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Transformational leadership, perceived union support, and union citizenship behaviors: A social exchange and social identity perspective

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TRANSFORMATIONAL LEADERSHIP, PERCEIVED UNION
SUPPORT, AND UNION CITIZENSHIP BEHAVIORS: A SOCIAL
EXCHANGE AND SOCIAL IDENTITY PERSPECTIVE

By

Nicholas William Twigg, Jr., B.S., M.B.A.

A Dissertation Presented in Partial Fulfillment
of the Requirements for the Degree
Doctor of Business Administration

COLLEGE OF ADMINISTRATION AND BUSINESS
LOUISIANA TECH UNIVERSITY

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by Nicholas W. Twigg, Jr.

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ABSTRACT

The objective of this dissertation is to empirically assess the relationship between transformational leadership and union citizenship behaviors from a social exchange and social identity perspective. The relationship was studied through a covenantal relationship perspective. Podsakoff, MacKenzie, Paine, and Bachrach (2000) suggested that there were conceptual similarities and differences in the relationships between transformational leadership, perceived organizational support, trust, intrinsic satisfaction, and commitment in an organizational citizenship behavior framework. This dissertation has developed and tested a model that provides a framework to describe the mechanism by which transformational leadership behaviors effect union citizenship behaviors through perceived union support, felt obligation, trust in the union, union-based self-esteem, and union commitment.

The mechanism by which transformational leadership behaviors relate to citizenship behaviors is complex (Podsakoff et al., 2000) and the factors that can affect citizenship behaviors are many (Van Dyne, Graham, & Dienesch, 1994). Due to the complex and emergent nature of this study, a two-step approach was used to evaluate the proposed hypotheses and framework. First, hypotheses were formulated and empirically tested using mediated regression analysis (Baron & Kenny, 1986). All the proposed

hypotheses were supported or partially supported. The results gave confidence that the framework may be appropriate for testing. Finally, structural equation modeling was employed to provide further evidence that the proposed model was valid.

The data analysis and the statistical results support the multidimensional nature of covenantal relationships and their mediation effects between transformational leadership and union citizenship behaviors. Additionally, this study provides empirical evidence that social exchange and social identity perspectives can be used in organizational support studies. The results further suggest that union leaders may positively affect member's behavior by promoting a supportive environment that will increase member's obligation to the union, trust in the union, and union-based self-esteem. Union members that exhibit greater citizenship behaviors will promote the union's ideals, recruit more members, and help provide a more harmonious atmosphere in the work place.

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CHAPTER 1

INTRODUCTION

The purpose of Chapter 1 is to introduce this dissertation, which examines the relationship between transformational leadership and union participation through a social exchange and social identity perspective. This dissertation creates and tests a model that suggests that transformational leadership style affects citizenship behaviors by influencing perceived union support. Transformational leadership theory is based on the concept that leaders can become transformational only after building trust, respect, and confidence in their followers. Perceived organizational support theory is based on the emotional or affective attachment that employees will exhibit toward the organization. Felt obligation to the union, trust in the union, union-based self-esteem, and commitment to the union are included as proposed mediators between perceived union support and union participation. Felt obligation to the union and trust in the union are derived from a social exchange theory perspective based on perceived organizational support (Eisenberger, Huntington, Hutchinson, & Sowa, 1986) and trust-in-management (Nyhan & Marlowe, 1997; Robinson & Rousseau, 1994). Union-based self-esteem is derived from a social identity theory perspective based on organization-based

self-esteem (Gardner & Pierce, 1998; Pierce, Gardner, Dunham, & Cummings, 1993; Tyler, 1999).

The constructs of transformational leadership, perceived support, and commitment are included in a covenantal relationship (Van Dyne et al., 1994). A covenantal relationship goes beyond an economic exchange, social exchange, or psychological exchange relationship (Van Dyne, et al., 1994).

Statement of the Problem

Union membership and participation have declined drastically in the last fifty years (Kovach, 1997). The prevalent reasons for this are economic growth and government programs that have usurped the traditional role of unions in the United States (Kovach, 1997; Walton, Cutcher-Gershenfeld, Joel, & McKersie, 1994). A strong U.S. economy has shifted from predominantly product-based to predominantly service-based. Traditional product-based industries have maintained some union participation, but service-based industries continue to have limited union participation. The increasing numbers of women in the workforce has also contributed to the decline in union participation since women are less likely to join a union and are found primarily in service industries (Kovach, 1997).

There are three union models; economic, social, and psychological (Clark, 2000; Kovach, 1997; Tillman & Cummings, 1999). The predominant model, economic, is based within a traditional management model. The economic model is the model under which labor unions developed. The second

union model is social, and is based on a cooperative attitude toward management rather than the adversarial economic model. Union members participate in the union in a social-political context (Huszczo, 1983). The third model, the psychological, is based on satisfying member's needs of affiliation and socialization (Barling, Fullagar, & Kelloway, 1992).

In many cases, the economic model has outlived its usefulness (Clark, 2000; Kovach, 1997). Kovach (1997) states:

"Those species and institutions that do not adapt over time become *at worst* extinct or *at best* lose their position of dominance. Organized labor has not adequately adapted to economic, environmental, or sociological changes." (P: 12, the emphasis are Kovach's)

As well as economic gain, unions once brought dignity, a sense of purpose, and a more humanistic view of the workplace to the worker (Kovach, 1997). However, the growing economy, as well as legal and political forces, insures that a basic level of economic exchange is in place. Wages have been relatively stable because of minimum wage laws, working conditions were stabilized through the National Labor Relations Act, and safety issues have been addressed through the Occupational Safety and Health Administration (OSHA).

The decline in the economic model is evidenced by the decline in union membership from approximately 54% of the total U.S. workforce in the 1950's to currently less than 16%. Reasons for the decline include: (1) the modern

worker is more educated than those in the past, (2) workers today believe that a living wage is an entitlement and not a benefit to be earned or coerced, (3) work is more important than the money involved, and (4) workers today look toward the future rather than dwell on the inequities of the past (Kovach, 1997). During the 1990's and early 2000's interest rates and inflation have been very low and stable, therefore, large pay raises and increases in benefits have not been a significant issue.

In the modern economy, many union members view the union more as a socio-political movement than providing an economic or protective function (Huszczo, 1983). New forms of collective bargaining, requiring greater cooperation in labor-management relations, have emerged (Fullagar & Barling, 1991). Unionized companies facing greater competition from global forces are seeking to become more creative and innovative and thus increase performance (Fuller & Hester, 1998). Labor's current strategy is to become more cooperative than competitive (Kovach, 1997). Improved labor-management relations can lead to greater productivity and effectiveness for businesses (Fuller & Hester, 1998). A 1991 John Gray Institute report to OSHA, recommended that business and labor cooperate to lower safety infractions and increase training of workers. Union management acknowledges that the most effective way for a union to increase benefits and wages for their workers is to be involved with a prosperous, growing company (Young, 2001).

The younger, more educated, technically oriented, and service-based work force of today is motivated by more than just money. Neither union demands for wages nor disagreements over work rules motivate today's worker (Kovach, 1997). Job enrichment, job enlargement, quality of work life, and other social issues in the workplace seem to be of more concern to the worker of today than pure wage increases (Kovach, 1997). Enhancement of these social exchange concepts can lead to an increase in union commitment. Union commitment may also be affected by the strength of an individual's personal feeling toward the job and toward himself or herself. Cohen (1993) found that job satisfaction was related to union commitment and union participation. Kelloway and Barling (1993) suggested that participation in a union would lead to less job satisfaction, while Fuller and Hester (1998) found that such participation did not lead to less job satisfaction.

Research on organization-based self-esteem has shown promise in increasing our understanding of commitment to the organization. The organization-based self-esteem construct has not been explored in a union setting. According to self-esteem theory, individuals with high self-esteem will be more satisfied and more productive because they feel more competent in their work (Korman, 1976). On the other hand, people with high self-esteem may feel they do not need the restrictions or comments of managers and peers and consequently, do not participate in organizational life as much as those with low self-esteem. A union can facilitate a member's feeling of self-worth and

confidence by emphasizing the positive aspects of an apprenticeship and of the training afforded a union member. This study seeks to strengthen cooperative labor relations' strategies through an understanding of the dynamics of union participation.

Statement of Purpose

The purpose of this dissertation is to examine the relationships among transformational leadership, perceived union support, trust in the union, felt obligation to the union, union-based self-esteem, union commitment, and union citizenship behaviors. The research questions are: What is the relationship between transformational leadership and perceived union support? Does social exchange theory help explain relationships among transformational leadership, perceived union support, trust in the union, felt obligation to the union, and organizational commitment? Finally, does social identity theory further explain the previous relationships between perceived union support and union commitment? Figure 1.1 shows the basic framework for the study.

Contribution to the Body of Knowledge

This dissertation contributes to the body of knowledge by (1) establishing a link between transformational leadership and perceived union support, (2) expanding a social exchange theory perspective with regards to perceived union support and union participation, (3) establishing a social identity theory aspect to the relationship between perceived union support and union

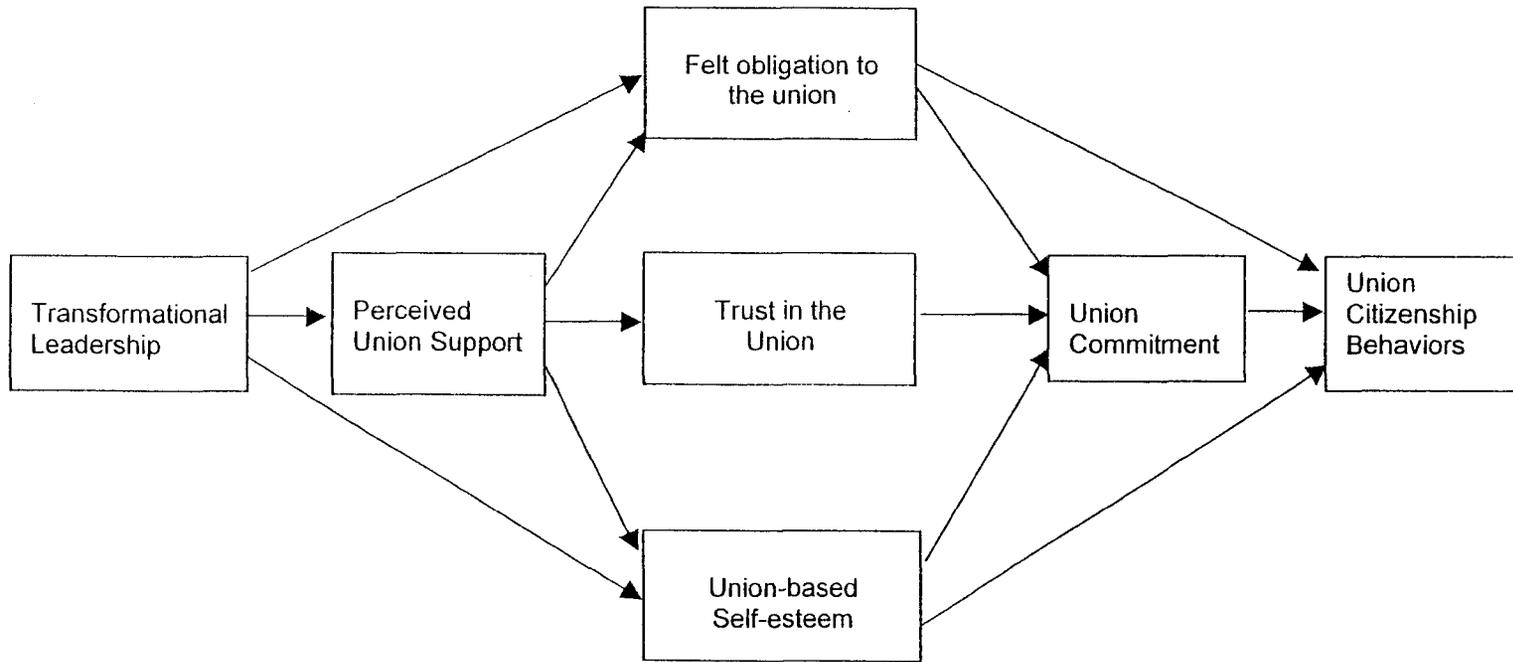


Figure 1.1
Study Framework

participation, and (4) incorporating transformational leadership theory, social exchange theory, and social identity theory into a covenantal relationship theory framework. The link between leader-member exchange theory of leadership and perceived organizational support has been established (Settoon, Bennett, & Liden, 1996; Wayne, Shore, & Liden, 1997), but a relationship between transformational leadership and perceived organizational support has not been established. Felt obligation and trust in management have been shown to be partial mediators between perceived organizational support and affective organizational commitment (Eisenberger, Armeli, Rexwinkle, Lynch, & Rhoads, 2001; Whitener, 2001). Additionally, from a social identity perspective of union-based self-esteem, relationships between transformational leadership and perceived union support, trust, obligation, union commitment, and union participation can be better understood. The primary contribution of this dissertation is to add to the understanding of transformational leadership through social exchange theory and social identity theory in a covenantal relationship framework. From a social exchange theory perspective, the relationships between transformational leadership, perceived organizational support (Eisenberger, et al. 1986; Whitener, 2001) and trust (Butler, Cantrell, & Flick, 1999; Egri & Herman, 2000; Podsakoff, MacKenzie, & Bommer, 1996) have been previously identified. This study expands the understanding of perceived organizational support by adding a social identity

dimension (Gardner & Pierce, 1998; Hui & Lee, 2000; Pierce et al., 1993; Tyler, 1999).

The Importance of Transformational Leadership

A new class of workers is emerging. These workers are less responsive to the traditional management functions of planning, directing, organizing, and controlling. They are more entrepreneurial in nature than older workers in that they hold themselves responsible for their own careers and rely on self-leadership to further their goals in the new organization (Banner, 1995; Daft, 2002). Leadership, to the new class, is a relationship between leader and follower; it implies trust and shared values and it inspires others to become more active and self-sufficient than they would on their own (Bass, 1985; Bennis & Nanus, 1985; Tichy & Devanna, 1990).

Leadership is being emphasized more than management in the business world (Bass, 1998; Bennis, 1994; Drucker, 1993; House, 1995). Transformational leadership is becoming more important because technology is decreasing the number of unskilled routine jobs (Banner, 1995). Hammer and Champy (1993) described a flat organizational hierarchy where educated professionals see themselves as colleagues rather than workers. These colleagues require less traditional style management and more transformational leadership (Hammer & Champy, 1993). The relatively stable hierarchical organizations of the past are giving way to new organizations that are flatter and more loosely organized than the traditional hierarchal

organizational structures (Hammer & Champy, 1993). A flatter, less organized company is better able to respond to today's changing social, political, and legal environment (Hammer & Champy, 1993). The traditional functions of a manager as a planner, director, organizer, and controller are giving way to such management roles as facilitator, coach, mentor, and generator of an atmosphere where all can excel. The manager of today must become a leader of innovative, creative, and committed people (Banner, 1995; Bass, 1985; Bennis, 1994; Conger & Kanungo, 1998; Senge, 1990).

