Powell & Meyer, 2004). Employees with a sense of employee commitment are less likely to engage in withdrawal behaviour and more willing to accept change (Lo, Ramayah, & Min, 2009).

The main purpose of this research is to propose a model incorporating trade unions, work engagement, work commitment, job satisfaction and job performance. Research has shown that trade union contribution in these constructs has positive benefits for not only employees and employers, but also for trade unions in that employees will have confidence in the trade union and

membership numbers would not reduce. The rate of absence at work may drop, service delivery may increase and fewer employees may want to leave the organisation hence it is crucial to determine the role of trade unions in enhancing them (Arnold & Feldman, 1986).

The article will provide background on the interactive connections between trade unions, work engagement, work commitment, job satisfaction and job performance and a hypothesis will be developed. Thereafter, the sample of the study, research procedure, measuring instruments and statistical analysis used will be discussed. The results and discussion of each hypothesis set will conclude the article.

6.3 LITERATURE REVIEW

6.3.1 Work engagement

MacLeod and Clarke (2009) asserted that there are more than 50 different definitions of work engagement since research on the concept commenced many decades ago. Bakker, Albrecht, and Leiter (2011) indicated that to date there remains disagreement amongst academics and practitioners on the definition of work engagement and the manner in which it can be best measured.

Schaufeli, Salanova, Gonzalez-Roma, and Bakker (2002) stated that engagement is “a positive, fulfilling, work-related state of mind that is characterised by vigor, dedication, and absorption” (p. 74).

- *Vigour* refers to ‘high energy levels and states of mental resilience while working’ (Bakker, et al., 2011, p. 13). According to Victor and Umadevi (2016) “vigor reflects the readiness to devote effort in one’s work, an exhibition of high levels of energy while working and the tendency to remain resolute in the face of task difficulty or failure”.
- *Dedication* is defined by Bakker et al. (2011, p 13) as “being strongly involved in one’s work, and experiencing a sense of significance, enthusiasm, inspiration, pride and challenge”.
- *Absorption* is characterized by being fully concentrated and happily engrossed in one's work (Schaufeli & Bakker, 2004; 2010). Workers who feel absorbed in their work discover that time passes quickly and they find it difficult to detach themselves from work

(Schaufeli, Bakker, & Salanova, 2006). The experiences of time passing quickly and forgetting everything around one are evidence of this dimension (Schaufeli & Bakker 2001).

The results of the Employment Market Analysis and Research (Hall, Hutchinson, Purcell, Terry, & Parker, 2009) showed that there is no scientific evidence to ascertain that trade unions contribute towards work engagement. Research has also shown that work engagement culminates into high organisational commitment (Demerouti, Bakker, de Jonge, Janssen, & Schaufeli, 2001; Hakanen, Bakker, & Schaufeli, 2006; Richardsen, Burke,& Martinussen, 2006). Other studies (Llorens, Bakker, Schaufeli, & Salanova, 2006; Saks, & Rothman, 2006; Demerouti, Bakker, Nachreiner & Schaufeli 2001; Maslach, Schaufeli, & Leiter, 2001; Brown & Leigh, 1996) indicated that there is a positive correlation between employee engagement and affective commitment. However, no study has “examined the impact of engagement on the other two components of organisational commitment being continuance and normative commitment” (Albdour, & Altarawneh, p. 5, 2014).

Significant relationships have been found between work engagement and job satisfaction (Harter, Schmidt, & Hayes, 2002; Laschinger & Leiter 2006, Simpson 2009). Studies have also shown that employee engagement predicts job satisfaction, (Bakker, Demerouti, & Schaufeli, 2003; Harter et al., 2002; Schaufeli & Bakker, 2004). Abdulwahab (2016), and Brunetto, Teo, Shacklock, and Farr-Wharton (2012) found in their studies that employee satisfaction is directly linked to employee engagement. Evidence gathered from some studies show that engaged workers perform higher than less engaged colleagues (Demerouti & Bakker, 2006). Bakker, Demerouti, and Verbeke (2004), showed that engaged employees received higher ratings from their colleagues on in-role and extra-role performance, indicating that engaged employees perform well and are willing to go the extra mile.

6.3.2 Work Commitment

Allen and Meyer (1990) stated that work commitment is “a psychological state that binds the individual to the organisation or a linking (bond) of the individual to the organisation” (p. 14). Work commitment has three distinct dimensions namely affective, normative, and continuance commitment (Meyer & Allen, 1997).

- *Affective commitment* refers to a sense of belonging and emotional attachment of the employee to the organisation (Brown, 2003). According to Eby, Freeman, Rush, and Lance (1999), Farrell and Stamm (1988), Feather and Rauter (2004), Tett and Meyer (1993), affectively committed employees will be more likely to show organizational citizenship behaviours, be absent less, and have fewer turnover intentions.
- *Continuance commitment* is “the extent to which employees feel committed to their organisations by virtue of the costs that they feel are associated with leaving” (Meyer & Allen, p. 375 1984). According to Meyer and Allen (1997), it is very difficult for an employee who is having continuance commitment with the existing employer to leave the organisation.
- *Normative commitment* indicates a sense of obligation and loyalty towards the organization (Meyer & Allen, 1997). It also refers to attaching internalized values to the organisation (Beukes & Botha, 2013).

The results of Lincoln and Boothe (1993) showed that the union effect on organisational commitment was negative especially amongst U.S employees, even when job quality, wages, and promotional opportunities were held constant. Research also showed that there was no significant relationship between perceptions of union voice and commitment (Hammer, Jacqueline, & Robert, 1981).

Research has shown that work engagement culminates into high organisational commitment (Demerouti, Bakker, de Jonge, Janssen, & Schaufeli, 2001; Hakanen et al., 2006; Richardsen, Burke, Martinussen, 2006). Several other studies indicated that there is a positive correlation between employee engagement and affective commitment (Llorens, et al., 2006; Saks, & Rothman, 2006; Demerouti et al., 2001; Maslach et al., 2001; Brown & Leigh, 1996). None of the studies has tested the impact of engagement on continuance and normative commitment (Albdour, & Altarawneh, 2014).

Aamodt (2007), cited in Lumley, Coetzee, Tladinyane, and Ferreira (2011) discovered that “satisfied employees tend to be committed to an organisation, and employees who are satisfied and committed are more likely to attend work, stay with an organisation, arrive at work on time,

perform well and engage in behaviours helpful to the organisation” (p 106). Kotze and Roodt (2005, p. 51) stated that “a strong correlation has been empirically established between job satisfaction, employee commitment and retention”.

Organizational commitment has been found to correlate with enhanced work efforts, better performance, and reduced absenteeism and turnover (Meyer, Stanley, Herscovitch, & Topolnytsky, 2002). Organisational commitment explains job performance (Brett, Cron, & Slocum, 1995; Meyer, Paunonen, Gellatly, Goffin, & Jackson, 1989). Khan, Ziauddin, Jam, and Ramay (2010) investigated the impact of employee commitment (Affective commitment, Continuance, and Normative Commitment) on employee job performance from 153 public and private employees of oil gas sector in Pakistan. The results revealed a positive relationship between commitment and employees performance.

In another study conducted by Habib, Khursheed, & Idrees (2010), it was found that employees having greater employee commitment perform well. The view that commitment is positively related to performance was confirmed by Ali, Rehman, Ali S.L, Yousef and Zia (2010), in discovering that there is a positive relationship between employee commitment and organisational performance. Mathieu and Zajac (1990) also discovered that organisational commitment increased job performance.

6.3.3 Job satisfaction

According to Locke (1976), cited in McKenna (2006), job satisfaction is “a pleasurable positive emotional state resulting from the appraisals of one’s job or job experiences” (p. 296). Job satisfaction contains three components which are an affective, cognitive and behavioural component (Jex, 2002). The affective component of job satisfaction refers to the feeling about the job, while the *cognitive* component represents a belief in regard to a job and the behavioural component is an indicator for behavioural intentions towards a job such as getting to work in time and working hard (Berghe, 2011).