Interest in transformational leadership has grown as practitioners and scholars embrace this trend toward leadership (Banner, 1995; Braham, 1999; Maslow, 1998; Zaleznik, 1989). The basic premise of transformational leadership is that leaders and followers are united in the pursuit of goals that go beyond a simple power or exchange structure (Bass, 1985; Burns, 1978). Transformational leadership is based on values of empowerment, justice, and equality (Burns, 1978). Leadership emphasizes a common purpose and change. Leaders must be sure that all members of the organization share the same beliefs, values, and attitudes (Bass, 1985; Bennis & Nanus, 1985; Tichy & Devanna, 1990). Leadership is a relationship, while management is a function, or set of functions (Burns, 1978). Leaders must constantly modify their leadership styles to accommodate the followers' preferences, to anticipate the followers' responses to change, and to create harmony in the workplace (Yukl, 1998). Managers have a problem with giving up control to the

workers; whereas leaders must understand that empowering workers to create harmony, creativity, and innovation requires relinquishing some degree of control. Inspiring followers to work towards a common vision, stimulating the individual worker to perform beyond expectations, and considering the worker as an individual are leader characteristics that go far beyond the traditional model. Transformational leadership is a theory that embodies the concept of inspiring followers to expend extra effort to reach organizational goals (Bass, 1985).

Leadership can be transformational only when the leader has the trust and respect of the followers. Trust and respect are created between followers and leaders when there is a tradition of mutually beneficial exchanges. A leader gains trust and respect only by being consistent and fair in everyday exchanges with the followers. Transactional leadership is the term used by Bass (1985) to describe these everyday exchanges.

Bass (1985) proposed and empirically tested an augmentation effect on transactional leadership by transformational leadership. A leader will not be perceived as a transformational leader unless that leader has a strong foundation of transactional leadership characteristics (Bass, 1985). Contrary to past proposals on leadership, transformational and transactional leadership are not at opposite ends of a continuum. (Argyris, 1964; Blake & Mouton, 1964; Hersey & Blanchard, 1969; Maslow, 1965; McGregor, 1966). Rather, transactional leadership is augmented by transformational leadership (Bass,

1985). While this augmentation effect has been mentioned by some researchers (Bycio, Hackett, & Allen, 1995; Hater & Bass, 1988; Judge & Bono, 2000), it has been largely ignored in more recent studies.

The effects of transformational leadership may be mitigated or enhanced by variances in other constructs. Support for innovation has a moderating effect between transformational leadership and performance (Howell & Frost, 1989). Individual dispositions may also have moderating or mediating effects on transformational leadership (Wofford, Whittington, & Goodwin, 2001). Pillai, Schriesheim, and Williams (1999) found that trust and procedural justice mediated the relationship between transformational leadership and satisfaction, citizenship behaviors, and commitment.

Workers in a union environment may not embrace a transformational leadership style because collective bargaining, implementation of work rules, and participation in the grievance process are often adversarial processes. The adversarial role is the basis of unions and is still a predominant view held by union membership. However, more and more union leaders now recognize that, in a stable economy, workers turn less and less to the unions for help (Kovach, 1997). The old economic-based union model is giving way to a social or psychological model of the union. A social-based model views union membership as a way of meeting and satisfying the workers' social needs. Being part of a professional, dedicated, and well-trained group of people can satisfy social need. Workers in a social-based union atmosphere can feel that

they are supported by a large organization made up of people that have been trained and supported in a similar manner. Union leaders are beginning to recognize that the future of the unions is not from adversarial positions, but from participation in healthy, growing, stable companies (Young, 2001). Unions can offer companies the competitive advantage of a stable, well-trained, dedicated workforce (Clark, 2000).

Union leaders have perceived indifference by union members (Brecher & Costello, 1999). This indifference limits unions' ability to organize new members, increase the results obtained from collective bargaining, and contribute to society (Clark, 2000). However, action can be taken to increase the chances that unions receive the maximum benefit possible from voluntary participation. Effective communication can insure that the benefits of being associated with a union are known and appreciated. The more informed the union membership is of union benefits, the more they can be appreciative of the efforts of the union leaders. If the membership perceives the union is supportive of its needs it may become more committed to the union. This increased commitment will result in increased participation in union activities, thereby making the union more effective. Increased participation extends to extra role behaviors that help make the workplace more conducive to better performance. There may also be a reciprocal relationship between commitment and participation, where increased commitment can lead to more participation, satisfaction, and productivity.

The first chapter of this dissertation introduces this research by providing a statement of the problem, a statement of purpose, a framework of the study, and contributions to the body of knowledge, and its importance. Chapter Two presents a review of literature germane to the study, focusing on the construct of transformational leadership. Perceived union support, trust, and felt obligation literature is reviewed from a social exchange perspective. Perceived union support, organization-based self-esteem, and commitment on the other hand are reviewed from the perspective of social identity. The literature on union commitment and union participation is then reviewed. Chapter Three presents the methodology used in this dissertation, including the development of hypotheses, the operationalization of the variables, the mathematical equations used to represent the hypotheses, the research design, including the sampling plan and statistical techniques used, and the measurement of the dimensions of the constructs. Chapter Four presents an analysis of the data, while the final chapter presents a discussion of the research findings, implications, limitations of the study, and suggestions for further research.

CHAPTER 2

REVIEW OF THE LITERATURE

This chapter will review the salient literature on covenantal relationships and on the constructs of transformational leadership, perceived organizational support, felt obligation, trust, organization-based self-esteem, union commitment, and union-based citizenship behaviors. Theoretical and empirical studies in each area are presented and reviewed.

Covenantal Relationships

A covenantal relationship is one that has open-ended commitment, mutual trust, and shared values (Van Dyne et al., 1994). The covenantal relationship goes beyond exchange relationships that are based on a contract. The covenantal relationship consists of “a mutual promise by individuals to do their best to serve common values for an indefinite period.” (Van Dyne et al. 1994:768). Covenantal relationships result in proactive behaviors, such as, obedience, loyalty, and participation (Graham & Organ, 1993).

A psychological contract is defined as an individual's perception that there is a reciprocal obligation between them and the organization (Rousseau, 1989). Reciprocity is a common element between covenants and psychological contracts, but covenants imply that there are shared values between the

organization and the individual, whereas psychological contracts may not have an element of shared values (Van Dyne et al., 1994). Eisenberger, Fasolo, and Davis-LaMastro (1990) used the norm of reciprocity (Gouldner, 1960) to anchor the study of organization support theory to explain the relationship of perceived support to performance, commitment, and innovation.

Social contracts are similar to covenants and psychological contracts in that, social contracts are based on reciprocity in long-term exchanges. Unlike covenants, social exchanges are not intrinsically motivated, rather they are based on a sense of fairness and do not require an accounting of those exchanges. Trust and reciprocity leads to a greater bond through social exchange (Organ, 1988). Social exchange contracts were found to lead to greater satisfaction and commitment by the employee (Blau, 1964), but covenantal relationships were found to be affective-based and consequently longer lasting. Where a social exchange based relationship will suffer if the trust or perceived fairness is breached, a covenantal relationship can survive differences that may arise on a short-term basis (Van Dyne et al., 1994). The social contract motivates the person by an expectation of an extrinsic reward; there is something to be earned. In the covenantal relationship the closer the values of both parties the greater the intrinsic motivation of the parties to work towards common goals (Van Dyne et al., 1994). Covenantal relationships have been used to study the factors that determine the strength and length of such relationships. Barnett and Schubert (2002) found a relationship between the ethical climates in the workplace and the formation of covenantal relationships.

Specifically, benevolent and principled work climates enhance covenantal relationships and egoistic climates deter covenantal relationships.

Transformational Leadership

The basic premise of transformational leadership is this: leaders and followers united in the pursuit of goals that go beyond simple power or exchange structures (Bass, 1985). James MacGregor Burns (1978) was one of the first proponents of transformational leadership. He developed a model that differentiated between transformational leadership characteristics and the more traditional transactional leadership characteristics (Burns, 1978). Burns describes these two types of leadership thusly:

"The relations of most leaders and followers are *transactional* - leaders approach followers with an eye to exchanging one thing for another: jobs for votes, or subsidies for campaign contributions. Such transactions comprise the bulk of the relationships among leaders and followers, especially in groups, legislatures, and parties. *Transforming* leadership, while more complex, is more potent. The transforming leader recognizes and exploits an existing need or demand of a potential follower. But, beyond that, the transforming leader looks for potential motives in followers, seeks to satisfy higher needs, and engages the full person of the follower." (Burns, 1978:4, the emphases are Burns')

Burns' Transformational and Transactional Leadership

Burns (1978) posited that transactional leaders motivate followers through a simple mechanism of exchange of rewards for services. Transactional behaviors are based on equity theory or exchange theory (Bass, 1985; Burns, 1978). Transactional exchanges, rewards, and promises of rewards for effort increase a follower's immediate self-interest. Transactional leaders relate to

subordinates by recognizing what followers want to get from their work and fulfilling that need. The transactional leader clarifies the follower's role while the follower gains confidence in the leader and his own ability to complete the assignment. While transactional leadership is based on values of honesty, responsibility, and fairness, transformational leadership is based on values of empowerment, justice, and equality (Patton, 1998).

Researchers contend that competent handling of routine chores is not leadership, but management (Zaleznik, 1989; Bass, 1985). Zaleznik (1989) describes transactional leaders as managers. Conger and Kanungo (1998), and Bennis and Nanus (1985) make the distinction that transformational characteristics are associated with leadership while transactional characteristics are associated with management. Transactional leadership, the consistent application and competent handling of the management functions of planning, directing, organizing, and controlling, can build trust, respect, and dependability in followers. Respect and trust are also the basis for transformational leadership (Bass, Avolio, & Jung, 1995). Therefore, transformational leadership augments transactional leadership (Bass, 1985).

While the transactional leader seeks to fulfill the current needs of the follower, the transformational leader alters or arouses the follower's higher needs. Transformational leaders generate an atmosphere in which workers work to achieve a goal higher than just personal gain (Bass, 1985; Burns, 1978). Transformational leaders allow the follower to become more self-actualized, more self-regulated, and more self-controlling until the transformational leader is

no longer required (Bass, 1985; Burns, 1978). Transformational leadership behaviors influence followers' values and beliefs, activate higher order needs, and allow them to transcend their own self-interests for the sake of the organization's goals (Podsakoff et al., 1996). Transformational leaders exhibit a set of personal core values that allow them to operate beyond simple exchange theory (Bass & Avolio, 1990; Kouzes & Posner, 2002; Krishnan, 2001). In other words, followers trust and respect a leader who can motivate them to perform beyond a simple exchange relationship (Yukl, 1989). By embodying shared group values, receiving the group's acceptance and trust, and leading through others, a transformational leader works with others in accomplishing a shared vision (Patton, 1998).

Bass' Transformational and Transactional Leadership

Dr. Bernard Bass is the primary proponent of Burns' transformational leadership theory. Bass' definition of transformational leadership differs from Burns' transformational leadership in two aspects. First, Bass suggests that the transformational leader increases the follower's needs and wants. Second, Bass redefines the relationship between transactional and transformational leadership, by suggesting a hierarchical relationship where transactional attributes cause a heightened sense of trust and respect in the follower. Thus, the follower will be more receptive to transformational leadership (Bass, 1985).

Bass originally conceived a third difference from Burns. Burns (1978) saw the transformational leader as moral and ethical. Bass (1985) argued that

transformational meant any transformation, whether moral or immoral, but later rejected this position (Bass & Steidlmeier, 1999). Burns' concept of transformation of followers included an awareness of their own environment, transcending self-interest for the greater good of all, and a movement toward self-actualization (Burns, 1978). Howell and Avolio (1992) agreed with Burns, theorizing that only leaders concerned for the overall common good could be truly transformational. Others (Bailey, 1988) believe that all leaders must be manipulative, deceptive, and devious. Bass and Steidlmeier (1999) consider such behaviors pseudo-transformational, a pathological not transformational type of leadership.

Bass (1998) conceptualizes transformational leadership as four components: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration and transactional leadership as three components: contingent reward, management-by-exception-active, and management-by-exception passive. A discussion of each of the four transformational leadership components follows. Since transactional leadership is not a variable in this research, its components are not discussed.

It should be noted that a third style of leadership, *laissez-faire*, is included in Bass' model. Though now considered a separate style, *Laissez-faire* leadership was originally considered a transactional form of non-leadership. Since this form of leadership is not a study factor, further discussion is not warranted.

Components of Transformational Leadership

Transformational leaders increase a member's sense of self-esteem (Bass, 1998), self-efficacy (Daft, 2002), and self-concept (Shamir, House, & Arthur, 1993). This is accomplished through idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration.

Idealized Influence. Some researchers (Conger & Kanungo, 1998; House, 1995) use charisma as an all-inclusive term for inspiration, intellectual stimulation, and individualized consideration. Bass abandoned the word "charisma" for the more inclusive term "idealized influence" (Bass, 1985). Earlier use of Bass' (1985) Multi-factor Leadership Questionnaire (MLQ) included charisma as a separate measure (Den Hartog, VanMuijen, & Koopman, 1997; Yammarino & Dubinsky, 1994). However, Bass et al. (1995) restated the charisma dimension as idealized influence in an effort to minimize the negative connotations that have been associated the term charisma (Bass et al., 1995).

Transformational leaders ask followers to transcend their own self-interests for a higher order vision or "ideal" for the group, organization, or society (Bass, 1985; Bennis & Nanus, 1985; Kouzes & Posner, 1987). The group is asked to become more aware of what is important to the mission of the organization than what is important for just the group (Bass & Stogdill, 1974).

Inspirational Motivation. This dimension consists of communicating a vision with the confidence and enthusiasm needed to energize others. Through shared values and beliefs, transformational leaders and their followers work toward a common goal (Bass, 1998; Yukl, 1998). Beyond shared values and

beliefs, transformational leaders behave in ways that inspire and motivate followers (Bass, 1998). Followers are challenged to share their work with others in pursuit of the common goal and by so doing enhance their own self-esteem (Bass, 1998; Tichy & Devanna, 1990). Transformational leaders empower people (Bass, 1998) by giving up their own control. By giving up control, leaders make themselves more vulnerable to the consequences of the workers' failure. Management vulnerability breeds trust from followers (Nyhan & Marlowe, 1997).

Intellectual Stimulation. This is the third component of transformational leadership. The transformational leader encourages members to be innovative and creative problem-solvers and cooperate with members of the organization. Members are encouraged to look at processes in a new light and be willing to voice possible changes (Bass, 1998). By openly considering suggestions, the transformational leader generates an atmosphere in which members feel safe when offering new ideas. This atmosphere gives meaning to the members' work, increases feelings of excellence and self-esteem (Tichy & Devanna, 1990).

Butler, et al., (1999) found the Intellectual stimulation dimension problematic in studies of the relationship among transformational leadership antecedents and outcomes. Intellectual stimulation of the followers by the transformational leader leads to less commitment and satisfaction for the followers. Early in a leader/follower relationship, the transformational leaders' efforts persuade followers to be creative and innovative (outcomes of intellectual stimulation) may lead to follower confusion about job requirements and performance measures. Affective measures of commitment or other outcomes

may be confounded by the ambiguity that may emerge from a transformational leadership style.

Individualized Consideration. This dimension involves recognizing all contributions of individuals and making them feel valued (Yammarino & Dubinsky, 1994). Transformational leaders facilitate follower's work through coaching and mentoring (Bass, 1998). Followers who are allowed to contribute freely feel more involved in the solutions (Daft, 2002) and feel a sense of community. Being a part of a community increases self-esteem (Tichy & Devanna, 1990).