Cappellari, Bryson, and Lucifora (2005) investigated the endogenous union membership and job satisfaction and found that union membership does not affect job satisfaction. Research on the effects of unionisation on job satisfaction found that unionized workers reported lower levels of

job satisfaction than non-union members (Donegani & McKay, 2012). In a study conducted by Gazioglu and Tansel (2006), the results indicated that union members are less satisfied with their jobs.

Studies have shown that employee engagement predicts job satisfaction (Harter et al., 2002; Schaufeli & Bakker, 2004). Furthermore, significant positive relationships have been found between work engagement, job satisfaction, job performance and retention (Harter et al., 2002; Laschinger & Leiter 2006, Simpson, 2009; Brunetto, et al., 2012, Abdulwahab 2016; Schaufeli & Bakker, 2004).

Mannheim, Baruch and Tal (1997); Salami (2008); Busch, Fallan, and Pettersen (1998); Freund (2005) discovered there was a positive relationship between job satisfaction and work commitment. The level of satisfaction predicts organisational commitment (Feinstein & Vondrasek, 2001). In another study conducted by Gaertner (1999), on the determinants of job satisfaction as well as work commitment it was established that job satisfaction is the basis of organisational commitment. Werner, Sono and Ngalo (2011) stated that “job satisfaction has a significant effect on organisational commitment” (p 503).

Bateman and Strasser (1984) argued that employees that are highly committed to an organisation may experience a high level of satisfaction in their work. Studies show that job satisfaction is a predictor of organisational commitment wherein the aspect of job satisfaction has a strong impact on the dimension of organisational commitment (Lam, Pine, & Baum, 2003). Lincoln & Kalleberg 1985:753; Williams & Hazer 1986; Yousef 1998; Curriwan 1999; Yucel 2012) also found that job satisfaction is a predictor of organisational commitment. On the other hand, Meyer et al. (2002) found a significant relationship between job satisfaction and affective commitment. Gu and Chi (2009) discovered that there is a strong connection between being satisfied at work and performance. Judge, Thoresen, Bono, & Patton (2001) found that the mean true correlation between overall job satisfaction and job performance was estimated to be 0.30.

6.3.4 Job performance

Job performance is considered to be those actions, behaviours, and outcomes that an employee engage in or bring about that contribute to the goals of the organisation (Rotundo, & Sackett,

2002). The RBPS has five dimensions which are the job, career, innovator, team, and organization. According to Organ (1988), the job holder role represents the traditionally held view of employee performance, whereas the organization member role parallels those behaviors associated with organisational citizenship behaviours. The career role traditional entailed pay programs that provide employees with increases in their base pay when they participate in training and acquiring new skills (Welbourne, Johnson, & Erez, 1997).

Team role has been included in many of the new performance models as one of the most important components (Borman & Motowildo, 1997; Campbell, 1990). Team role entails the working together of employees within a team to accomplish work. The innovator role entails creativity by employees on behalf of the entire organization and not just in their jobs (Schein, 1980). Schein (1970, 1980) and Van Maanen and Schein (1979) contended that employees need to behave in innovative ways, not just applying their creative skills to their specific jobs but also contributing to the effectiveness and adaptability of their organization as a whole.

Studies showed that unionisation was associated with poorer workplace performance (Bryson, Forth & Laroche, 2003). This was after a study was conducted to test the union effects on workplace performance in Britain and France using representative data for workplaces with 20 or more employees. In another study conducted in Finland, it was discovered that there is little relationship between trade union members and performance at work (Shrestha, 2012).

Studies show that engaged workers perform greater than less engaged colleagues (Demerouti & Bakker, 2006; Bakker et al; 2004; Bakker, Gierveld, & Van Rijswijk, 2006). Organizational commitment has been found to correlate with enhanced work efforts, better performance, and reduced absenteeism and turnover (Meyer, et al., 2002). In a study conducted by Habib et al., (2010), it was found that employees having greater employee commitment perform well. Ali et al. (2010) and Mathieu and Zajac (1990) discovered that there is a positive relationship between work commitment and job performance.

HYPOTHESISED MODEL FOR THIS STUDY

The preceding paragraph leads to the following hypotheses for this study:

The hypothesized model for this study is illustrated in Figure 6.1.

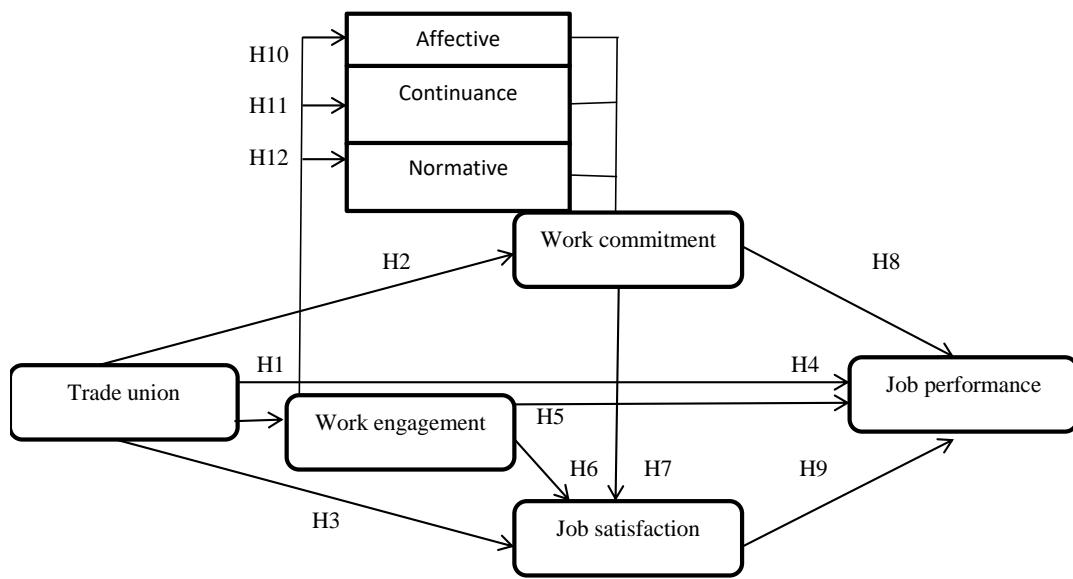


Figure 6.1: A hypothesised model for the study.

Where:

H1: There is a negative perception of employees on the role of trade unions in enhancing work engagement

H2: There is a negative perception of employees on the role of trade unions in enhancing work commitment

H3: There is a negative perception of employees on the role trade unions in enhancing job satisfaction

H4: There is a negative perception of employees on the role of trade unions in enhancing job performance

H5: Work engagement is positively related to job performance

H6: Work engagement is positively related to job satisfaction

H7: There is a positive relationship between work commitment and job satisfaction

H8: There is a positive relationship between work commitment and job performance

H9: There is a positive relationship between satisfaction and job performance

H10: Work engagement is positively related to affective commitment

H11: Work engagement is negatively related to continuance commitment

H12: Work engagement is negatively related to normative commitment

6.4 RESEARCH DESIGN

The study followed a quantitative research design which was classified as cross-sectional design. Welman, Kruger and Mitchell (2008) indicate that the purpose of the quantitative research design is to evaluate objective data consisting of numbers. The cross sectional design is quick method of studying subjects hence it was chosen by the researcher for the purposes of this study.

6.4.1 Sample

The simple random sampling method was used and the sample size was 1000. One thousand (1000) questionnaires were distributed to the respondents and only 467 were returned, which is calculated as a response rate of 46.7%. The respondents in the research were mostly male (57%), representative of the African ethnic group (93%), married (49.9%), and 51 years and above. Most of the participants were in possession of matriculation certificates (66.5%) and occupied lower level positions (58.3%). The respondents were officials (96.2%), with 21-30 years of experience (23.4%) and belong to the PSA union (46.3%).