Transformational and Transactional Leadership Relationship

Transactional exchanges that build trust, dependability, and consistency in followers serve as the basis for transformational leadership (Shamir, 1995). Thus, transactional characteristics are the foundation upon which the leader can build transformational styles. Research has confirmed that transactional leadership characteristics must be present before transformational leadership characteristics can emerge (Bass, 1985; MacKenzie, Podsakoff, & Rich, 2001; Yammarino, Spangler, & Dubinsky, 1998).

Transactional and transformational characteristics are positively correlated with each other (Avolio, Bass, & Jung, 1999; Dubinsky, Yammarino, Jolson, & Spangler, 1995) and negatively correlated with role conflict, role ambiguity, stress, and burnout. In addition, both are positively related to satisfaction, commitment, job congruence, and performance (Dubinsky, et al., 1995). While previous research (Dubinsky, et al., 1995) suggests that there may

not be a significant difference between transactional and transformational leadership characteristics, MacKenzie et al. (2001) found significant improvement in salespersons' performance under transformational leadership. Transformational leadership was found to induce salespeople to exceed expectations in performance, to engage in organizational citizenship behaviors, to lower role ambiguity, and to raise salespeople's trust in the manager (MacKenzie et al., 2001).

The use of only transactional styles of management no longer meets the requirements of leadership in today's world (Avolio et al., 1999). Managers or leaders at all organizational levels must now be visionary and transformational (Avolio & Bass, 1991; House, 1995) in order to lead. This requires increased attention to relationships and other individual dimensions that go beyond simple exchange. Leadership outcomes, such as OCB's, commitment, and satisfaction should be strengthened by dimensions of trust, identification with the organization, and follower support for the organization. A transformational leadership style, which is idealistic, inspirational, and intellectually stimulating, (Avolio et al., 1999) has been associated with trust and commitment (Bass, 1998; Podsakoff, MacKenzie, Moorman, & Fetter, 1990) the foundations for transactional leadership.

Table 2.1 Synopsis of Literature Review on Transformational Leadership

Study	Findings
Burns (1978)	Burns' theoretical views in a political science venue initiated the concept of transformational leadership. Transformational and transactional leadership are on opposite ends of a continuum.
Bass (1985)	Transformational and transactional leadership are hierarchical. Transactional qualities are a foundation for transformational qualities. A six-factor model of leadership is proposed. Transformational leadership consists of Charisma, Inspirational Motivation, Intellectual Stimulation, and Individualized Consideration. Transactional leadership consists of: Contingent Reward and Management-by-Exception. Laissez-Faire style is also discussed. This is the seminal work on the Multifactor Leadership Scale (MLQ). Charisma is necessary, but not sufficient for transformational leadership. Vision is a function of inspiration, not charisma.
Podsakoff, MacKenzie, Moorman & Fetter (1990)	Found support for the augmentation effect of TL by TA. Trust was found to be a mediator of TL, but not of TA to OCB's.
Bennis & Nanus (1985)	Effective transformational leadership develops a common vision, trust in the organization and leader, and facilitates learning.
Tichy & Devanna (1990)	This team identified processes by which transformational leadership develops. The first phase in transformation is to recognize the need for the change, manage the transition to a new thought process (paradigm), create a new vision, and institutionalize the changes. Effective transformational leaders were visionary, flexible, had core values, were altruistic, saw themselves as change agents, were risk takers, and were thoughtful and deliberate.
Bass & Avolio (1990)	Found that the MLQ measured a nine-factor model of transformational leadership. Charisma was split to two factors: behavioral and attributional (see Conger & Kanungo, 1998). Management-by-exception was found to have Active and Passive components (MBE-A and MBE-P). Laissez-Faire was included in transactional leadership.
Banner (1995)	Transformational leadership roles include generating a vision, showing commitment to that vision, stating the purpose of the organization, empowering the followers, and developing the spirit of the organization. The spirit is defined as the invisible essence, energy of a universal design that is focused in any living form.
Goodwin, Wofford & Whittington (1998)	Contingent Reward dimension of the MLQ has two factors: distributed and negotiated. The distributed factor loaded on Transformational characteristics and the negotiated factor loaded on Transactional characteristics.
Den Hartog, Van Muijen & Koopman (1997)	Three distinct leadership styles were proposed and tested by the MLQ. MBE-P was found to be more Laissez-Faire than Transactional.

Dubinsky, Yammarino, Jolson & Spangler (1995)	Transformational leadership was not as highly correlated with job satisfaction, commitment, job congruence, and performance for sales personnel as a transactional leadership style. Job conflict, ambiguity, stress, and burnout were negatively related to both transformational and transactional leadership styles.
Hater & Bass (1988)	Transformational leadership was highly correlated with judgment, decision-making ability, communication, and persuasion.
Avolio & Bass (1991)	Charisma was the component most highly correlated with job satisfaction.
House (1977)	Charismatic leaders appeal to followers' need for achievement, affiliation, and power. Charismatic leaders develop and empower their followers on a dyadic level.
Yammarino & Dubinsky (1994)	Transformational Leadership in a sales venue is valid only at the individual level of analysis.
Bycio, Hackett, & Allen (1995)	Transformational leadership can be analyzed with a two-factor model of Active and Passive factors. Added intent to leave and three types of organizational commitment to extra effort, satisfaction with leader, and leader effectiveness to outcomes of transformational leadership.
Bass & Steidlmeier (1999)	Authentic transformational leadership is moral, ethical, and spiritual.
MacKenzie, Podsakoff, & Rich (2001)	Transformational leadership behaviors are different from transactional leadership behaviors. Transformational behaviors have a strong relationship with trust in the manager, role ambiguity, organizational citizenship behaviors, and objective performance.

Perceived Organizational/Union Support

Social exchange theory is based on the assumption that actions between parties will be reciprocated (Blau, 1964; Gouldner, 1960). A member of an organization who perceives that the organization is supportive will reciprocate by being equally supportive of the organization. That is, the amount, extent, and seriousness of perceived organizational support given to the employee are indicators of the degree of the employee's support for the organization (Aryee & Chay, 2001; Shore, Tetrick, Sinclair & Newton, 1994; Eisenberger et al., 1986). This perceived organizational support may also meet the employee's need for

acceptance, thereby influencing self-identity (Eisenberger, et al., 2001; Eisenberger, et al., 1990; Eisenberger et al., 1986).

Support for a leader or organization can occur at different levels of exchange. High-level exchanges occur on an intellectual or emotional level while low-level exchanges occur on an economic level (Kuhnert & Lewis, 1987). Higher levels of exchange are based on trust and respect (Bass, 1985; Burns, 1978) over which the leader has some control. Lower order exchanges however, are based on economic factors, which are determined on an organizational level (Graen & Scandura, 1987; Kuhnert & Lewis, 1987; Yukl, 1998).

Perceived organizational support is a partial mediator between perceived justice and organizational commitment (Rhoads, Eisenberger, & Armeli, 2001; Naumann, Bennett, Bies, & Martin, 1998). Perceived justice in the workplace is related to organizational citizenship behaviors through perceived support (Aryee & Chay, 2001). The role of perceived supervisory support in relation to participative leadership and organizational citizenship behaviors was investigated by VanYperen, van den Berg, and Willering (1999). The relationship found by the VanYperen et al. (1999) investigation determined that transformational leadership behavior and extra role behaviors was mediated by the role of supervisory support. Perceived support provided more reason for followers to exhibit extra role behaviors than actually participating in decision-making (VanYperen, et al., 1999).

Organizational support theory has been successfully adapted to a union context (Shore, et al., 1994). The reciprocity aspect of social exchange theory

applies in a union setting as well as in an employee setting. In other words, perceived union support reflects union members' knowledge of the union's commitment to them whereas, union commitment reflects the members' commitment to the union (Aryee & Chay, 2001; Shore et al., 1994). Perceived union support is strongly related to union commitment (Fuller & Hester, 2001; Shore et al., 1994) just as perceived organizational support is strongly related to organizational commitment (Whitener, 2001; Eisenberger et al., 1986, 1990, 2001). The commonality between perceived organizational support and perceived union support gives credence to the use of common theoretical concepts to anchor both constructs.

Table 2.2 Synopsis of Literature Review on Perceived Organization/Union Support

Study	Findings
Eisenberger, Huntington, Hutchinson & Sowa (1986)	Employees form global beliefs about organizations that can be constructed as perceived organizational support.
Kuhnert & Lewis (1987)	Support for the organization comes more from higher order exchanges than lower level exchanges.
Eisenberger, Fasolo & Davis-LaMastro (1990)	Perceived support is positively related to affective attachment, innovation, and reward-performance expectations.
Shore, Tetrick, Sinclair & Newton (1994)	Validated a Perceived Union Support measure based on perceived organizational support.
Settoon, Bennett & Liden (1996)	Perceived support correlated with commitment.
Yukl (1998)	Lower order exchanges are based in economic exchange, which may or may not be, under the control of the leader. The leader may have more control over higher order exchanges.
Whitener (2001)	Perceived support to commitment partially mediated by trust.
Eisenberger, Armeli, Rexwinkel, Lynch & Rhoads (2001)	Perceived support to commitment is mediated by obligation and mood.

Felt Obligation

The norm of reciprocity states that people will respond to a favorable act by feeling obligated to return the gesture in a positive manner (Gouldner, 1960). To the extent that employees will perceive that they are being supported by the organization, they will tend to reciprocate by being more supportive of the organization. The strength of the reciprocation will be greater if the employee determines that the support is discretionary rather than contractual (Rhoads & Eisenberger, 2002). Reciprocation contributes to the positive relationship of perceived support and an employee's felt obligation to positively respond to the organization's mission and goals (Eisenberger, et al., 2001).

As previously stated the reciprocity norm applies in a union context. Union members may feel obligated to favorably respond to positive support from union leadership. For example, union members may feel an obligation based on the union's efforts to increase pay, provide an outlet to address grievances in the workplace, and provide economic and social support in tough times. Eisenberger et al. (2001) found that perceived support was an antecedent to felt obligation and subsequently related to affective commitment.

Trust in the Union

Social exchange theory is based on voluntary actions of people motivated by expected reciprocal actions of others (Blau, 1964; Gouldner, 1960). Voluntary actions are a necessary requirement to differentiate social exchanges from physical force or coercion. When there is an explicit contract between the leader and follower, the extrinsic exchange process can be controlled by the mutual

understanding of both parties. However, in the absence of any contract, there is a perceived loss of control and subsequent feeling of vulnerability (Blau, 1964). The amount of vulnerability one will accept toward another (Mayer, Davis, & Schoorman, 1995; Robinson & Rousseau, 1994) or the amount of risk one may assume in a relationship (Mayer et al., 1995) defines trust.

The manager's functions of planning, directing, organizing, and controlling are predicated on the assumption that if you appear for work you will be paid wages. The manager can then plan, direct, organize, and control the workforce. Reciprocity in this context is due to extrinsic or economic rewards (Blau, 1964). Reciprocity with intrinsic rewards, however, is more nebulous. When the social contract is based on an expected intrinsic reward, the social exchange has no mutually agreed upon price on which to evaluate the relationship. The initiator of the exchange does not require any extrinsic reward. The exact nature of the returned action may or may not satisfy the expectations of the initiator. The initiator is left vulnerable to receiving no compensation or inappropriate compensation for his or her actions. Therefore, social exchange requires trust (Blau, 1964).

The positive expectation of acceptable behavior from another generates a willingness to be vulnerable in a trusting relationship (Rousseau, Sitkin, Burt, & Camerer, 1998; Mayer et al., 1995; Luhmann, 1979; Blau, 1964). According to social exchange theory, one mechanism for developing trust is the establishment of a system that insures an equitable exchange of obligations between leaders and followers in the workplace (Whitener, Brodt, Korsgaard, & Werner, 1998;

Blau, 1964). Another mechanism for developing trust is the expansion of exchanges over time, gradually increasing the degree of vulnerability or risk associated with each exchange (Nyhan, 1999; Whitener et al., 1998; Mayer et al., 1995; Blau, 1964). Perception of fairness is also a prerequisite to developing trust in a worker (Flaherty & Pappas, 2000; Whitener et al., 1998; Mayer et al., 1995).

Fairness, based on the procedures or processes that are in place, is called procedural justice (Flaherty & Pappas, 2000; Lind & Tyler, 1988). Trust has been associated with procedural justice (Brockner & Siegel, 1996; Flaherty & Pappas, 2000; Mishra & Spreitzer, 1998; Robinson & Rousseau, 1994). Procedural justice affects a person's sense of fairness in the system, rather than fairness in the results or outcomes (Tyler, 1999; Konovsky & Pugh, 1994). Procedural justice is related to fairness or equity of processes in place (Brockner & Siegel, 1996). The process of informing people well in advance of termination and having an equitable severance package are examples of organizational processes considered procedural justice (Flaherty & Pappas, 2000; Mishra & Spreitzer, 1998).

While procedural justice is considered part of the organization, distributed justice is seen as a supervisory issue. Distributive justice is concerned with the outcomes of exchanges (Flaherty & Pappas, 2000; Konovsky & Pugh, 1994; Robinson & Rousseau, 1994). The outcomes of distributive justice exchange are seen from the member's perspective (Brockner & Siegel, 1996). Distributive justice is the perception that one receives a fair and equitable return for his or

her efforts (Brockner & Siegel, 1996). Trust has been associated with distributive justice (Flaherty & Pappas, 2000; Mishra & Spreitzer, 1998; Brockner & Siegel, 1996; Robinson & Rousseau, 1994).

Trust in management can be difficult to measure. Members of an organization may feel that the organization itself is supportive and trustworthy, but their own supervisor is not, or the member of an organization may believe that the organization is untrustworthy, yet their supervisor is trustworthy. Some researchers did not differentiate between trust in the organization and trust in the supervisor (Laschinger, Finegan, & Shamian, 2001; Kumar, Scheer, & Steenkamp, 1995; Robinson & Rousseau, 1994). Other researchers though, have differentiated between interpersonal trust and system trust (Nyhan, 1999; Luhmann, 1979; Rotter, 1967). Interpersonal trust is between the member and the supervisor, while system trust is between the member and the larger organization. Nyhan and Marlowe (1997) found support for conceptualizing trust in two dimensions, interpersonal and system. These two contextual dimensions of trust may help explain Robinson and Rousseau's (1994) finding that psychological violations (a contract was perceived not to be fulfilled) were highly associated with trust, but not highly associated with a loss of trust. Since the trust scale used did not differentiate between the dimensions, the difference may be attributable to a confounding of interpersonal and system trust.

Trust and justice have dimensions at the organization and personal level. Procedural justice consistently shows a strong relationship with trust while distributive justice consistently shows a weak relationship with trust (Flaherty &

Pappas, 2000; Tyler, 1999; Nyhan & Marlowe, 1997; Kumar et al., 1995; Konovsky & Pugh, 1994). Research on the belief that systems trust is more related to procedural justice while interpersonal trust is more closely related to distributive justice, has not produced consistent results. Nyhan (1999) found no relationship between systems trust (based on procedural justice) and interpersonal trust (based on an affiliation with a specific supervisor) and affective organizational commitment. Pillai et al. (1999) found a relationship between procedural justice and organizational commitment, but none between distributive justice and commitment. The relationship between trust and commitment was found to be mediated by procedural justice (Pillai et al., 1999).