6.4.2 Research procedure

The permission to conduct research was obtained with the approval of the Accounting Officer of the Government Institution participating in this study. Ethical clearance was sought prior to the distribution of the questionnaires. Questionnaires were distributed randomly and manually to the participants after a thorough explanation of the purpose of the research. The participants took part in the study voluntarily and the confidentiality and anonymity of the participants was respected.

6.4.3 Measuring instruments

The measuring instruments that were used to measure each variable are as follows:

- **Work engagement:** An adapted *Utrecht Work Engagement Scale* (UWES) was used to measure the contribution of trade unions in enhancing work engagement. UWES includes items for assessment of the three engagement dimensions included in the definition given by Schaufeli et al. (2002), namely vigor, dedication, and absorption.

Within the South African context, the three-factor structure was validated in a study of academic staff of higher education institutions (Barkhuizen & Rothmann, 2006). However, some studies could not confirm the structure of work engagement (Bakker & Demerouti, 2008). A frequency scale of seven points ranging from 0 (never) to 6 (always) is used to record the responses of the participants.

- **Work Commitment:** The *Organisational Commitment Questionnaire (OCQ)* was used to measure the role of trade unions on work commitment of employees based on the three component model proposed by Meyer and Allen (1997), which are the affective, continuance and normative scales. The Likert scale of 5 points from 1–5 (strongly disagree to strongly agree) was used.
- **Job satisfaction:** The adapted short form of the *Minnesota Job Satisfaction Questionnaire (MSQ)* was used to measure the role of trade unions in enhancing job satisfaction. It consists of 20 items (1 item per facet), which are divided into intrinsic and extrinsic job context items (Likert, 1932 cited by Hancer & George, 2003). A Likert-type scale from 1 (not satisfied) to 5 (extremely satisfied) is used for each of the items (Likert, 1932, cited by Hancer & George, 2003). The scores of each of the respondent's intrinsic and extrinsic and general satisfaction are calculated by adding the scores for the associated questions.
- **Job performance:** The adapted *Role-Based Performance Questionnaire (RBPQ)* was used to measure the role of trade unions in enhancing job performance. It consists of 20 items that measure 5 aspects of work performance namely job (4 items), career (4 items), innovator (4 items), team (4 items), and organization (4 items). A Likert-type scale from 1 (Strongly Disagree), 2 (Disagree), 3 (Neither Agree nor Disagree), 4 (Agree), and 5 (Strongly Agree) (Welbourne, Johnson, & Erez, 1997).

6.4.4 Statistical analysis

Statistical Package for the Social Sciences (SPSS) and Statistical Analysis System 9.4 were used to analyse data of the study. Measuring instrument reliability was determined by way of Cronbach Alpha Coefficients (Perrin, 2014). The validity was confirmed using Confirmatory Factor Analysis (CFA) along Structural Equation Modelling (SEM). The adequacy of the sample was confirmed

using the Kaiser Mayer Oklin (KMO) measure of sampling adequacy as a prerequisite for conducting CFA. Factorability of the correlation matrix was checked using Bartlett's test of sphericity. Spearman's rank correlation (r) was utilised to determine the connection between the variables of the study (Weinberg & Abramowitz, 2016).

6.5 RESULTS

Table 6.1 Correlations between work engagement and affective, continuance and normative commitment.

		AFFECTIVE COMMITMENT	CONTINUANCE COMMITMENT	NORMATIVE COMMITMENT
WORK ENGAGEMENT	Correlation Coefficient	.621**	.659**	.646**
	Sig. (2-tailed)	0.000	0.000	0.000
	N	466	466	466

Table 6.1 shows that there are strong ($r>0.5$) positive correlations between work engagement and affective, continuance and normative commitment (Weinberg & Abramowitz, 2016).

Table 6.2: Relationship between dimensions of work engagement, work commitment, job satisfaction and job performance.

		ABSORPTI ON	AFFECTIV E COMMITM ENT	CONTINUA NCE COMMITME NT	NORMATIV E COMMITM ENT	JOB	CARE ER	INNOVAT OR	TEA M	ORGANISAT ION
ABSORPTION	Correlation Coefficient	1								
	Sig. (2-tailed)	.								
	N	466								
AFFECTIVE COMMITMENT	Correlation Coefficient	.621**	1							
	Sig. (2-tailed)	0.000	.							
	N	466	466							
CONTINUANCE COMMITMENT	Correlation Coefficient	.660**	.746**	1						
	Sig. (2-tailed)	0.000	0.000	.						
	N	466	466	466						

NORMATIVE COMMITMENT	Correlation Coefficient	.628**	.694**	.755**	1					
	Sig. (2-tailed)	0.000	0.000	0.000	.					
	N	466	466	466	466					
JOB	Correlation Coefficient	.560**	.519**	.581**	.586**	1				
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	.				
	N	466	466	466	466	466				
CAREER	Correlation Coefficient	.556**	.540**	.550**	.571**	.836 **	1			
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.00 0	.			
	N	466	466	466	466	466	466			
INNOVATOR	Correlation Coefficient	.584**	.537**	.551**	.588**	.745 **	.794**	1		
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.00 0	0.000	.		
	N	466	466	466	466	466	466	466		

TEAM	Correlation Coefficient	.550**	.534**	.571**	.620**	.794 **	.786**	.776**	1	
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	.	
	N	466	466	466	466	466	466	466	466	
ORGANISATION	Correlation Coefficient	.510**	.497**	.539**	.558**	.699 **	.715**	.666*	.744*	1
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	.
	N	466	466	466	466	466	466	466	466	466

The results in table 6.2 show that there are strong ($r>0.5$) positive correlations between the dimensions of work engagement, work commitment, job satisfaction and job performance (Weinberg & Abramowitz, 2016). This implies that a change in one of the dimensions of the variables will lead to a positive change in the other variable dimensions (Healey, 2014).

Table 6.3: Relationship between work engagement, work commitment, job satisfaction and job performance.

		WORK ENGAGEMENT	WORK COMMITMENT	JOB SATISFACTION
WORK COMMITMENT	Correlation Coefficient	.702**		
	Sig. (2-tailed)	0.000		
	N	467		
JOB SATISFACTION	Correlation Coefficient	.626**	.670**	
	Sig. (2-tailed)	0.000	0.000	
	N	466	466	
JOB PERFORMANCE	Correlation Coefficient	.708**	.746**	.751**
	Sig. (2-tailed)	0.000	0.000	0.000
	N	467	467	466

Based on the guidelines for interpreting correlations explained Weinberg and Abramowitz (2016), there are strong ($r>0.5$) positive correlations between work engagement, work commitment, job satisfaction and job performance (Healey, 2014).

Table 6.4: Confirmatory Factor Analysis through structural equation modeling for structural role of trade unions in enhancing work engagement, work commitment, job satisfaction and job performance.

FIT INDICES

Standardized RMR (SRMR)	0.2547
Bentler Comparative Fit Index (CFI)	0.7623
Bentler-Bonett NFI	0.7612

The interpretation of fit indices is based on the benchmarks adopted from Hooper, Coughlan, and Mullen (2008). The SRMR is greater than 0.08, CFI is less than 0.95 and NFI is less than the benchmark of 0.95. These statistics indicate that the model do not fit the data very well.

Table 6.5: Path coefficients

Standardized Results for PATH List							
Path			Parameter	Estimate	Standard Error	t Value	Pr > t
WORK_ENGAGEMENT	==>	JOB_SATISFACTION	_Parm1	0.20789	0.03796	5.4767	<.0001
WORK_COMMITMENT	==>	JOB_SATISFACTION	_Parm2	0.61017	0.03281	18.5947	<.0001
WORK_ENGAGEMENT	==>	JOB_PERFORMANCE	_Parm3	0.30103	0.03185	9.4514	<.0001
WORK_COMMITMENT	==>	JOB_PERFORMANCE	_Parm4	0.60951	0.02834	21.5088	<.0001

All the paths for the model are significant at 5%, hence none of the paths can be dropped from the model in attempt to improve its fit.