Social exchange theory, reciprocity, perceptions of fairness and justice, willingness to accept vulnerability (Robinson & Rousseau, 1994), and risk (Mayer et al., 1995) have been used to explain much of the concept of trust. Other antecedents to trust include the ability of the manager to give up control (Laschinger et al., 2001; Nyhan, 1999; Whitener et al., 1998), communication (Nyhan, 1999; Whitener et al., 1998), concern for others (Whitener et al., 1998; Mayer et al., 1998), participative leadership (Nyhan, 1999; Whitener et al., 1998; Mayer et al., 1998), empowerment and feedback (Nyhan, 1999), the integrity of the leader, (MacKenzie et al. 2001; Whitener et al., 1998; Mayer et al., 1995), and loyalty and faith in the leader (Podsakoff et al., 1990). In short, participation, empowerment, and feedback have been found to be antecedents of interpersonal trust (Nyhan, 1999). Therefore, since transformational leadership

empowers people to be innovative and creative and gives meaningful feedback, it is reasonable to consider trust as an outcome of transformational leadership.

Butler et al. (1999) findings that satisfaction with the supervisor neither mediated, nor moderated, by trust in management or transformational leadership behaviors, yet satisfaction at work was mediated by trust in management and moderated by transformational leadership behaviors, is consistent with justice theory (Butler et al., 1999; Podsakoff et al., 1990). Therefore, procedural justice has a greater effect than distributive justice in social exchange theory.

Podsakoff et al., (1990) found trust to be a mediator between transformational leadership and organizational citizenship behaviors. Later, Podsakoff et al. (1996) found a strong relationship between trust and transformational leadership. Trust was found to be significantly correlated with satisfaction, commitment, feedback, indifference to rewards, working in a cohesive group, and intrinsic satisfaction. In a subsequent study, Podsakoff et al. (2000) found support for the idea that trust mediated the relationship between transformational leadership and organizational citizenship behaviors. Pillai et al. (1999) found that transformational leadership was directly and indirectly related to trust through procedural justice, i.e., procedural justice mediated the relationship between transformational leadership and trust. In the same study, trust mediated the relationship between procedural justice and commitment. No relationship was found between procedural justice and organizational citizenship behaviors, but distributive justice was found to be related to organizational citizenship behaviors. However, Moorman (1991), Konovsky and Pugh (1994),

and Lind and Tyler (1988) did find a relationship between procedural justice and organizational citizenship behaviors.

Since a person with a high level of self-esteem, self-confidence, and self-efficacy may gain little from a trusting relationship, social exchange theory may only partially explain the relationship between perceived organizational or union support and commitment. Social identity theory may explain more of the relationship. Organization-based self-esteem is a social identity construct that may be used to further explain the relationship between perceived support and commitment.

Organization-Based Self-Esteem

Social identity theory is based on the concept that an individual will want to associate with or acknowledge membership in a group that gives the member some emotional bond with the group (Tajfel, 1974). Motivation for the individual comes from the need for self-esteem (Hogg & Terry, 2000). Pierce, Gardner, Cummings, and Dunham's (1989) self-esteem construct includes a job specific or work related dimension called organization-based self-esteem. Boal and Bryson (1988) theorized that transformational leaders encourage self-esteem, satisfying higher order needs, and raising confidence in performance outcomes.

Transformational leadership is based on the personal values of the leader and how these values are related to the follower's values and beliefs (Bass, 1985; Burns, 1978). Transformational leaders gain influence by responding to a follower's higher order needs, such as self-confidence, respect for the leader [respect for the manager is positively related to organization-based self-esteem

(Pierce et al., 1989)], and trust (Kuhnert & Lewis, 1987). Transformational leaders encourage creativity and innovation in followers that generate an organism type organization rather than a mechanistic one. Pierce et al. (1989) found a negative relationship between a mechanistic organization and organization-based self-esteem and positive relationships between organizational citizenship behaviors and organizational commitment.

Self-efficacy (a belief in one's power to produce and affect) leads to confidence in one's power and abilities. Self-efficacy has three dimensions: magnitude, strength, and generality (Gist, 1987) and is a dimension of self-esteem (Kreitner & Kinicki, 1998). Self-efficacy is believed to have many effects on a person's attitudes towards the organization (Bandura, 1986). The social identity of the person, partially derived from the person's self-efficacy, can affect group formation, choice of activities, reinforcement of individual values (Ashforth & Mael, 1989), goal identity, strategic risk, and tactical implementation (Knight, Durham & Locke, 2001). A person's self-efficacy is developed gradually through positive experiences in performing a task (Gist, 1987). Confidence is built through the successful performance of a task, thereby, leading to an increase in satisfaction. An increase in confidence and satisfaction leads to a greater, more positive perception of one's own value (Kreitner & Kinicki, 1998). A person's evaluation of his or her own value to the organization is called organization-based self-esteem (Gardner & Pierce, 1998; Pierce et al., 1989, 1993).

Pierce et al. (1993) found that people with low organization-based self-esteem had greater satisfaction and higher performance when they perceived

more organizational and supervisory support. People with low organization-based self-esteem have less commitment, more absenteeism, and shy away from behaviors that may be beneficial to the organization (Hui & Lee, 2000) than those with high organization-based self-esteem.

Gregson and Wendell (1994) found that the relationship between job-related self-esteem and job satisfaction was mediated by role ambiguity and role conflict. People with low job-related self-esteem perceived more role ambiguity and more job conflict than people with high job-related self-esteem. Role ambiguity and role conflict were found to be negatively related to job satisfaction, and thus low job-related self-esteem is related negatively to job satisfaction (Gregson & Wendell, 1994). Organization-based self-esteem was also identified as a mediator between self-efficacy and performance and satisfaction (Gardner & Pierce, 1998). Increased self-efficacy results in increased performance and satisfaction among employees, but when organization-based self-esteem was introduced into Gardner and Pierce's (1998) model, the strength of the relationship between self-efficacy and performance and satisfaction became lessened and the relationship to organization-based self-esteem became the dominant factor. Those with low self-esteem exhibit more stress under ambiguous role definitions and do not perform as well as those with high self-esteem (Pierce et al., 1989).

Union Commitment

Union commitment has been examined from affective (Gordon, Philpot, Burt, Thompson & Spiller, 1980), normative (Thacker, Fields & Barclay, 1990),

and continuance perspectives (Thacker, Fields & Tetrick, 1989). Reed, Young, & McHugh (1994) found that organizational commitment is an antecedent to union commitment. Later research by Bamberger, Kluger, and Suchard (1999) indicated that union commitment had multiple antecedents.

The first research on union commitment identified four dimensions: loyalty, responsibility to the union, willingness to work for the union, and belief in unionism (Gordon et al., 1980). Gordon et al. (1980) found that loyalty accounted for almost twice as much variance as the next highest dimension. Support for the four dimensions was found by Thacker et al., (1990) with the loyalty factor again having the highest correlation with outcomes.

Employee involvement in participative management fosters cooperation between members and the company. Participants in employee involvement programs are more likely to accept these programs as opportunities within the company without depreciation in their attitudes towards their union (Eaton, Gordon & Keefe, 1992). Participants in participative management programs increased their organizational commitment only when changes were successful, but increased their union commitment irrespective of success (Fields & Thacker, 1992). Deery, Iverson and Erwin (1994) found that perceptions of company and union cooperation enhanced company commitment, but attenuated union commitment. Fuller and Hester (1998) found that the labor relation's climate did not affect the relationship between union commitment and union participation.

Demographic variables have been associated with participation in various union activities, such as voting, attendance at meetings, and attitudes (Fullagar

& Barling, 1987). Gender and race have been found to be correlated with union commitment (Fullagar & Barling, 1987; Gordon et al., 1980). Miceli and Mulvey (2000) found support for gender and race as antecedents of union commitment. Unfortunately, demographic variables have limited value in union commitment research because they are static and in truth measure a variable more basic than commitment (Fullagar & Barling, 1987). Tenure has a greater effect on continuance commitment as members get closer to eligibility for retirement benefits.

Kelloway, Catano, and Southwell (1992) narrowed the dimensions of Gordon et al. (1980) by deleting the 'belief in unionism scale'. Kelloway et al. (1992) believed that a methodological problem existed in the negatively worded items. 'Belief in unionism' can be a reflection of a general attitude about unions and therefore an antecedent to union loyalty, rather than a dimension of union loyalty (Bamberger et al., 1999). The union loyalty dimension of Gordon et al.'s (1980) work reflected a sense of pride in the union, which also included a dimension concerning the benefits attributed to involvement with the union. Kelloway and Barling (1993) considered union loyalty to be an antecedent to 'willingness to work for the union' and 'responsibility to the union'.

Most models of union commitment contain four dimensions as antecedents to union commitment; organizational commitment, job satisfaction, union instrumentality, and pro-union attitudes (Iverson & Kuruvilla, 1995; Newton & Shore, 1992; Fullagar & Barling, 1987). Bamberger et al. (1999) conducted a meta-analysis on union commitment and found that a two-factor model

consisting of pro-union attitudes and union instrumentality best represented the antecedents of union commitment. Pro-union attitudes had a greater effect than union instrumentality on union commitment. The theoretical arguments are analogous to Bass' conception of leadership. Instrumentality, like transactional leadership, is based on an economic exchange (better pay, less hours, etc.) and pro-union attitudes, like transformational leadership, are based more on social exchange. Shore et al. (1994) argued that an economic exchange perspective would be necessary for members to reach a basic level upon which they could be more responsive and that union commitment would be more of a function of pro-union attitudes.

The economic model of unions is the traditional model that assumes unions exist to prevent management from taking unfair advantage of the working class. A service model of unions however, focuses on the support and professional aspects of union life. Tetrick (1995) argues that an instrumentality approach will never generate commitment, whereas, Kochan (1980) argues that an economic approach may be more effective than a service approach to the union model. Bamberger, et al (1999) and Newton and Shore (1992) argue, that as transactional leadership behavior is necessary for the leader to exhibit transformational behaviors, instrumentality is necessary to make pro-union activities effective. Instrumentality with its economic perspective is related more to continuance commitment than are pro-union attitudes. Pro-union attitudes are enhanced by positive reinforcement from instrumental successes until it is the attitude that affects the outcome of commitment (Newton & Shore, 1992).

The three dimensions of commitment are affective, continuance, and normative. Affective commitment is a measure of a person's “. . . emotional attachment to, identification with, and involvement in an organization.” (Meyer & Allen 1997:11). Affective commitment is based on social rather than economic behavior. Continuance commitment is a measure of a person's recognition of the perceived economic benefits based on the time and effort invested in the organization (Meyer & Allen, 1997). Normative commitment is a response to a perceived need to reciprocate an obligation to the organization (Meyer & Allen, 1997). Feelings of attachment and obligation are social rather than economic reasons for commitment. As Meyer and Allen (1997) state, reciprocity may develop from a felt obligation to the organization (normative commitment), but this felt obligation can be due to the individuals' perceptions that their self-worth is increased. An increase in perceived self-worth can develop into more affective commitment (Meyer & Allen, 1997). Affective commitment is a consequence of common values, increased self-identity, and pride in the union (Snape, Redman, & Chan, 2000).

Eisenberger et al. (2001) explored the felt obligation concept and found that it mediated the relationship between perceived organization support and affective commitment. Employees' perceived competence gained from their work experiences may be related to emotional attachment to the organization, and according to Meyer and Allen (1997) may increase affective commitment to the organization. Organization-based self-esteem is based on a person's perceived

confidence and competence in how they perform at work (Duffy, Shaw & Stark, 2000; Hui & Lee, 2000; Gardner & Pierce, 1998; Gregson & Wendell, 1994).

Whether union commitment generates more union participation, or participation in the union generates commitment was not investigated until Fullagar and Barling (1987) performed a longitudinal study which acknowledged that theoretically there might be reciprocity between the two, but that participation itself was a consequence of union commitment. Gallagher and Clark (1989), and Bamberger et al. (1999) supported the direction of the relationship through a literature review and a meta-analysis.

Union Citizenship Behaviors

Participation in union activities is entirely voluntary. Participation in union activities is discretionary and considered extra-role behavior. The only in-role behavior for a union member is to pay their dues; every other behavior is purely voluntary. In this respect, union participation takes the form of citizenship behaviors.

Union participation is an important outcome of union commitment (Cohen, 1993; Fullagar, Gallagher, Gordon, & Clark, 1995; Fuller & Hester, 2001; Gruen, Summers & Acito, 2000; Kelloway & Barling, 1993; Parks, Gallagher, & Fullagar, 1995). Increased participation by the membership of the union aids the negotiating power of the union through perceptions of union strength (Fullagar et al., 1995). Commitment to the union may be evident, but without the participation of the members, the union will have a difficult time functioning (Huszczo, 1983). Measures of participation have mainly concentrated on Gordon's et al. (1980)

measures of attendance at meetings, voting in elections, reading the union newsletter, giving assistance to union activities, and applying to the union for support. Holding or running for union offices and serving on committees have sometimes been added as participation measures (Paquet & Bergeron, 1996; Parks et al., 1995; Kelloway & Barling, 1993; McShane, 1986).

Union participation can be differentiated by informal (extra-role) behaviors and formal behaviors (Fullagar et al., 1995). Informal behaviors are not necessary for the union to survive, but formal behaviors are needed for the union to survive. Informal experiences (support from a union representative, invitation to a meeting, help in solving a work problem, introduction to the steward, etc.) increase union commitment and union participation through a socialization process. Union leaders function as socialization agents for members (Fullagar et al., 1995) and by doing so encourage participation in union activities (Kelloway & Barling, 1993). Formal experiences (number of hours of formal orientation, number of topics discussed during orientation, amount of information handed out) were found to have little or negative effect on union commitment and participation (Fullagar, et al., 1995).

CHAPTER 3

RESEARCH METHODOLOGY

The purpose of this chapter is to present the framework and design for this dissertation. Figure 3.1 shows the research framework of the study and includes the hypothesized relationships among transformational leadership, perceived union support, trust in the union, felt obligation to the union, union-based self-esteem, union commitment, and union citizenship behaviors. The chapter includes the framework of the study, the hypotheses, the operationalization of the variables, and general equations. The research design, including the sampling methodology, the sample population tested, data collection procedures, and statistical techniques used are then presented.

General Research Hypotheses

Many researchers have stressed the importance of transformational leadership in the workplace (Bass, 1985; Bennis & Nanus, 1985; Conger & Kanungo, 1998; MacKenzie et al., 2001; Tichy & Devanna, 1990; Yukl, 1998). Transformational leadership theory is well supported through empirical studies (e.g., Bass et al., 1995; Bycio et al., 1995; Pawar & Eastman, 1997; Tracey & Hinkin, 1998; Yammarino et al., 1998). The relationships and underlying theories

that make up transformational leadership theory should be investigated in order to gain a greater understanding of the processes involved.

Relationships among transformational leadership, perceived organizational support, felt obligation, trust, and organization-based self-esteem are mentioned in theoretical research, but little empirical data have been obtained regarding these relationships. Perceived organizational support has been related to perceived union support (Aryee & Chay, 2001; Shore et al., 1994). Perceived union support is a distinct construct that is related to union loyalty and union instrumentality (Shore et al., 1994). Union loyalty is the most significant dimension of union commitment (Eaton et al., 1992; Thacker et al., 1990; Gordon et al., 1980). Felt obligation is adopted from the work of Eisenberger et al. (2001) and applied here in a union context. Union-based self-esteem is adapted from the Pierce et al. (1989) scale of organization-based self-esteem.

In a union context, the worker's role is different from that in an organizational context. In an organizational context the worker's role requires performance related to his or her craft. In a union context, the only requirement is that the members pay dues. Therefore, union participation mainly consists of discretionary behaviors. A measure of union citizenship behaviors has been adapted by Skarlicki and Latham (1996, 1997) from the organization citizenship behavior literature (e.g., Organ, 1988) and is used in this study. The following sections develop hypotheses to examine empirically the relationship among

transformational leadership, perceived union support, felt obligation to the union, trust in the union, union-based self-esteem, union commitment, and union participation. The research framework is presented in Figure 3.

Transformational Leadership Hypotheses

A transformational leader provides support for followers (Bass, 1985). The transformational leader seeks advice from followers by encouraging participative decision-making. Participative decision-making is significantly related to perceived support (VanYperen, et al., 1999). A transformational leader acts justly and with fairness to the followers (Bass & Steidlmeier, 1999). Moorman, Blakely, and Niehoff (1998) found a positive relationship between procedural justice and perceived organizational support and Aryee and Chay (2001) found the same relationship applied to perceived union support therefore, it is possible that a positive relationship exists between transformational leadership and perceived support. Rhoads and Eisenberger (2002) found that fairness had a strong positive relationship with perceived support. Therefore it is hypothesized that:

H1a: Followers' perceptions of their leaders' transformational style will be positively and significantly related to their perceived union support.

A transformational leader is a purveyor of justice, a supporter of subordinates and an equitable dispenser of rewards (Bass & Steidlmeier, 1999). Through the just dispensing of rewards, the transformational leader generates a feeling of obligation from the follower. The transformational leader builds a relationship

with the followers based on the beliefs and values articulated by the leader (Bass, 1985). Followers will also feel an obligation to the union to support the vision presented by the leader (MacKenzie et al., 2001). A transformational leadership style leads to increased loyalty, willingness to work, and responsibility to the union (Kelloway & Barling, 1993). Therefore it is hypothesized that:

H1b: Follower's perceptions of their leaders' transformational style will be positively and significantly related to their felt obligation to the union.

Effective leaders have a trusting and credible relationship with followers (Patton, 1998). Effective leaders support their followers and ground their leadership in values, trust, and spirituality (Fairholm, 1997). Transformational leaders exhibit behaviors that cause the people around them to trust them (Pillai et al., 1999; Bass, 1998). Followers and peers of transformational leaders respect, admire, and trust the leader (Bass, 1998). Podsakoff, et al. (1990) and Podsakoff, et al. (1996) found significant relationships between transformational leadership and trust. Therefore it is hypothesized that:

H1c: Follower's perceptions of their leaders' transformational style will be positively and significantly related to their trust in the union.

Konovsky (1986) and Kaplan and Cowen (1981) found that transformational leaders were more caring and had more consideration for subordinates than other types of leaders. A transformational leadership style embodies the concept of cooperation, connectedness, and a sincere desire

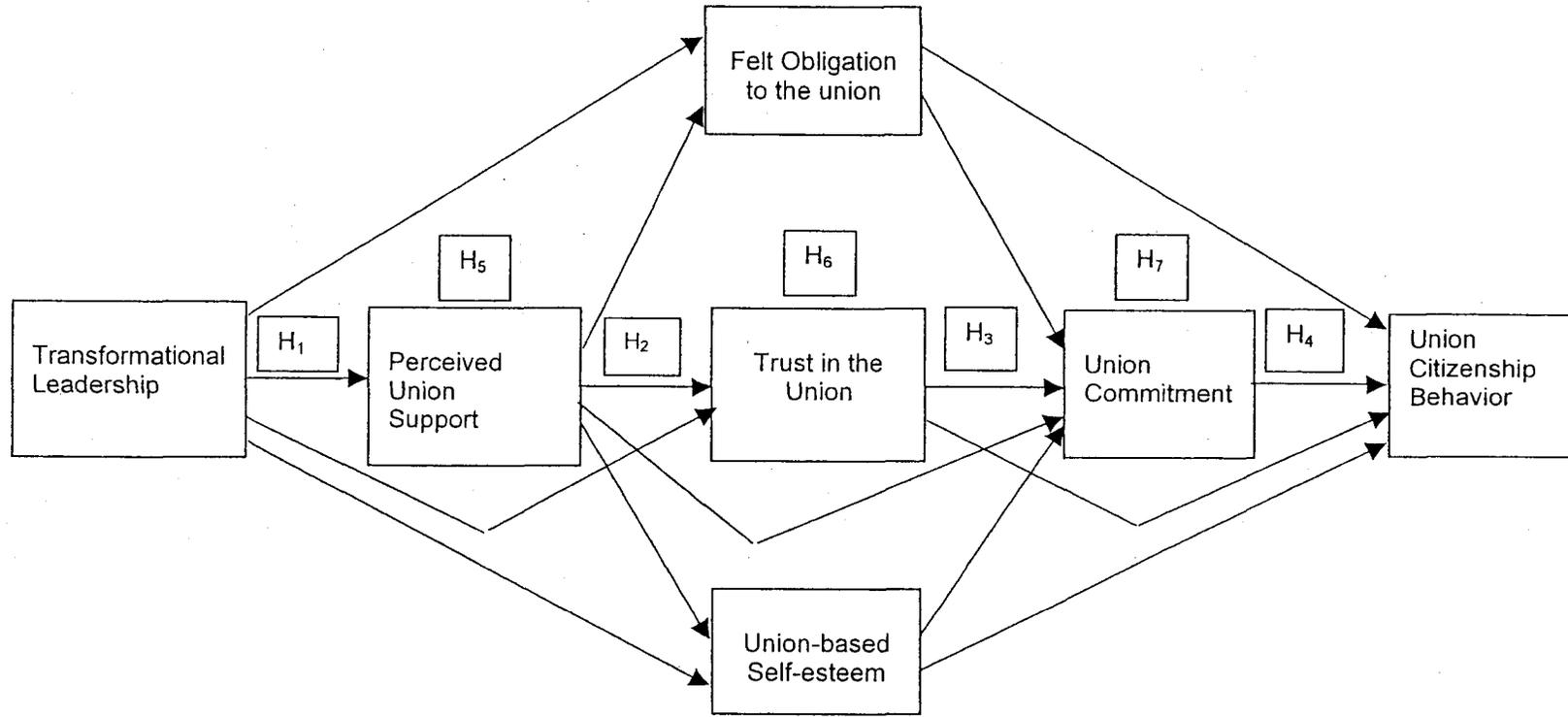


Figure 3.1
Research Study Framework

to see others succeed (Bass, 1998; Bennis, 1994; Burns, 1978; Tichy & Devanna, 1990). The extent to which a person feels that they are capable of performing a task successfully is a dimension of organization-based self-esteem (Pierce, et al. 1989). Wofford et al. (2001) found that followers that had a high growth need and high autonomy performed better under transformational leaders. Transformational leaders gain the trust and respect of followers (Bass, 1985; Podsakoff, et al., 1996). Pierce, et al. (1989) found that respect for the leaders in an organization was positively related to organization-based self-esteem. Therefore it is hypothesized that:

H1d: Follower's perceptions of their leaders' transformational style will be positively and significantly related to their union-based self-esteem.

Perceived Union Support Hypotheses

When an employee is treated favorably by the organization, the norm of reciprocity requires the employee to return the favor (Gouldner, 1960). Organizations dispense rewards to the employee based on the original negotiated contracts, but also through raises and benefits accrued over the length of the contract. Through the norm of reciprocity, the employee would feel obliged to likewise reciprocate. Meeting the perceived obligation to the organization would maintain the employee's self-image in that they would feel satisfied in repaying a debt and maybe garner further rewards (Eisenberger, et al. 2001). Since perceived support is based on the organizations ability to

compensate the worker and felt obligation of the worker is a result of the perceived benefits received from the organization, it is hypothesized that:

H2a: A follower's perceived union support will be positively and significantly related to their felt obligation to the union.

Another consequence of the norm of reciprocity, besides a felt obligation, is that an exchange has taken place that requires action by both parties. Research suggests that workers consider actions by a trustworthy organization are an indication of the organizations commitment to them (Eisenberger, et al. 1990; Settoon et al., 1996). Perceived support and trust are both social exchange processes that become stronger or weaker as exchanges take place. Blau (1964) contends that social exchange processes generate trust. Eisenberger et al. (1990) proposed that trust would be an outcome of perceived support. Whitener (2001) found that employees' perceived support was positively and significantly related to trust. Therefore, it is hypothesized that:

H2b: A follower's perceived union support will be positively and significantly related to their trust in the union.

Member perception of organizational support will help to satisfy that member's need for social identity. Providing positive feedback through recognition and acceptance develops a member's self-esteem (Eisenberger et

al., 1986). Perceived organizational support develops respect for the organization and respect for the organization is related to organization-based self-esteem (Pierce et al., 1989). Perceived organizational support may also satisfy the need of a member to be affiliated with a group, to gain the approval of the group, or through the member's self-esteem (Rhoads et al., 2001). The obligation to reciprocate favorably to received support increases as the benefit becomes more important to the recipient (Gouldner, 1960). Consequently, someone with a high need for self-esteem may show a stronger relationship to perceived support (Rhoads & Eisenberger, 2002). Eisenberger et al. (2001) has shown that there is a relationship between perceived organizational support and a person's self-esteem. Therefore, it is hypothesized that:

H2c: A follower's perceived union support will be positively and significantly related to their union-based self-esteem.

High perceived organizational support generates a more positive attachment to the organization than would normally occur (Eisenberger et al., 1990). A positive relationship between perceived organizational support and organization commitment has been identified in previous research (Bamberger, et al., 1999; Shore & Tetrick, 1991; Eisenberger et al., 1990). Perceived union support and union commitment are conceptually linked (Shore et al., 1994). Both perceived union support and union commitment describe the relationship between the union and the membership. Perceived union support reflects the

members' perception of the union's commitment to them, whereas, union commitment reflects the members' commitment to the union, therefore, it is hypothesized that:

H2d: A follower's perceived union support will be positively and significantly related to their union commitment.

Relationships Between Felt Obligation/
Trust/Union-Based Self-Esteem
and Union Commitment

A person will feel an obligation to the union based on their own perceived treatment by the union. A felt obligation to the union can manifest itself in increased loyalty to the union so perceived union support is correlated more with union loyalty than with union instrumentality or other pro-union attitudes (Shore et al., 1994). Loyalty is the most prevalent dimension of union commitment (Shore et al., 1994; Clark et al., 1993; Kelloway & Barling, 1993; Eisenberger et al, 1986). Since felt obligation is related to loyalty and loyalty is the most salient dimension of commitment (Fuller & Hester, 2001; Gordon et al., 1980; Shore et al., 1994), it is hypothesized that:

H3a: Felt obligation to the union will be positively and significantly related to union commitment.

A relationship between trust and organizational commitment was found by Pillai et al. (1999), Nyhan and Marlowe (1997), and Whitener, (2001). Trust is a reciprocal relationship that requires the interaction of two people over a

period of time. Fullagar et al. (1995) studied the effects of socialization on union commitment and found that the reciprocal interaction of the socialization process over time increased union commitment. The socialization process increased the interaction between the organization and the member, therefore, it is hypothesized that:

H3b: Trust in the union will be positively and significantly related to union commitment.

Members who develop confidence boost their self-esteem (Pierce et al., 1989). Increased self-esteem implies that a member will have greater self-acceptance in an organizational context and consequently, greater satisfaction with the organization. Higher acceptance by the organization will positively affect a member's affection to the organization and subsequently increase the member's affective commitment (Pierce et al., 1989).

H3c: Union-based self-esteem will be positively and significantly related to union commitment.

Relationships Between Felt Obligation/
Trust/Union-Based Self-Esteem
and Union Citizenship Behaviors

Felt obligation, trust, and organization-based self-esteem are related to organizational citizenship behaviors just as they are related to organizational commitment. Perceived organizational support increases a member's felt obligation to the organization. In order to satisfy this obligation, members may

be inclined to be more committed to the organization or to participate in other behaviors, such as, citizenship behaviors (Eisenberger et al., 2001).

H4a: Felt obligation to the union will be positively and significantly related to union citizenship behaviors.

Trust has been found to be related to organizational citizenship behaviors in various studies (Podsakoff et al., 2000, 1996, 1990). A trusting union member may feel an obligation to reciprocate this trust with positive actions. Members may also participate in citizenship behaviors if they know that they will not be taken advantage of by the organization (Pillai et al., 1999). As stated previously, trust is a social exchange construct and social exchange predicts citizenship behaviors (Konovsky & Pugh, 1994), therefore it is hypothesized that:

H4b: Trust in the union will be positively and significantly related to union citizenship behaviors.

“Employees with high organization-based self-esteem perceive themselves as important, meaningful, effectual, and worthwhile within their employing organizations” (Pierce et al., 1989:644). Individuals with high self-esteem will cultivate positive behaviors, because such behaviors reinforce the attitude that they are competent people (Pierce et al., 1989). Individuals with low self-esteem, however, may cultivate poor work habits and behaviors consistent with the attitude that they are not competent. In as much as greater

perceived support generates greater affiliation, esteem, and approval and affiliation, esteem, and approval are associated with increased satisfaction and consequently, increased citizenship behaviors (Rhoads & Eisenberger, 2002), it is hypothesized that:

H4c: Union-based self-esteem will be positively and significantly related to union citizenship behaviors.

Mowday, Steers, and Porter (1979) investigated the relationship of attitudes and behaviors in organizations and suggested that attitudes predicted behavior in organizations. Several longitudinal studies with unions confirmed that commitment predicted active participation in the union (Fullagar & Barling, 1987; Fullagar et al., 1995). Paquet and Bergeron (1996) conceptualize union participation as a narrowly defined behavioral component of union commitment. Gordon et al. (1980), however, expanded the construct of union participation to include the attitudinal dimensions of loyalty and belief in the union. The relationship of union commitment to union participation has been well documented (Fullagar et al., 1995; Fuller & Hester, 2001; Aryee & Debrah, 1997; Paquet & Bergeron, 1996; Parks et al., 1995; Cohen, 1993). The greater commitment that a member feels towards the union the more the member feels that the union's values are his or her own values. Thus, a committed person will identify closely with the union, resulting in voluntary performance of activities outside of their assigned tasks. Therefore, it is hypothesized that:

H4d: Union commitment will be positively and significantly related to union citizenship behaviors.

Perceived Union Support as a Mediator
Between Transformational Leadership
and Felt Obligation/Trust/Union-Based
Self-Esteem

Perceived organizational support is a mediator between justice and rewards (Rhoads et al., 2001). Aryee and Chay (2001) found that perceived union support mediated the relationship between justice and citizenship behaviors. Transformational leaders are supportive of followers and fairly dispense rewards (Bass & Steidlmeier, 1999). Through the norm of reciprocity, dispensing of rewards may cause the recipient to feel obligated to the leader. Additionally, the equitable dispensing of rewards will enhance members' feelings that they work for a supportive organization. It is hypothesized that the process by which members feel obligated to the transformational leaders is through the member's perceived support of the union.

H5a: The relationship between follower's perceptions of their leaders' transformational style and felt obligation to the union will be mediated by perceived union support.