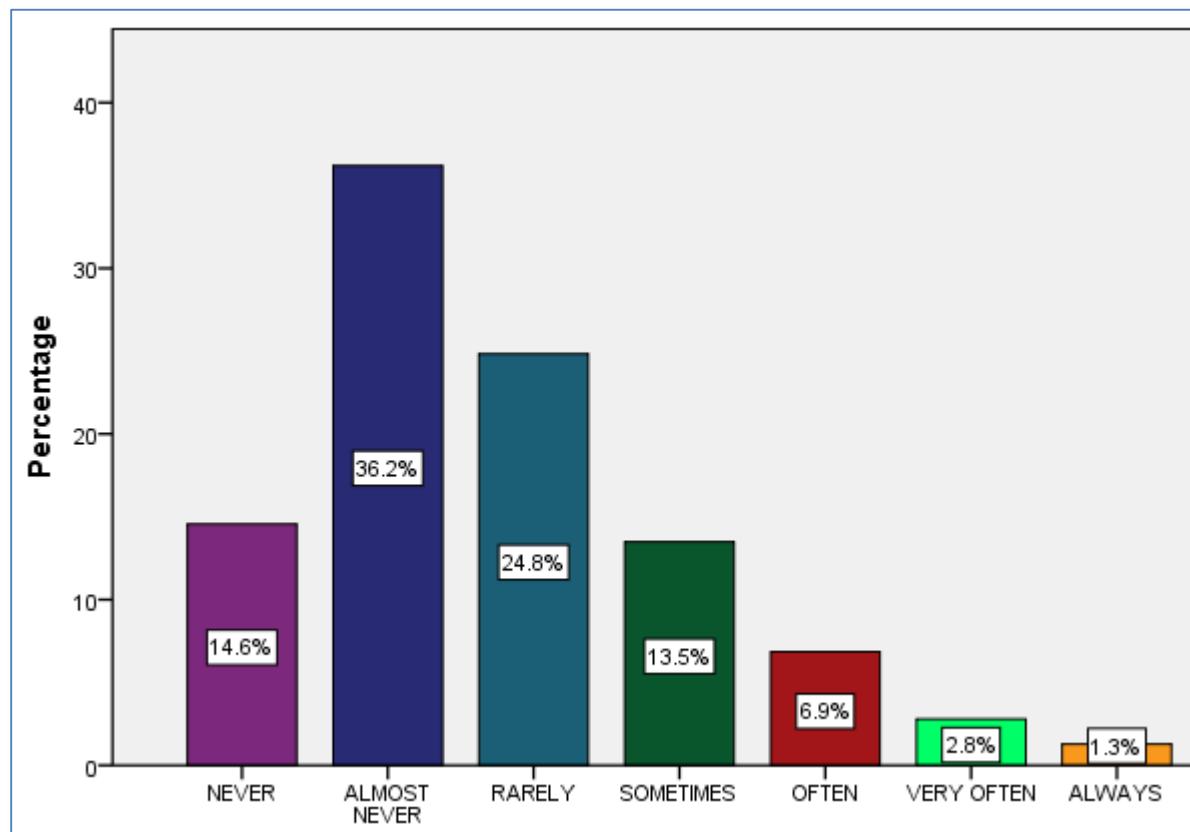


Figure 6.2: Participants responses regarding the contribution of trade unions on work engagement.

Figure 6.2 illustrates that trade unions almost never enhanced the work engagement at the Government Institution under study. 36.2% of the participants indicated that trade unions almost never enhanced their engagement at work and 24.8% indicated that unions rarely contributed towards engagement the Institution.

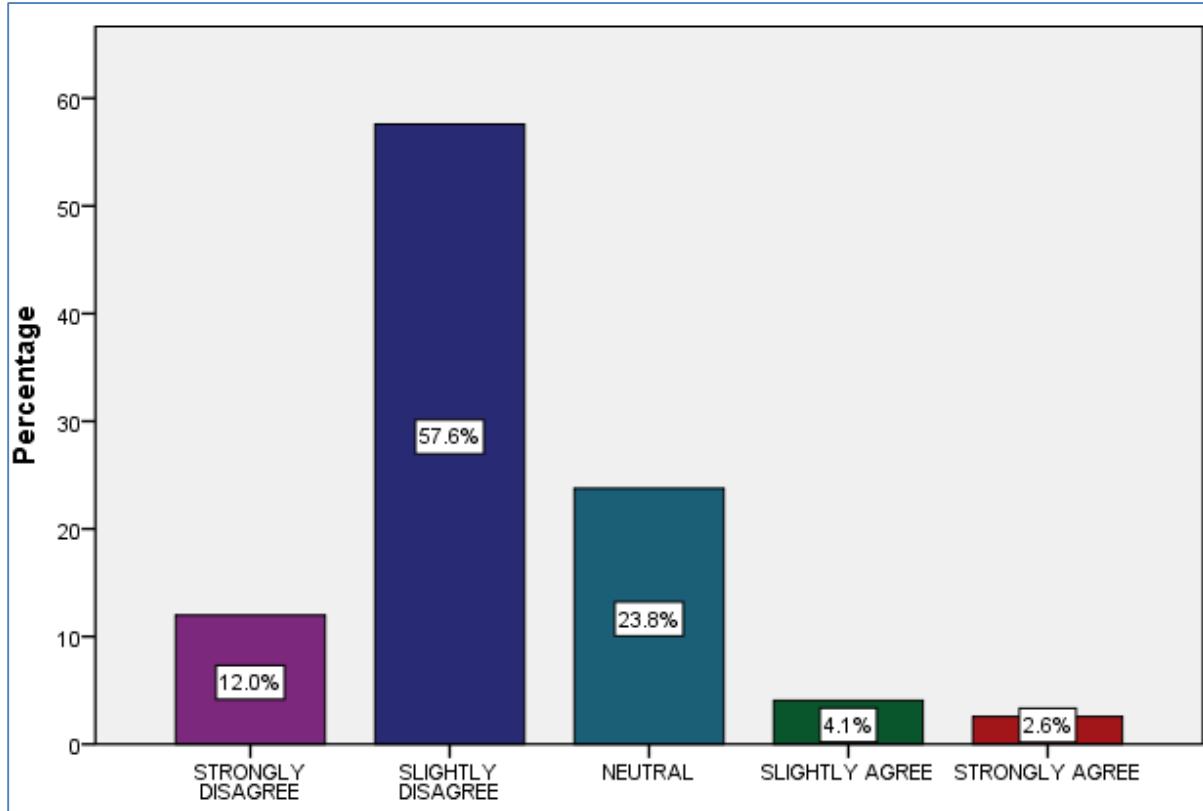


Figure 6.3: Participants responses regarding the contribution of trade unions on work commitment.

Figure 6.3 illustrates that most of the participants (57.6%) slightly disagreed that trade unions enhanced their work commitment. Other participants (23.8%) remained neutral on whether trade unions were enhancing their work commitment, while only 2.6% of the strongly agreed.