The transformational leader empowers followers to be creative and innovative through the follower's own sense of purpose by creating a stimulating environment (Conger, 1994). Bass and Steidlmeier (1999) state that through intellectual stimulation, followers are encouraged to try new ideas and are not ostracized if the ideas may not be the same as the leaders (Bass,

1998). Trust is generated by members that are encouraged to take risks by trying innovative and creative methods at work and then are supported by the leader if they fail. By working in a trusting environment, the member feels supported by the organization. Therefore the hypothesis is:

H5b: The relationship between follower's perceptions of their leaders' transformational style and trust in the union will be mediated by perceived union support.

Self-esteem is built up through successful implementation of member's ideas and projects. A person with high self-esteem does not need the accolades of the group or leader to satisfy his or her need for acceptance, whereas, a person with low self-esteem fulfills his or her need for acceptance through the leader or group. Therefore, a member with low self-esteem will be strengthened by the transformational leader's efforts to encourage the member to try new approaches and raise his or her self-esteem on the job. In appreciation of the leader's attention and support, the member will perceive that the organization is supportive. It is hypothesized that:

H5c: The relationship between follower's perceptions of their leaders' transformational style and union-based self-esteem will be mediated by perceived union support.

Felt Obligation/Trust/Union-Based
Self-Esteem as Mediators Between
Perceived Union Support
and Union Commitment

Perceived organizational support is positively related to affective commitment (Rhoads, et al., 2001; Settoon et al., 1996; Whitener, 2001). Felt obligation, as an outcome of perceived support, is positively related to commitment and employee performance (Eisenberger et al., 2001). Felt obligation mediates the relationship between perceived organizational support and commitment (Eisenberger, et al., 2001). This mediation is based on the norm of reciprocity and is consistent with a social exchange perspective.

H6a: The relationship between the follower's perceived union support and union commitment will be mediated by the follower's felt obligation to the union.

The relationship between perceived organizational support and organizational commitment was been found to be mediated by trust (Whitener, 2001). Further support was found by Pillai et al. (1999). Trust in the organization is a social exchange-based concept because it is based on reciprocal exchanges between the leader, as a representative of the organization, and follower.

H6b: The relationship between the follower's perceived union support and union commitment will be mediated by the follower's trust in the union.

Social exchange factors explain the process whereby leadership and perceived support have an effect on organizational commitment. However, there are gaps in previous models that seek to explain the process. Felt obligation as a mediator between perceived support and commitment explained less than 60% of the relationship (Eisenberger et al., 2001). Trust as a partial mediator of the relationship between perceived support and commitment only explained 6% (Whitener, 2001). Social identity theory may provide more of the process by which perceived support effects commitment.

Organization-based self-esteem is a social identity construct that is based on an individual's feeling of self worth and general attitude towards their ability to complete assigned tasks (Pierce et al., 1989). Competence at work leads to successes that reinforce a member's sense of accomplishment. Eisenberger et al. (2001) found that a member's positive mood mediated the relationship between perceived support and commitment. A member's perception of support from the organization breeds respect that the organization will honor its commitment towards the member. Pierce et al. (1989) found that a member's organization-based self-esteem mediated the relationship between respect and commitment. Therefore, it is hypothesized that:

H6c: The relationship between the follower's perceived union support and union commitment will be mediated by union-based self-esteem.

Union Commitment as a Mediator
Between Felt Obligation/Trust/
Union-Based Self-Esteem and
Union Citizenship Behaviors

Fullagar et al. (1995) investigated the relationship between union commitment and union participation. They found that the relationship between leadership and union participation was mediated by union commitment. Fuller and Hester (2001) supported the mediating effect of union commitment on the relationship between perceived organizational support and union participation. Therefore, it is hypothesized that:

H7a: The relationship between felt obligation to the union and union citizenship behaviors will be mediated by union commitment.

Kelloway and Barling (1993) suggested that union commitment mediated the relationship between socialization and union participation. Socialization involves repeated exchanges between the union representative and a new member. Through these exchanges the union member gets to observe the union representative in activities that benefit the union and in that respect the member looks upon the representative as a mentor and role model. Therefore, socialization is a social exchange activity that generates a trusting relationship. Union participation consists of union citizenship behaviors (Fullagar & Barling, 1991; Fullagar et al., 1995). Consequently, it is hypothesized that the relationship of trust to union citizenship behaviors will be mediated by union commitment.

H7b: The relationship between trust in the union and union citizenship behaviors will be mediated by union commitment.

In as much as member's attitudes (e.g. commitment) preclude behaviors (e.g. citizenship behaviors), commitment should lead to citizenship behaviors. Pierce et al. (1989) found that organization-based self-esteem is related to organizational commitment and organization citizenship behaviors. Union commitment is an antecedent to union participation (Kelloway & Barling, 1993). Parks et al. (1995) found additional support and expanded the construct of union participation to include extra-role behaviors commonly compared to citizenship behaviors. Therefore it is hypothesized that:

H7c: The relationship between union-based self-esteem and union citizenship behaviors will be mediated by union commitment.

Operationalization of Variables

Each construct in this dissertation is measured using previously developed multi-item scales. The trust in management scale, felt obligation scale, and the union participation measurement were reworded to be applicable to unions. The following table is a synopsis of the scales used in this instrument.

Table 3.1 Scales Incorporated into the Instrument

Scale	Primary Authors	Number of items	Coefficient Alpha*	Notes
Transformational Leadership	Bass, Avolio, & Jung 1995	20	0.74–0.94	ii, im, ic, & is MLQ5 form X
Perceived Union Support	Shore et al., 1994	15	0.96	One factor model supported
Felt obligation	Eisenberger et al., 2001	7	0.88	Extensively adapted to fit a union environment
Union Trust	Nyhan, 2000 and Nyhan, & Marlowe, 1997	8	0.95	Two dimensions of trust. Organizational and individual. Individual trust is not used in the model.
Union-Based Self-Esteem adapted from Organization-Bases Self-Esteem	Pierce et al., 1989	10	0.91	Test-retest was 0.87
Union Commitment	Kelloway et al., 1992	6	0.92	The Loyalty dimension only
Union Participation	Skarlicki & Latham, 1996 and 1997	8	0.87	Test-retest was 0.72 All averaged between two samples
Demographic	Various	8		
Total items		92		

* Alphas are drawn from the articles referenced.

Transformational Leadership

Transformational leadership is a multi-dimensional construct that consists of four major dimensions: (1) idealized influence, (2) inspirational motivation, (3) intellectual stimulation, and (4) individual consideration (Bass et al., 1995). The MLQ-5X was developed by Bass and Avolio (1989) and is a well-established well-used scale that measures transformational leadership (Bass, 1985). A 45-Item, 5-point Likert scale is used to measure the dimensions of transformational leadership. Each set of items follows the

description of the dimension. The transformational leadership dimensions are measured by the MLQ-5 developed by Bass et al. (1995).

The Multifactor Leadership Questionnaire (MLQ). Bass initially developed the Multifactor Leadership Scale (MLQ) to measure seven dimensions of leadership: four transformational, (charisma, inspirational motivation, intellectual stimulation, individualized consideration), two transactional (contingent reward and management-by-exception), and laissez-faire (Bass, 1985). This initial MLQ was referred to as the six-factor model (laissez-faire was considered to be a separate component).

Bass and Avolio (1989) found that the MLQ measured a nine-factor model of transformational and transactional leadership. Five transformational characteristics were classified as two charisma factors: behavioral and attributional (e.g. Conger & Kanungo, 1998) and three other factors: inspirational motivation, intellectual stimulation, and individualized consideration. Four transactional factors were classified as two management-by-exception factors, Active (MBEA) and Passive (MBEP) and two other factors: contingent reward, and laissez-faire.

Bycio, et al. (1995) combined the transformational and transactional components into a six-factor model. Charisma, intellectual stimulation, individualized consideration, and inspirational motivation were combined as an Active factor and management-by-exception and contingent reward were combined as Passive factors (Bycio et al., 1995). Yammarino et al. (1998) also

used the active and passive model in analyzing levels of analysis, but named the active portion transformational and the passive portion contingent reward.

Bass et al. (1995) had recognized that contingent reward might have two underlying factors, one transformational and the other transactional. He considered the term, recognition, for the transformational component and exchange, for the transactional component. Goodwin, Wofford, and Whittington (1998) found some empirical support for the two factors of contingent reward. They found that contingent reward recognition was related to a transformational rather than a transactional style and that contingent reward exchange was a transactional style (Goodwin, et al., 1998).

Several studies have provided support for Bass' transformational leadership model. A Dutch survey, using a sample of 1200 employees from eight diverse organizations, supported Bass' three distinct styles of leadership; transformational, transactional, and laissez-faire (Den Hartog et al., 1997). The internal reliabilities of the transactional and laissez-faire scales are inadequate when management by exception-passive is left in the transactional scale, yet, moving management by exception-passive from the transactional scale to the laissez-faire scale significantly improved the two scales' internal reliability (Den Hartog et al., 1997). A study by Hater and Bass (1988) revealed that transformational leadership was highly correlated with judgment and decision-making, communication, persuasion, and financial management (Hater & Bass,

1988). These findings were replicated in a study by Yammarino and Bass (1988).

Tracey and Hinkin (1998) compared the MLQ with the Managerial Practices Survey (Yukl, 1989). There was support for a distinction between the constructs in managerial practices and transformational leadership (Tracey & Hinkin, 1998). There is also evidence that the transformational leadership dimensions may be measured with a composite number rather than separating the four theorized constructs (Den Hartog et al., 1997; Yammarino & Dubinsky, 1994). Avolio et al. (1999) re-examined the MLQ and determined that the MLQ was best used with the original six original dimensions, but that three higher order dimensions of transformational leadership, transactional leadership, and passive factors could also be used (see also Den Hartog et al., 1997).

This dissertation is concerned with the attitudinal aspects of the relationship between transformational leadership and perceived union support. The transactional leadership dimension has been found to be highly correlated with the measures of transformational leadership when used in attitudinal contexts (Bass et al., 1995; Bycio et al., 1995). The contingent reward dimension of transactional leadership has also been associated more with the transformational leadership dimensions (Bass, et al., 1995; Den Hartog et al., 1997; Yammarino & Dubinsky, 1994). Therefore, the transactional dimensions or the MLQ5X are not used in the analysis for this study.

Table 3.2 Coefficient Alpha's for Transformational Leadership Dimensions from the MLQ5X

Dimension of Transformational Leadership	Cronbach's Alpha (From the MLQ-5X Table 2)
idealized influence (Attributed)	0.86
idealized influence (Behavior)	0.87
inspirational motivation	0.91
individual consideration	0.90
intellectual stimulation	0.90

n = 2080 from table 2 of the MLQ5X

Idealized Influence. Idealized influence is the hypothesized charismatic section of transformational leadership characterized by leaders who are admired, respected, and trusted (Bass, 1998). Followers look upon these charismatic leaders as competent, persistent, consistent, moral, and ethical (Bass, 1998). Idealized influence has two subsets, personal and social. Items 6, 10, 14, 18, 21, 23, 25, and 34 in the questionnaire measure idealized influence.

Table 3.3 Measures for Idealized Influence

Not at all	Once in a while	Sometimes	Fairly Often	Frequently, if not always
1	2	3	4	5
6.	I talk about my most important values and beliefs.			
10.	I instill pride in others for being associated with me.			
14.	I specify the importance of having a strong sense of purpose.			
18.	I go beyond self-interest for the good of the group.			
21.	I act in ways that builds others' respect for me.			
23.	I consider the moral and ethical consequences of decisions.			
25.	I display a sense of power and confidence.			
34.	I emphasize the importance of having a collective sense of mission.			

Inspirational Motivation. Inspirational motivation measures behaviors in the transformational leader that motivate and inspire people through providing

challenge and meaning to their work (Bass, 1998). Items 9, 13, 26, and 36 measure inspirational motivation.

Table 3.4 Measures for Inspirational Motivation

Not at all	Once in a while	Sometimes	Fairly Often	Frequently, if not always
1	2	3	4	5
9.	I talk optimistically about the future.			
13.	I talk enthusiastically about what needs to be accomplished.			
26.	I articulate a compelling vision of the future.			
36.	I express confidence that goals will be achieved.			

Individualized Consideration. Individual consideration is the transformational leader's way to coach and mentor followers by paying attention to the follower's higher order needs for achievement, affiliation, and power (Bass, 1998). Individual consideration is measured by items 15, 19, 29, and 31.

Table 3.5 Measures for Individual Consideration

Not at all	Once in a while	Sometimes	Fairly Often	Frequently, if not always
1	2	3	4	5
15.	I spend time teaching and coaching.			
19.	I treat others as individuals rather than just a member of a group.			
29.	I consider an individual has different needs, abilities, and aspirations from others.			
31.	I help others develop their strengths.			

Intellectual Stimulation. Intellectual stimulation is the ability of the transformational leader to encourage followers to be innovative and creative, enabling workers to look for new ways to look at problems and situations that may not have been seen previously (Bass, 1998). MacKenzie, et al. (2001)

found a negative relationship between Intellectual stimulation and trust. Intellectual stimulation is measured by items 2, 8, 30, and 32.

Table 3.6 Measures for Intellectual Stimulation

Not at all	Once in a while	Sometimes	Fairly Often	Frequently, if not always
1	2	3	4	5
2.	I reexamine critical assumptions to question whether they are appropriate.			
8.	I seek differing perspectives when solving problems.			
30.	I get others to look at problems from many different angles.			
32.	I suggest new ways of looking at how to complete assignments.			

Perceived Union Support

Shore et al. (1994) developed the PUS scale from a social exchange perspective. Previous work by Eisenberger and colleagues determined that perceived organizational support was a distinct construct from organizational commitment. Subsequently, perceived union support is a distinct construct from union commitment (Shore et al., 1994). Eisenberger et al. (1986) developed the Survey of Perceived Organizational Support (SPOS) as a measure of perceived organizational support. Shore et al. (1994) developed a 15-item perceived union support scale from Eisenberger et al. (1986). The use of these measures by Shore et al. (1994) and Aryee and Chay (2001) showed that the scale was unidimensional with very good reliability. The 15-item scale adopted from Eisenberger et al. (1986) by Shore et al. (1994) is used in this study. The word "Local" was retained from the original Shore scale in this study. The items from the perceived union support scale are as follows:

Table 3.7 Measures for Perceived Union Support

Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
9. The Local strongly considers my goals and values.				
10. My Union Local disregards my best interests when it makes decisions that affect me. (r)				
8. Help is available from my Local when I have a problem.				
2. My Union Local really cares about my well-being.				
6. My Local is willing to extend itself in order to help me perform my job to the best of my ability.				
5. My Local would ignore any complaint from me. (r)				
11. If given the opportunity, my Local would take advantage of me. (r)				
1. My Local shows very little concern for me. (r)				
3. My Local cares about my opinions.				
4. My Local cares about my general satisfaction at work				
7. My Local takes pride in my accomplishments at work.				
12. My Local tries to make my job as interesting as possible				
13. My Local is willing to help me when I need a special favor.				
14. The Local fails to appreciate any extra effort from me. (r)				
15. My Local values my contribution to its well being.				