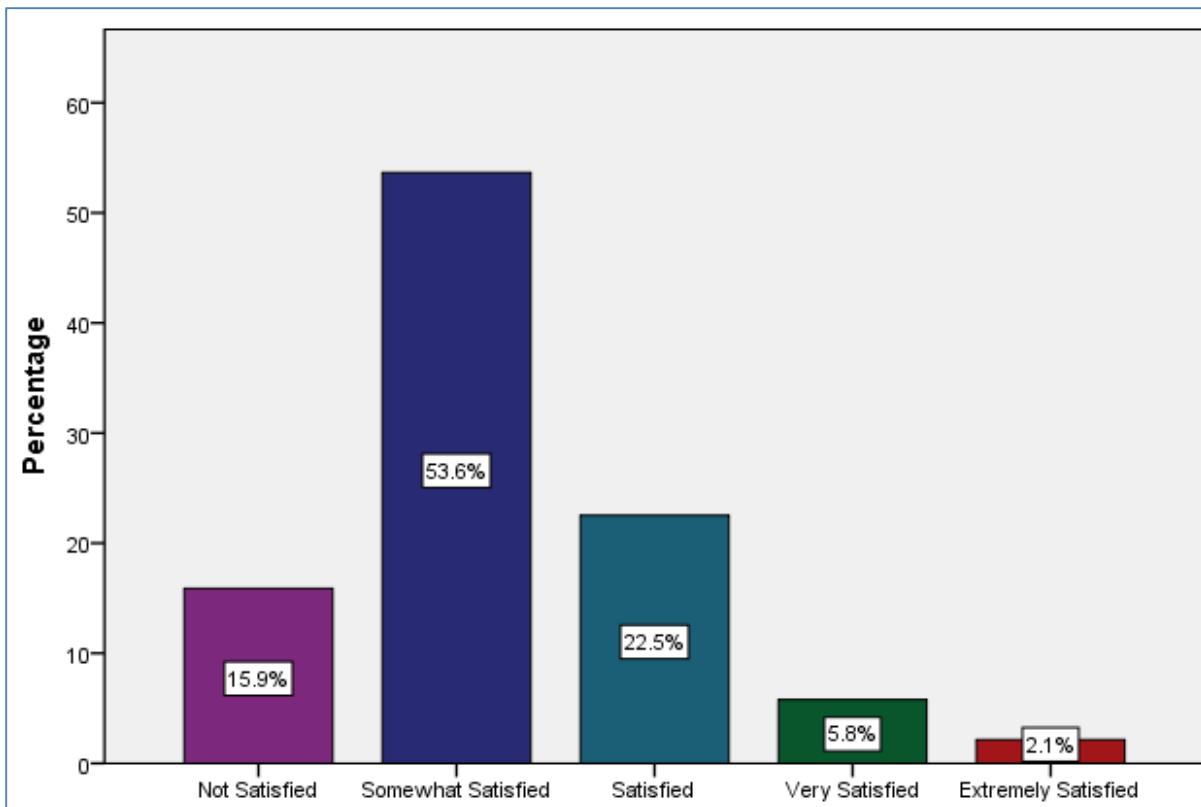


Figure 6.4 Participant's responses regarding contribution of trade unions on job satisfaction.

The results show that 53.6% of the participants were somewhat satisfied with the contribution of trade unions on job satisfaction. 22.5% of the respondents were satisfied that their trade unions were ensuring that they are satisfied with their jobs. Only 2.1% of the respondents were extremely satisfied that their trade unions were ensuring that they are satisfied with their jobs.

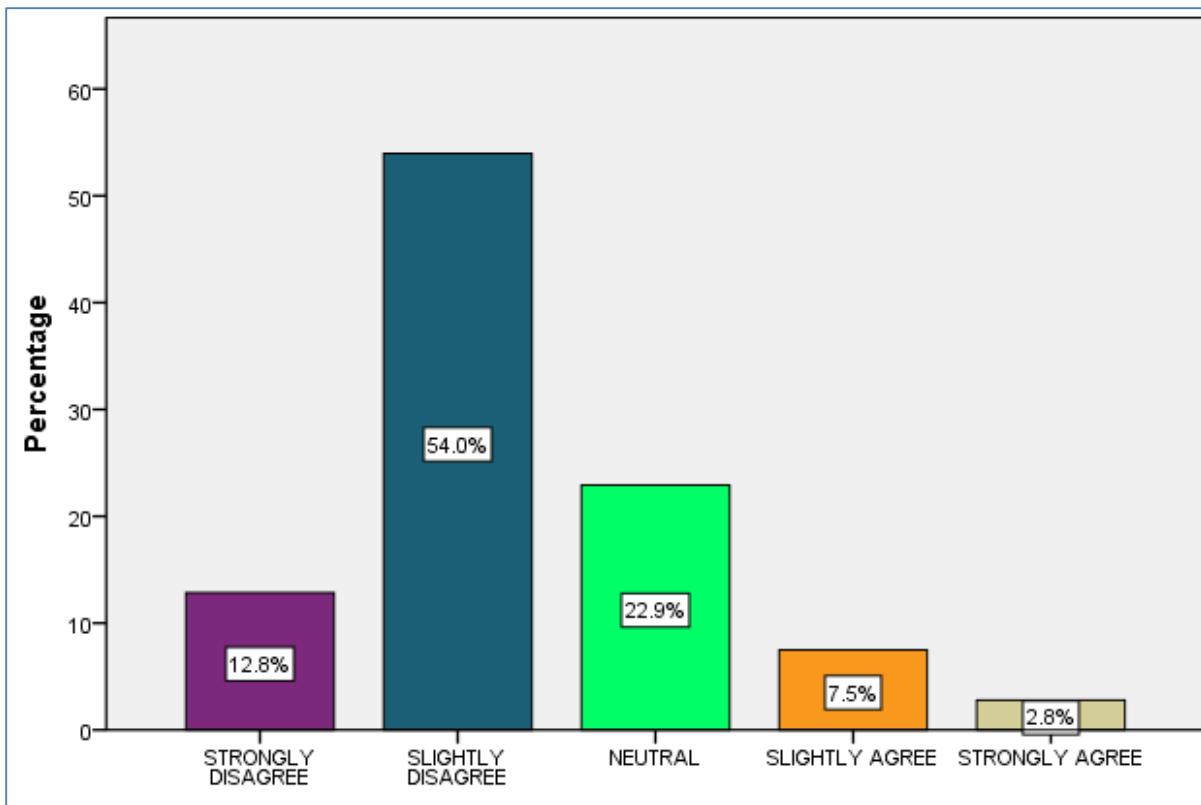


Figure 6.5 Participants responses regarding contribution of trade unions on job performance.

The results show that 54% of the respondents slightly disagreed that trade unions were contributing towards job performance at the Government Institution under study. 22.9% of the participants indicated that they were neutral on whether their trade unions were contributing towards job performance and only 2.8% strongly agreed that trade unions were enhancing job performance.

6.6 DISCUSSION

The research is aimed at determining the role of trade unions in enhancing work engagement, work commitment, job satisfaction and job performance. The results are discussed in accordance with the hypothesis set.

H1: There is a negative perception of employees on the role of trade unions in enhancing work engagement.

The results confirmed the hypothesis that trade unions almost never enhanced work engagement of employees. The results showed that 36.2% of the participants indicated that trade unions almost never enhanced their engagement at the Government Institution. Furthermore 24.8% of the respondents indicated that unions rarely contributed towards engagement at work and 14.6% said unions never enhanced their engagement. The results are consistent with literature that there is no scientific evidence to ascertain that trade unions enhanced work engagement.

Trade unions are therefore urged to contribute towards work engagement to ensure that employees were mentally resilient, persevere, are enthusiastic, and immersed in their work and their energy levels are high. MacLeod and Clarke (2009) found that voice is one of the four main enablers of employee engagement and that collective forms of employee voice can potentially support employee engagement through representation and joint consultation (collective bargaining). Grobler, Warnich, Carrell, Elbert, and Hatfield (2006, p 418) asserted that “through unionization, employees have a powerful collective voice that may be used to communicate to management their dissatisfactions and frustrations”.

H2: There is a negative perception of employees on trade unions in enhancing work commitment.

The results do not confirm the hypothesis as most of the participants (57.6%) slightly disagreed that trade unions enhanced their work commitment at the Government Institution. Thus the results do not correspond with literature that there was a negative perception of employee on the role of trade unions in enhancing work commitment. The results were not consistent with literature that there was a negative relationship between trade unions and work commitment. Hammer et al., (1981) discovered that there was no significant relationship between perceptions of union voice and commitment. The results of Lincoln and Boothe (1993) showed that the union effect on organisational commitment was negative.

H3: There is a negative perception of employees on the role of trade unions in enhancing job satisfaction.

The results of the study did not prove the hypothesis. 53.6% of the participants indicated that they were somewhat satisfied with the role of trade unions in enhancing job satisfaction. In addition

22.5% of the respondents were satisfied that their trade unions were ensuring that they are satisfied at the Institution.

The results did not correspond with literature. Research on effects of unionisation on job satisfaction found that unionized workers reported lower levels of job satisfaction than non-union members (Donegani & McKay, 2012). In a study conducted by Gazioglu and Tansel (2006), the results indicated that union members were less satisfied with their jobs. The same results were discovered by Borjas (1979), Freeman (1978), Meng (1990) and Miller (1990). Cappellari et al. (2005) investigated the endogenous union membership and job satisfaction and found that union membership does not affect job satisfaction. Trade unions are therefore urged to lead to more bargaining power and thereby improve working conditions, so as to ensure that unionism led to greater job satisfaction (Powdthavee, 2011).

H4: There is a negative perception of employees on the role of trade unions in enhancing job performance.

The results do not confirm the hypothesis that there was a negative perception of employees on the role of trade unions in enhancing job performance. The results show that 54% of the respondents slightly disagreed that trade unions were contributing towards job performance at the Government Institution under study.

The results were not consistent with studies that showed that unionisation was associated with poorer workplace performance (Bryson et al., 2003). Literature also revealed that there is little relationship between trade union members and performance at work (Shrestha, 2012). Trade unions should through union voice influence job performance.

H5: Work engagement is positively related to job performance.

The results confirm the hypothesis that work engagement is positively related to job performance. The results were consistent with the studies showed that engaged workers performed superior to less engaged colleagues (Demerouti & Bakker, 2006). Literature also showed that engaged employees received higher ratings from their colleagues on in-role and extra-role performance, indicating that engaged employees perform well and are willing to go the extra mile (Bakker, et al., 2004). Bakker and Demerouti (2008, p. 215) found that “engaged workers perform better

because of positive emotions, good health, ability to mobilize resources and crossover of engagement”.

H6: Work engagement positively related to job satisfaction.

The results confirm the hypothesis that work engagement is positively related to job satisfaction. The results are consistent with studies that have shown that employee engagement predicts job satisfaction, (Bakker, et al., 2003; Harter, et al., 2002; Schaufeli & Bakker 2004; Harter et al., 2002; Laschinger & Leiter 2006, Simpson 2009). Abdulwahab (2016) found in a study that employee satisfaction is directly linked to employee engagement. The same results were found in the study conducted by Brunetto, et al. (2012).

H7: There is a positive relationship between work commitment and job satisfaction.

The results confirm the hypothesis that there is a positive relationship between work commitment and job satisfaction. The results were in congruence with studies by Aamodt, (2007), cited in Lumley, et al. (2011) which discovered that “satisfied employees tend to be committed to an organisation, and employees who are satisfied and committed are more likely to attend work, stay with an organisation, arrive at work on time, perform well and engage in behaviours helpful to the organisation” (p 106). The results were also consistent with literature in that a strong correlation has been empirically established between job satisfaction, employee commitment Kotze and Roodt (2005).

H8: There is a positive relationship between work commitment and job performance.

The results confirm the hypothesis that there was a positive connection between work commitment and job performance. The results are consistent with studies that showed that organizational commitment correlated with performance (Meyer et al., 2002). Literature also showed that organisational commitment explained job performance (Brett, et al., 1995; Meyer, et al., 1989). Studies also showed that organisational commitment improves performance and productivity Meyer, et al. (2002). Furthermore, studies revealed a positive relationship between commitment and employees performance. (Khan et al., 2010).

H9: There is a positive relationship between satisfaction and job performance

The results are consistent with the hypothesis that there is a positive relationship between job satisfaction and job performance. The results were consistent with literature which discovered that there is a strong connection between being satisfied at work and performance (Gu & Chi, 2009). Studies by Judge et al. (2001) found that the mean true correlation between overall job satisfaction and job performance was estimated to be 0.30 thus signifying a positive relationship between satisfaction and job performance. The results of a study conducted by Petty in 1984 on another meta-analysis on the connection between job satisfaction and performance demonstrated a significantly higher correlation of 0.31 (Berghe, 2011) which showed that there was a strong connection between satisfaction and performance. Berghe (2011) argued that the most influential and extensive meta-analysis was the one which resulted in an average correlation of 0.17 between job satisfaction and job performance.

H10: Work engagement is positively related to affective commitment

The results confirm the hypothesis that work engagement is positively related to affective commitment. This result is in agreement with several other studies which indicated a positive correlation between employee engagement and affective commitment (Llorens, et al., 2006; Saks, & Rothman, 2006; Demerouti, et al., 2001; Maslach, et al., 2001; Brown & Leigh, 1996). Research has shown that work engagement culminates into high organisational commitment (Demerouti et al. 2001; Hakanen, Bakker, & Schaufeli, 2006; Richardsen, et al., 2006).

H11: Work engagement is negatively related to continuance commitment.

The results were not consistent with the hypothesis and the literature. Studies discovered that “none of the previous studies examined the impact of engagement on continuance commitment as a component of organisational commitment” (Albdour, & Altarawneh, p. 5, 2014). The results of this study indicated that there was strong ($r>0.5$) positive correlations work engagement and continuance commitment contrary to the hypotheses (Weinberg & Abramowitz, 2016).

H12: Work engagement is negatively related to normative commitment.

The results were not consistent with the hypothesis and the literature. Studies discovered that none of the previous studies examined the impact of engagement on normative commitment as a component of organisational commitment (Albdour, & Altarawneh, 2014). The results of this

study indicated that there was strong ($r>0.5$) positive correlations between work engagement and normative commitment contrary to the hypotheses (Weinberg & Abramowitz, 2016).

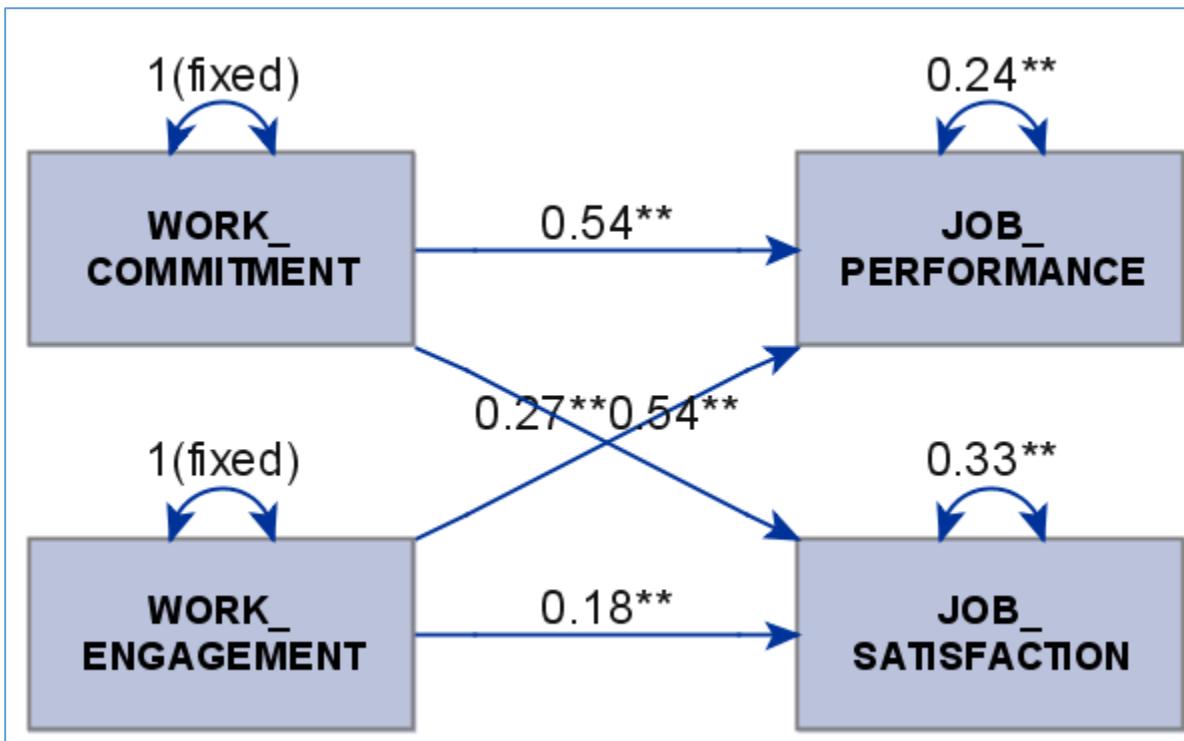
In summary the relationship between trade unions and work engagement, work commitment, job satisfaction and job performance has been shown to be negative in literature review and the same was found in the results. The results and studies showed that there was a strong positive interactive relationship between work engagement, work commitment, job satisfaction and job performance. The relationship between the variables may be illustrated in a proposed model which summarises the results of the study. The model is a first of its kind and will contribute new knowledge in the field of employment relations and human resources.