Felt Obligation

Felt obligation is measured using a scale developed by Eisenberger et al. (2001). The scale consists of seven items that are measured on a 7-point Likert-type scale. This felt obligation scale had a coefficient alpha of 0.88 when used in a study by Eisenberger et al. (2001). Some rewording was necessary to make this scale applicable in a union setting. Most of the wording was easily changed by inserting the word "Local" in the space provided from the original scale. The items from the felt obligation scale are as follows:

Table 3.8 Measures for Felt Obligation

Strongly Disagree 1	Disagree 2	Mildly Disagree 3	Neutral 4	Mildly Agree 5	Agree 6	Strongly Agree 7
1. I feel a personal obligation to do whatever I can to help the Local achieve its goals.						
2. I owe it to the Local to give 100% of my energy to the union ideals while I am at work.						
3. I have an obligation to the Local to ensure that I produce high quality work.						
4. I owe it to the Local to do what I can to ensure that the Local's companies are well served and satisfied.						
5. I would feel an obligation to take time from my personal schedule to help the Local if it needed my help.						
6. I would feel guilty if I did not meet the Local's expectations of me.						
7. I feel that the only obligation I have to the Local is to fulfill the minimum requirements of my job.						

Trust in the Union

The measurement of trust is confounded by the perspective of the respondent. Prior research on procedural and distributive justice gives inconsistent results when measured with trust (Whitener, 2001; Robinson & Rousseau, 1994). Inconsistency could arise when one is considering trust as an organizational issue or a personal issue (Robinson & Rousseau, 1994). The Nyhan and Marlowe (1997) Organizational Trust Inventory is designed to differentiate between organizational trust and interpersonal trust. Four items from the Organizational Trust Inventory are used to measure the organizational trust level. The original eight items for interpersonal trust from the Organizational Trust Inventory were condensed to a four-item measure (Nyhan, 1999). The four items for interpersonal trust are included in this study. The scale used in this dissertation was modified by substituting the word "steward" for the original "supervisor" and substituting "Local" for

“organization.” The items from the Organizational Trust Inventory are as follows:

Table 3.9 Measures for Trust in the Union

nearly zero 1	very low 2	low 3	50-50 4	high 5	Very high 6	near 100% 7
1. My level of confidence that my steward is technically competent at the critical elements of his or her job is _____						
2. When my steward tells me something, my level of confidence that I can rely on what they tell me is _____						
3. My level of confidence that my steward will back me up in a pinch is _____						
4. My level of confidence that I can tell my steward anything about my job is _____						
5. My level of confidence that this Local will treat me fairly is _____						
6. The level of trust between stewards and members in this Local is _____						
7. The level of trust among the people I work with on a regular basis in this Local is _____						
8. The degree to which we can depend on each other in this Local is _____						

Union-Based Self-Esteem

The scale used in this study to measure Union-based self-esteem was adopted from Pierce et al.'s (1989) 10-item scale. The wording “around here” was appended to the items by Pierce et al. (1989). In this study, words to the effect of “by the union” were appended to reflect the union context. The items from the union-based self-esteem scale are as follows:

Table 3.10 Measures for Union-Based Self-Esteem

Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
1. I count around the union.				
2. I am taken seriously by the union.				
3. I am important to the union.				
4. I am trusted by the union.				
5. The union has faith in me.				
6. I can make a difference in the union.				
7. I am valuable to the union.				
8. I am helpful to the union.				
9. I am efficient when working for the union.				
10. I am cooperative with the union.				

Union Commitment

Three general dimensions of commitment have been presented. Affective, normative, and continuance commitment are the most widely used dimensions of commitment (Gordon et al., 1980; Kelloway et al., 1992; Meyer & Allen, 1997; Mowday et al., 1979; Thacker et al., 1989). Affective commitment measures satisfaction and attitudes towards the union (Meyer & Allen, 1997; Kelloway et al., 1992; Gordon et al., 1980). Eaton, et al. (1992) used two factors, loyalty and responsibility to the union, to measure the effects of quality of life issues and grievance systems on union commitment. The dimensions of responsibility and loyalty were highly correlated with loyalty having a much larger coefficient alpha. Therefore, Eaton, et al. (1992) combined the dimensions of responsibility and loyalty into one measure of commitment. Fields and Thacker (1992) have replicated the correlation between loyalty and responsibility in a study comparing participative management to commitment. The findings concerning the loyalty dimension

are consistent with operationalizing organizational commitment with the loyalty dimension most likely to correlate with constructs outside of union commitment (Fukami & Larson, 1984). Ideological or affective commitment to the union can establish a stronger identification with the union than normative or instrument commitment (Heshizer & Lund, 1997). The dimensions of union commitment are independent of one another and measure different aspects of commitment. The concern here is with the social exchange and identity aspects of commitment that are both affective measures. The affective measure of union commitment is loyalty to the union. Therefore, the loyalty dimension of union commitment is used in this study. Loyalty to the union is measured by:

Table 3.11 Measures for Union Commitment

Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
1. I talk up the union to my friends as a great organization to belong to.				
2. There is a lot to be gained by joining the union.				
3. Deciding to join the union was a smart move on my part.				
4. Based on what I know now, and what I believe I can expect in the future,				
5. I plan to be a member of the union the rest of the time I work for the company.				
6. The record of the union is a good example of what dedicated people can get done.				

Union Citizenship Behaviors

Skarlicki and Latham (1996) developed the union citizenship behavior scale. Participation in the union has frequently been measured by formal measures described by Fullagar and Barling (1989) as scheduled behaviors that are essential for the union to function (Aryee & Debrah, 1997; Cohen, 1993; Huszco, 1983; Kelloway & Barling, 1993; Parks et al., 1995; Paquet & Bergeron, 1996). Most studies have used measures based on a scale

developed by Kelloway and Barling (1993), which treat participation as a unidimensional construct (Fuller & Hester, 2001; Aryee & Debrah, 1997; Paquet & Bergeron, 1996). However, in other studies, union participation is seen as a multidimensional construct (Aryee & Chay, 2001; Skarlicki & Latham, 1996; Parks et al., 1995; Cohen, 1993). Recently it has been recognized that the informal behaviors, or extra role behaviors described by Fullagar and Barling (1987), are as important, if not more important, to the union's survival as formal behaviors (Aryee & Chay, 2001; VanYperen et al., 1999; Skarlicki & Latham, 1997, 1996; Fullagar et al., 1995).

The Skarlicki and Latham (1996) scale has 4 items that measure activities that are considered formal participation and 4-items that measure activities that are considered informal participation. The formal measures consist of organizational citizenship behaviors directed towards the union and informal measures consist of organizational citizenship behaviors directed towards individuals and were adapted by Skarlicki and Latham (1996) from organizational citizenship behavior literature (Organ, 1988). Items 1,3,4, and 5 below are organizational citizenship behaviors directed towards the union and items 2,6,7, and 8 measure organizational citizenship behaviors directed towards individuals.

Table 3.12 Measures for Union Citizenship Behavior

Not at all characteristic of me					Very characteristic of me
1	2	3	4	5	
1. Attend Local meetings and information sessions?					
2. Attend functions that are not required but help show Local strength?					
3. Speak well of the Local to others?					
4. Volunteer for Local-related activities (e.g., serve on committees)?					
5. Distribute Local information to others?					
6. Give time to help others who have Local or non-Local related problems?					
7. Assist others in their duties?					
8. Help new Local members learn the ropes at work and in the Local?					

Equations

The previously presented general hypotheses allow for examination of the various relationships among transformational leadership (TL), perceived union support (PUS), trust in the union (TO), felt obligation to the union (FO), union-based self-esteem (UBSE), union commitment (UC), and union citizenship behaviors (UCB). The following equations mathematically represent the framework examined.

To regress PUS, FO, TO, and UBSE against TL

$$\text{PUS} = \beta_0 + \beta_1 \text{ TL}$$

$$\text{FO} = \beta_0 + \beta_1 \text{ TL}$$

$$\text{TO} = \beta_0 + \beta_1 \text{ TL}$$

$$\text{UBSE} = \beta_0 + \beta_1 \text{ TL}$$

To regress FO, TO, UBSE, and UC against PUS

$$\text{FO} = \beta_0 + \beta_1 \text{ PUS}$$

$$\text{TO} = \beta_0 + \beta_1 \text{ PUS}$$

$$UBSE = \beta_0 + \beta_1 PUS$$

$$UC = \beta_0 + \beta_1 PUS$$

To regress UC against FO, TO, UBSE

$$UC = \beta_0 + \beta_1 FO$$

$$UC = \beta_0 + \beta_1 TO$$

$$UC = \beta_0 + \beta_1 UBSE$$

To regress UCB against FO, TO, UBSE, and UC

$$UCB = \beta_0 + \beta_1 FO$$

$$UCB = \beta_0 + \beta_1 TO$$

$$UCB = \beta_0 + \beta_1 UBSE$$

$$UCB = \beta_0 + \beta_1 UC$$

Mediation is tested by hierarchical regression techniques that use three steps to determine if a variable is a mediator (Baron & Kenny, 1986). First, is there a significant relationship between the independent and dependent variables? Secondly, is there a significant relationship between the independent and mediator variable? Finally, does the relationship between the independent and dependent variable become insignificant when the mediator variable is added to the equation? The mediation equations follow:

Test for PUS as a mediator between TL and FO, TL and TO, and TL and UBSE:

Step one	Step two	Step three
$FO = \beta_0 + \beta_1 TL$	$FO = \beta_0 + \beta_1 PUS$	$FO = \beta_0 + \beta_1 TL + \beta_2 PUS$
$TO = \beta_0 + \beta_1 TL$	$TO = \beta_0 + \beta_1 PUS$	$TO = \beta_0 + \beta_1 TL + \beta_2 PUS$
$UBSE = \beta_0 + \beta_1 TL$	$UBSE = \beta_0 + \beta_1 PUS$	$UBSE = \beta_0 + \beta_1 TL + \beta_2 PUS$

Test for FO, then TO, then UBSE as mediators Between PUS and UC

Step one	Step two	Step three
$UC = \beta_0 + \beta_1 PUS$	$UC = \beta_0 + \beta_1 FO$	$UC = \beta_0 + \beta_1 PUS + \beta_2 FO$
$UC = \beta_0 + \beta_1 PUS$	$UC = \beta_0 + \beta_1 TO$	$UC = \beta_0 + \beta_1 PUS + \beta_2 TO$
$UC = \beta_0 + \beta_1 PUS$	$UC = \beta_0 + \beta_1 UBSE$	$UC = \beta_0 + \beta_1 PUS + \beta_2 UBSE$

Test for UC as a mediator between FO and UCB, then TO and UCB, then UBSE and UCB.

Step one	Step two	Step three
$UCB = \beta_0 + \beta_1 FO$	$UCB = \beta_0 + \beta_1 UC$	$UCB = \beta_0 + \beta_1 FO + \beta_2 UC$
$UCB = \beta_0 + \beta_1 TO$	$UCB = \beta_0 + \beta_1 UC$	$UCB = \beta_0 + \beta_1 TO + \beta_2 UC$
$UCB = \beta_0 + \beta_1 UBSE$	$UCB = \beta_0 + \beta_1 UC$	$UCB = \beta_0 + \beta_1 UBSE + \beta_2 UC$

Research Design

Sampling Plan

A survey of a regional local of an international union was used to collect data. The sampling frame consisted of approximately 1,200 union members. Hinkin (1995) recommends that the number of respondents should be between 4 and 10 per item (Hinkin, 1995). Using the MLQ-5 that has the greatest number of items (24) yields a required 96 (24 times 4) to 240 (24 times 10) responses. With a sample size of 1,200, the response rate would need to be 8.0% (96/1200) to 20.0% (240/1200). Hair, Anderson, Tatham and Black (1995) recommends sample sizes of 100 to be able to detect changes in an R-squared of 15% with an Alpha of 0.05 and a confidence of 0.80 (Hair et al., 1995). Other researchers also recommend that 100 or more responses should be adequate for factor analysis and a minimum of five observations per variable measured (Hair et al., 1995; Hinkin, 1995). This study has seven variables. Five responses per variable yield a minimum of 35 (7 times 5). Based on the above, a sample size as low as 100 would be adequate for most analyses. With an initial 1,200 distribution, a return rate as low as 8.2% would be adequate (100/1200). An expected 10% to 20% response would yield 120 to 240 responses.

The regional local had 1,268 working members. The union selected consisted of utility and refinery workers in the southern United States. All

members worked in an open shop system. The local represented six companies that had approximately 5,000 employees.

Data Collection Procedures

An introduction to the purpose of the survey was presented to local union representatives at an area industrial council meeting. The union leaders present were asked if they would like to join in the survey. Surveys, including a business reply envelope addressed to the researcher directly, were mailed to union members. Included with the survey was a cover letter explaining the purpose of the study and the confidentiality of the responses and a letter from the union local president requesting cooperation. A raffle was included as an inducement to return the surveys. The test results were offered to union leadership as an inducement to support this research. A complete copy of the research instrument is included in Appendix A.

Discriminant Validity of the Constructs

Due to the theorized relationships among the variables, it is necessary to determine the distinctiveness of the constructs. Confirmatory factor analysis on the scale items was performed. Model fit indices and a chi-square analysis were used to determine the distinctiveness of the transformational leadership, perceived union support, trust in the union, felt obligation to the union, union-based self-esteem, union commitment, and union participation scales. Comparison of five nested models consisting of a single factor model to a seven-factor model is used. The seven-factor model should be the only model

that shows a non-significant root-mean-square error of approximation (RMSEA). The chi-square difference tests should become lower as each set of variables is entered. The comparative fit index (CFI), Tucker-Lewis index (TLI), goodness of fit index (GFI), and the adjusted goodness of fit index (AGFI) should reach acceptable cutoff levels of approximately 0.90 (Hair, et al., 1995).

Correlations of Constructs

Descriptive statistics and Pearson coefficients of variables are used to support the theorized hypotheses that transformational leadership and perceived union support; perceived union support and trust in union; felt obligation to the union and union-based self-esteem; union commitment and union participation, will be positively related.

The first set of hypotheses is designed to test the relationship between transformational leadership characteristics and perceived support, felt obligation, trust, and union-based self-esteem. Hypotheses two a-d test the relationships between perceived support and felt obligation, trust, union-based self-esteem and union commitment. Hypotheses three a-c tests the relationships between felt obligation and union commitment, trust and union commitment, and union-based self-esteem and union commitment. Hypotheses four a-d tests the relationships between felt obligation and union citizenship behaviors, trust and union citizenship behaviors, and union-based self-esteem and union citizenship behaviors. To test hypotheses 5, 6, and 7, hierarchal regression is employed (Baron & Kenny, 1986). Using this method

to analyze the results requires that attention be given to the beta coefficient, R^2 and ΔR^2 as individual variables are entered into the regression equation (Dubinsky et al., 1995). All hypotheses tests using regression analysis are used to determine whether there is sufficient evidence to further test the relationships. Appropriate structural equation modeling (SEM) techniques are used to validate the proposed model.

CHAPTER FOUR

PRESENTATION OF DATA ANALYSIS

The purpose of this chapter is to present the analysis of the data collected. The first section describes the sample and sampling process. The second section discusses the measurement instrument followed by an analysis of the study variables. The third section presents the data analysis for the proposed hypotheses. Correlation coefficients and simple regression models are tested as indicators of the relationships in Hypotheses 1-4. Hierarchical regression and Structural Equation Modeling (SEM) are presented to support the relationships and to test for mediating factors in hypotheses 5-7.