6.7. MODEL FOR THE STUDY

Revisiting the main findings of the study and taking into consideration the hypothesised model in Figure 1, trade unions almost never enhanced work engagement at the Government Institution during 2017 which refutes Hypothesis 1. Furthermore, the majority of the participants slightly disagreed that trade unions contributed towards work commitment, which refutes Hypothesis 2. In addition, still on the basis of the main findings, the majority of the participants were somewhat satisfied with the contribution of trade unions to job satisfaction at the Government Institution which proves Hypothesis 3 and the majority of the respondents slightly disagreed that trade unions were contributing towards job performance at the Government Institution used in this study which also refutes Hypothesis 4.

Based on these findings, the revised model does not include the paths for H1, H2 and H3 since these hypotheses were not found to be true. H3 does not also appear in the revised model since the relationship between the unions and job satisfaction was factored into the constructs through the adaptation of the questionnaire connected the two in the items within the construct. As such, the revised structural model only determines whether work engagement significantly influences job performance (H5 from the hypothesised model), whether work engagement and work commitment significantly influences job satisfaction (H6 and H7) respectively from the hypothesised model), and whether work commitment and job satisfaction influence job performance (H8 and H9 respectively from the hypothesised model). The results of testing the revised model are presented next.

Figure 6.6¹ Model for the study



The interpretation of the correlation coefficients in this model are based on the benchmarks recommended by Weinberg and Abramowitz (2016). The model shows that there is a statistically significant, positive and weak ($0 < r < 0.3$) correlation between work commitment which was found to not be influenced by trade unions and job satisfaction which was found to be somewhat influenced by the trade unions. A statistically significant, positive correlation ($r > 0.5$) exists between work commitment and job performance (which was also found to be not influenced by the trade unions), and between work engagement and job performance (which was also found to be not influenced by the trade unions). Also, a statistically significant, weak ($0 < r < 0.3$) and positive correlation exists between work engagement and job satisfaction. There was not significant relationship between job satisfaction and job performance as hypothesised.

¹ ** significant at 1% (NB: The statistical software used does not show the exact p-values for these correlations, for p-values refer to Table 6.5)

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CHAPTER 7

CONCLUSIONS, RECOMMENDATIONS AND LIMITATIONS

This chapter contains conclusions that are drawn from the five studies that formed the basis of the research project, followed by a description of the limitations and the recommendations on how trade unions can enhance work engagement, work commitment, job satisfaction and job performance in the selected Government Institution. A model illustrating the relationship between all the constructs is also discussed, as well as recommendations for future research.

7.1 CONCLUSIONS

The following conclusions are made:

7.1.1 THE ROLE OF TRADE UNIONS IN ENHANCING WORK ENGAGEMENT IN A GOVERNMENT INSTITUTION

The first specific aim of the study was to establish the role of trade unions in enhancing work engagement in a Government Institution. The adapted Utrecht Work Engagement Scale (UWES) was utilised to measure the role of trade unions on work engagement. The results show that the Cronbach's Alpha was greater than 0.9, which implied that the items of the work engagement inventory were excellently reliable (Cheung, 2013).

The results show that the Kaiser-Meyer-Olkin Measure (KMO) was greater than 0.7, which implies that the sample used in the study was adequate to conduct factor analysis (Gliner, Morgan & Leech, 2011; Ali, Mahdi, & Malihe, 2012; Elmi, Hassankhani, Abdollahzadeh, Abadi, Scott, & Nahamin, 2017). For the Confirmatory Factor Analysis (CFA) a significant Bartlett's test result indicated that the items were factorable (Gliner et al., 2011; Ali et al., 2012; Elmi et al., 2017). The interpretation of fit indices was based on the benchmarks adopted from Hooper, Coughlan, and Mullen (2008). The Standardized Root Mean Square Residual (SRMR) was less than 0.08, Comparative Fit Index (CFI) and very close to 0.95. The Normed Fit Index (NFI) was also very close to the benchmark of 0.95. These statistics indicate that the model fitted the data well.

The findings of the study revealed that trade unions almost never enhanced work engagement at the Government Institution participating in this study as observed over one year (2017). 36.2% of the participants indicated that trade unions almost never enhanced their engagement

at work and 24.8% indicated that unions rarely contributed towards engagement at work. Only 1.3% responded that trade unions always contributed to work engagement at their workplace.

These findings showed that trade unions at the Government Institution were lacking when it came to enhancing work engagement. The results were consistent with literature, hence they are trade unions are encouraged to ensure that employees are mentally resilient, persevere, are enthusiastic and immersed in their work and their energy levels are high.

7.1.2 THE ROLE OF TRADE UNIONS IN ENHANCING WORK COMMITMENT IN A GOVERNMENT INSTITUTION

The second specific objective of the research was to establish the role of trade unions in enhancing work commitment in a Government Institution. The adapted Organisational Commitment Questionnaire (OCQ) was used to measure the role of trade unions on work commitment of employees based on the three component model proposed by Meyer and Allen (1996), which are the affective, continuance and normative scales.

The results showed that the Cronbach's Alpha was greater than 0.9, which implied that the items of the work commitment questionnaire were excellently reliable (Cheung, 2013; Perrin 2014; Phon-Amnuaisuk, Au, & Omar, 2016). The results also show that the KMO measure was greater than 0.7, implying an adequate sample to conduct factor analysis (Gliner et al., 2011; Ali et al., 2012; Elmi et al., 2017). CFA and the significant Bartlett's test items are factorable (Gliner et al., 2011; Ali et al., 2012; & Elmi et al., 2017). The interpretation of fit indices is based on the benchmarks adopted from Hooper, et al. (2008). The SRMR was less than 0.08, CFI was less than 0.95 and NFI is also less than the benchmark of 0.95. The SRMR suggested that the SEM fitted the data well, whereas the CFI and NFI suggest that the model did not fit the data well. The fit indices gave inconclusive results and the goodness of fit of the model was questionable.

The results revealed that most of the participants (57.6%) slightly disagreed that trade unions enhanced their work commitment at the Government Institution. Other participants (23.8%) remained neutral on whether trade unions were enhancing their work commitment, while only 2.6% strongly agreed. The results and literature highlighted that the trade unions were not contributing towards work commitment. The research also showed that there were strong ($r>0.5$) positive correlations between work engagement, work commitment, job satisfaction and job performance.

7.1.3 THE ROLE OF TRADE UNIONS IN ENHANCING JOB SATISFACTION IN A GOVERNMENT INSTITUTION

The third specific objective of the study was to establish the role of trade unions in enhancing job satisfaction in a Government Institution. The adapted short form of Minnesota Job Satisfaction Questionnaire (MSQ) was used to measure the role of trade unions on job satisfaction. The scale consisted of 20 items (1 item per facet), which are divided into intrinsic and extrinsic job context items (Likert, 1932 cited by Hancer & George, 2003).

The results indicated that the Cronbach's Alpha was greater than 0.9, which implied that the items of the short form of the MSQ were excellently reliable (Cheung, 2013). All the Corrected Item-Total Correlations are above 0.3. Gliner et al. (2011), Ali et al. (2012) and Elmi et al. (2017) recommended that such values are good and indicated that in such a case none of the items should be dropped from the analysis. The KMO was greater than 0.7, implying an adequate sample to conduct factor analysis (Gliner et al., 2011). CFA and the significant Bartlett's test items were factorable (Gliner et al., 2011; Ali et al., 2012; Elmi et al., 2017).

The results further revealed that 53.6% of the participants were somewhat satisfied with the contribution of trade unions on job satisfaction. 22.5% of the respondents are satisfied that their trade unions are ensuring that they are satisfied with their jobs. Only 2.1% of the respondents are extremely satisfied that their trade unions were ensuring that they are satisfied with their jobs. Research on the effects of unionisation on job satisfaction found that unionized workers reported lower levels of job satisfaction than non-union members (Donegani & McKay, 2012). The research also showed that there are strong ($r>0.5$) positive correlations between work engagement, work commitment, job satisfaction and job performance.

7.1.4 THE ROLE OF TRADE UNIONS IN ENHANCING JOB PERFORMANCE IN A GOVERNMENT INSTITUTION

The fourth specific objective of the study was to establish the role of trade unions in enhancing job performance in a Government Institution. The Role-Based Performance Questionnaire (RBPQ) was used to measure the role of trade unions of the performance of participants. It consists of 20 items that measure 5 aspects of work performance, namely job (4 items), career (4 items), innovator (4 items), team (4 items), and organization (4 items).

The results show that the Cronbach Alpha was greater than 0.9, implying that the items of the RBPQ constructs were excellently reliable (Cheung, 2013). KMO measure was greater than 0.7 implying an adequate sample to conduct factor analysis (Gliner et al., 2011; Ali et al., 2012; Elmi et al., 2017). CFA and the significant Bartlett's test items were factorable (Gliner et al., 2011; Ali et al., 2012; Elmi et al., 2017). The interpretations of fit indices are based on the benchmarks adopted from Hooper et al. (2008). The SRMR was less than 0.08, CFI was greater than 0.95 and NFI was greater more than the benchmark of 0.95. These statistics indicate that the model fitted the data very well. The proposed constructs are valid.

The results show that 54% of the respondents slightly disagreed that trade unions were contributing towards job performance at the Government Institution participating in this study. 22.9% of the participants indicated that they were neutral on whether their trade unions were contributing towards job performance and only 2.8% strongly agreed that trade unions were enhancing job performance. The research also shows that there were strong ($r>0.5$) positive correlations between work engagement, work commitment, job satisfaction and job performance.

7.1.5 A STRUCTURED MODEL FOR THE ROLE OF TRADE UNIONS IN ENHANCING WORK ENGAGEMENT, WORK COMMITMENT, JOB SATISFACTION AND JOB PERFORMANCE

The fifth specific aim of the study was to establish the extent to which a structured model can be developed illustrating the role of trade unions in enhancing work engagement, work commitment, job satisfaction and job performance and how these variables were interrelated. The findings of the study revealed that trade unions negatively related to work engagement, work commitment, job satisfaction and job performance.

For work engagement, 36.2% of the participants indicated that trade unions almost never enhanced their engagement at work and 24.8% indicated that unions rarely contributed towards engagement at work. Looking at work commitment most of the participants (57.6%) slightly disagreed that trade unions enhanced their work commitment. Other participants (23.8%) remained neutral on whether trade unions are enhancing their work commitment. For job satisfaction, 53.6% of the participants were somewhat satisfied with the contribution of trade unions on job satisfaction and 22.5% of the respondents were satisfied that their trade unions

are ensuring that they are satisfied in their jobs. Only 2.1% of the respondents were extremely satisfied that their trade unions were ensuring that they are satisfied with their jobs.

The results showed that 54% of the respondents slightly disagreed that trade unions were contributing towards job performance at the Government Institution used in this study. The results further show that 22.9% of the participants indicated that they are neutral as far as the contribution of trade unions on job performance and only 2.8% strongly agreed that trade unions were enhancing job performance. The results also showed that there were ($r>0.5$) positive correlations between work engagement and affective, continuance and normative commitment. Furthermore, there are ($r>0.5$) positive correlations between work engagement, work commitment, job satisfaction and job performance.

7.2 RECOMMENDATIONS

The current study led to the following recommendations for trade unions and management in the Government Department:

- It is recommended that trade unions should contribute towards a labour relations environment that is conducive, which entails lesser industrial actions and more constructive engagement as this may have a positive impact on the commitment level of employees.
- In order to enhance job satisfaction, trade unions should engage management to give employees meaningful work and opportunities to make use of their abilities so that they can develop (job rotation).
- Trade unions at the level of the PSCBC should negotiate for pay that is proportionate to the work that employees do as this may result in high job satisfaction. Trade unions should also negotiate for and monitor the implementation of collective agreements that provide for the upgrading of employees as this may have a positive impact on the satisfaction level of employees.
- Trade unions should be consulted in the drafting of human resource policies and should ensure fairness in the manner these policies are put in place at the Government Institution.
- Given the low response rate of shop stewards, it is recommended that trade unions should ensure that shop stewards are elected at the Government Institution.

- Trade unions and management should encourage that employees get along with each other at the Government Institution as conflict is one of the greatest source of dissatisfaction at work.
- Trade unions should encourage employees to ask for performance feedback from their supervisors as this can result in high work engagement. Unions should also ensure that employees that perform above expectation are praised and awarded.
- Management at the Government Institution should allow that trade unions observe performance moderations to ensure that processes are fair.
- Trade unions encourage that employees are trained continually and developed at the Government Institution so that they perform optimally.
- Trade unions should motivate and encourage employees during general union meetings to be committed to their tasks as this can lead to lesser turnover intentions and absenteeism.
- There should be meaningful consultation between management and trade unions on matters that affect employees such as organizational culture as this can likely have a positive longer-term impact on employee engagement.
- Trade unions should constructively bring forward the frustrations of employees to management as dissatisfaction contributes to low work engagement.

7.3 LIMITATIONS

The utilization of a cross-sectional study presented a challenge in that it is difficult to make a causal inference. Different results may be found if another time-frame been chosen (Levin, 2006). The results of the study cannot be generalized to other government departments in South Africa as the study focused on a single government institution in the North-West Province. Further research can be conducted to in all the departments in the North-West province as well as at another province to find out whether the results would be the same.

The low response rate on the questionnaires distributed presented a limitation for the study in that the findings cannot be applied to all employees within the North-West provincial administration. The low response of Senior Management Services and Middle Management Services deprived the research of the views of the managers about the contribution of trade unions on work engagement, work commitment, job satisfaction and job performance. A high

possibility exists that most managers may not be members of trade unions. Further research would need to be conducted to ascertain why that may be the case.

The use of only quantitative data presented a limitation in that the perceptions of employees about their role of trade unions in enhancing work engagement, work commitment, job satisfaction and job performance could not be attained through interviews to support the empirical evidence collected through questionnaires. It is therefore recommended that future research regarding the research topic should make use of both questionnaires and interviews (mixed approach) to strengthen the results.

The model also had its limitations one of which was that the trade union factor was incorporated into the four variables. It is recommended that in future a separate questionnaire should be developed or used to measure the trade union variable.

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