The Sample

The sample for this dissertation was obtained from a local union in the oil and refinery industry. The membership consisted of 1,546 members of whom 1,268 were currently working. The local represented six major companies in the southeast region of the United States. The companies are all open shop organizations where union membership is voluntary.

Sampling Process

All 1,268 working members were sent a survey package. Surveys were mailed in union envelopes supplied by the union local. A cover letter, printed on

union stationary and signed by the business manager of the local, requesting assistance in completing the survey, was included in the envelope (see Appendix A). The researcher signed another cover letter explaining the survey, the survey's confidentiality, its importance, and an explanation of a raffle for respondents. The raffle consisted of two \$25 prizes, one \$50 prize, and a \$100 prize. A total of 126 surveys were returned (9.9% return rate). A second set of surveys was handed out to all the members and 93 additional surveys were returned. Thus, 219 surveys were returned for a 17% return rate. Twelve surveys returned were determined to be inadequate due to excessive non-response. Therefore, the usable response rate was 16.3% (207/1268).

Hinkin (1995) recommends that a minimum of 150 responses be obtained for adequate scale development procedures. Hair et al, (1995) recommend at least 100 responses for factor analysis. Since all the scales in this study have shown acceptable reliability and validity even less would be acceptable for analysis. Item to response ratios of 1:4 to 1:10 for each scale are reported to be adequate for statistical purposes by Hinkin (1995). In this study, the longest scale is the Transformational leadership scale that uses 20 items. Using the largest ratio of 1:10, at least 200 responses would be required and as few as 80 responses would be necessary to meet a 1:4 ratio.

Descriptive Characteristics of the Respondents

The average age of the respondents was 48.5 years old. Ninety one percent were male and nine percent female. The average tenure with the union

was 22.2 years with 12.9 years tenure working with the current steward. The racial breakdown of the respondents was 70.7% Caucasian, 14.4% African-American, 6.7% Hispanic, with 1.0% classifying themselves as Other, and 7.2% not responding to the question. The distribution of the respondents' positions were 76.0% Rank and File, 6.3% Stewards, 11.5% Union Officials, with 6.2% not responding to the question. The vast majority of the respondents identified their craft as Operator (59.2%). The demographic data and the response rates from each of the six companies are presented in Table 4.1.

Assessment of Potential Non-Response Bias

Non-response bias occurs when a significant number of the population that is designated for the sample do not provide responses (Churchill, 1999). An extrapolation method recommended by Armstrong and Overton (1977) is used to evaluate non-response bias. A comparison of the usable responses from the first mail out (121) to the usable responses from the second mail out (88) revealed that there was no significant difference between the early and late respondents. The results of the analysis of variance tests for the demographic and study variables are presented in Table 4.2. None of the sixteen variables compared showed a significant difference between the early and late responders. This provides some evidence that non-response bias was not a major problem.

Reliability of Measurement Instruments

All scales used in this study have previously demonstrated acceptable reliability and validity (Bass et al., 1995; Shore, et al., 1994; Eisenberger, et al.,

Table 4.1. Demographic Characteristics of the Sample

Characteristic	Mean
Age (Average years)	48.5
Tenure with Union (Years)	22.2
Tenure with Steward (Years)	12.9
Gender	91%
Male	9%
Female	
Race (%)	
Caucasian	70.7%
African-American	14.4%
Hispanic	6.7%
Other	1.0%
No response	7.2%
Union Position(%)	
Rank and File	76.0%
Steward	6.3%
Union Official	11.5%
No response	6.2%
Craft	
Operator	59.2%
Other (22)	31.7%
Missing	9.1%
Company	
1	9.4%
2	20.9%
3	39.5%
4	16.9%
5	11.6%
6	2.9%
Not Identified	8.8%
Total	100%

2001; Nyhan & Marlowe, 1997; Pierce, et al., 1989; Kelloway, et al., 1992; Skarlicki & Latham, 1996). In this study, the scales demonstrated acceptable reliability measures of greater than 0.70 Alpha and greater than 0.40 item-to-item correlations (Hinkin, 1995), with the exception of Felt Obligation that had a 0.29 item-to-item correlation for item #7. The results of the analysis for the individual scale reliabilities are presented in Table 4.3.

Table 4.2. Comparison of Early and Later Responders

Variable	Group	Mean	Std. Dev.	F-value	Sig.
GENDER	1	1.957	0243	0.024	0.878
	2	1.951	0218		
AGE	1	48.387	6.791	0.078	0.780
	2	48.697	6.18		
RACE	1	2.768	0645	1.778	0.185
	2	2.607	0737		
TENURES	1	12.329	9.418	1.432	0.234
	2	14.344	9.762		
TENUREU	1	22.062	10.635	0.207	0.650
	2	22.852	8.952		
POSIT	1	1.333	0679	0.033	0.857
	2	1.312	0696		
CRAFT	1	5.754	5.553	1.285	0.259
	2	4.623	5.811		
COMPANY	1	4.174	1.618	0.674	0.413
	2	4.393	1.406		
TL	1	2.23	1.113	1.320	0.253
	2	2.45	1.057		
PUS	1	3.042	0493	0.256	0.613
	2	3.089	0554		
FO	1	3.72	0600	0168	0.683
	2	3.67	0613		
TO	1	4.82	1.258	3.359	0.069
	2	5.21	1.181		
UBSE	1	3.65	0775	0.120	0.730
	2	3.70	0835		
UCB	1	2.90	1.061	0.163	0.687
	2	2.98	0983		
UC	1	4.100	0810	2.171	0.143
	2	4.299	0721		

TENURES-Years with steward
PUS-Perceived Union Support
TENUREU-Years with union
POSIT-Position in union
FO-Felt Obligation
UCB-Organization Union behaviors.

COMPANY-Company
TO-Trust in organization
TE-Transformational
Leadership
UBSE-Union based self esteem

Table 4.3. Reliability Results of Study Scales

Scale	Coefficient Alpha	Lowest item to item correlation
Transformational leadership	0.94	0.65
Perceived Union Support	0.94	0.40
Felt Obligation	0.88	0.29
Union Trust	0.88	0.67
Union-Based Self-Esteem	0.94	0.60
Union Commitment	0.92	0.70
Union Participation	0.86	0.48

A maximum likelihood confirmatory factor analysis revealed that the study variables loaded in the anticipated way. FO item #7 (0.29) failed to load above the minimum 0.40 criteria (Hinkin, 1995). Pattern response bias was not detected for any of the reverse coded items in the PUS and FO scale. The factor loading is presented in Table 4.4.

Table 4.4. Confirmatory Factor Analysis Factor Loadings

Statement	Loading
Transformational Leadership	
1. Re-examines critical assumptions to question whether they are appropriate. (is1)	.87
2. Talks about their most important values and beliefs. (iib1)	.64
3. Seeks differing perspectives when solving problems. (im1)	.81
4. Talks optimistically about the future. (iia1)	.85
5. Instills pride in me for being associated with him/her. (im2)	.90
6. Talks enthusiastically about what needs to be accomplished. (is2)	.84
7. Specifies the importance of having a strong sense of purpose. (iib2)	.90
8. Spends time teaching and coaching. (ic1)	.87
9. Goes beyond self-interest for the good of the group. (iia2)	.84
10. Treats me as an individual rather than just a member of a group. (ic2)	.80
11. Acts in ways that builds my respect. (iia3)	.92
12. Considers the moral and ethical consequences of decisions. (iib3)	.84
13. Displays a sense of power and confidence. (iia4)	.87
14. Articulates a compelling vision of the future. (im3)	.89
15. Considers me as having different needs, abilities, and aspirations from others. (ic3)	.86
16. Gets me to look at problems from many different angles. (is3)	.86

17. Helps me to develop my strengths. (ic4)	.89							
18. Suggests new ways of looking at how to complete assignments. (is4)	.86							
19. Emphasizes the importance of having a collective sense of mission. (iib4)	.87							
20. Expresses confidence that goals will be achieved. (im4)	.88							
Goodness-of-fit Test								
TL Scale Confirmatory Factor Analysis Model Fit Indices								
Chi-square	df	p	CFI	NFI	RFI	IFI	TLI	RMSEA
611.86	170	0.000	0.96	0.94	0.93	0.96	0.95	0.11

Perceived Union Support								
1. My Local values my contribution to its well-being.	.78							
2. The Local fails to appreciate any extra effort from me. (R)	.41							
3. The Local strongly considers my goals and values.	.82							
4. My Local would ignore any complaint from me. (R)	.40							
5. My Local disregards my best interests when it makes decisions that effect me. (R)	.31							
6. Help is available from my Local when I have a problem.	.74							
7. My Local really cares about my well-being.	.80							
8. My Local is willing to extend itself in order to help me perform my job to the best of my ability.	.89							
9. My Local is willing to help me when I need a special favor.	.82							
10. My Local cares about my general satisfaction at work.	.86							
11. If given the opportunity, my Local would take advantage of me. (R)	.57							
12. My Local shows very little concern for me. (R)	.56							
13. My Local cares about my opinion.	.88							
14. My Local takes pride in my accomplishments at work.	.82							
15. My Local tries to make my job as interesting as possible.	.77							
Goodness-of-fit Test								
PUS Scale Confirmatory Factor Analysis Model Fit Indices								
Chi-square	df	p	CFI	NFI	RFI	IFI	TLI	RMSEA
433.04	90	0.000	0.96	0.95	0.94	0.96	0.95	0.14

Felt Obligation	
1. I feel a personal obligation to do whatever I can to help the Local achieve its goals.	.79
2. I owe it to the Local to give 100% of my energy to the union ideals while I am at work.	.83
3. I have an obligation to the Local to ensure that I produce high quality work.	.80
4. I owe it to the Local to do what I can to ensure that the Local's companies are well served and satisfied.	.83
5. I would feel an obligation to take time from my personal schedule to help the Local if it needed my help.	.74
6. I would feel guilty if I did not meet the Local's expectations of me.	.76

7. I feel that the only obligation I have to the Local is to fulfill the minimum requirements of my job. (R)								.28
Goodness-of-fit Test FO Scale Confirmatory Factor Analysis Model Fit Indices								
Chi-square	df	p	CFI	NFI	RFI	IFI	TLI	RMSEA
117.12	14	0.000	0.98	0.98	0.95	0.98	0.96	0.19

Trust								
1 My level of confidence that this Local will treat me fairly is _____								.71
2 The level of trust between stewards and members in this Local is _____								.83
3 The level of trust among the people I work with on a regular basis in this Local is _____								.81
4 The degree to which we can depend on each other in this Local is _____								.90
Goodness-of-fit Test TO Scale Confirmatory Factor Analysis Model Fit Indices								
Chi-square	df	P	CFI	NFI	RFI	IFI	TLI	RMSEA
26.34	2	.0000	0.99	0.99	0.95	0.99	0.95	0.24

Union-Based Self-Esteem								
1. I count around here.								.87
2. I am taken seriously by the Local.								.92
3. I am important to the Local.								.91
4. I am trusted by the Local.								.92
5. The Local has faith in me.								.91
6. I can make a difference in the Local.								.65
7. I am valuable to the Local.								.79
8. I am helpful to the Local.								.62
9. I am efficient when working for the Local.								.49
10. I am cooperative with the Local.								.61
Goodness-of-fit Test UBSE Scale Confirmatory Factor Analysis Model Fit Indices								
Chi-square	df	P	CFI	NFI	RFI	IFI	TLI	RMSEA
359.58	35	0.000	0.95	0.95	0.92	0.95	0.93	0.21

Union Commitment								
1. I talk up the Local to my friends as a great organization to belong to.								.74
2. There is a lot to be gained by joining the Local.								.84
3. Deciding to join the Local was a smart move on my part.								.84
4. Based on what I know now, and what I believe I can expect in the future, I plan to be a member of the Local the rest of the time I work for the company.								.75
5. The record of the Local is a good example of what dedicated people can get done.								.80

6. I feel a sense of pride in being part of the union.								.92
Goodness-of-fit Test UC Scale Confirmatory Factor Analysis Model Fit Indices								
Chi-square	df	P	CFI	NFI	RFI	IFI	TLI	RMSEA
31.00	9	0.000	0.99	0.99	0.98	0.99	0.99	0.11

Union Citizenship Behaviors								
1. Attend Local meetings and information sessions? _____								.83
2. Attend functions that are not required but help show Local strength? _____								.82
3. Speak well of the Local to others? _____								.51
4. Volunteer for Local-related activities (e.g., serve on committees)? _____								.79
5. Distribute Local information to others? _____								.76
Goodness-of-fit Test UCB Scale Confirmatory Factor Analysis Model Fit Indices								
Chi-square	df	P	CFI	NFI	RFI	IFI	TLI	RMSEA
6.67	5	0.247	0.99	0.99	0.99	0.99	0.99	0.04

UCB scale Confirmatory Factor Analysis Model Fit Indices

Descriptive Statistics and Correlations

Table 4.5 shows the means, standard deviations, and correlations for each item in the variable. Correlations range from 0.278 (Transformational Leadership to Union Participation) to 0.772 (Union-Based Self-Esteem to Perceived Union Support). A moderate degree of correlation (0.3 to 0.7) indicates that there is a relationship among the variables and that the variables measure distinct constructs (Hair, et al. 1995). All correlations were significant at the .01 level. There are no large values (>.8-.9) in the correlation matrix that suggest corrective action should be taken to correct for the effects of multicollinearity (Hair, et al., 1995). Another indicator that multicollinearity is not a problem is that the covariance matrix is positive definite (Wothke, 1993). A nonpositive definite

matrix may result when two or more variables are measuring the same construct (Byrne, 2001).

Table 4.5. Descriptive Statistics and Correlation Coefficients of the Study Variables

Factor	M	Std. Dev.	N	TL	PUS	FO	TO	UBSE	UC	UCB
Transformational Leadership (TL)	2.23	1.145	205	(.94)						
Perceived Union Support (PUS)	3.53	.862	207	.666	(.94)					
Felt Obligation (FO)	3.93	.748	206	.394	.505	(.88)				
Trust (TO)	4.85	1.325	200	.680	.742	.519	(.88)			
Union-Based Self-Esteem (UBSE)	3.61	.857	201	.552	.772	.686	.660	(.94)		
Union Commitment (UC)	4.13	.816	206	.548	.709	.663	.718	.752	(.92)	
Union Citizenship Behavior (UCB)	2.86	1.051	200	.278	.359	.520	.329	.579	.530	(.86)

All correlations are significant at the .01 level.

Internal reliabilities (coefficient alpha) are given on the diagonal.

Confirmatory Factor Analysis Results

Due to the sample size and the number of parameters estimated, a procedure to reduce the number of parameters in the measurement model was used (Moorman et al., 1998). For the analysis using structural equation modeling (SEM) the data for each variable was parceled. Reexpression of the variables through parceling also has the effect of redistributing the data to a more normal distribution (West, Finch, & Curran, 1995) and minimizes any effects of negative variance estimates. The Transformational Leadership construct is parceled into four items. The mean of the eight items for the idealized influence factor is used for the first factor. The mean of the four items of each of the other three factors is

used for factors 2-4. The Trust scale uses the mean of the four trust in organizations items. All other scales are parceled by averaging the highest and lowest loaded items into one item. The Perceived Union Support scale ended up with eight items. Felt Obligation has four items, Union- Based Self-Esteem has five items, Union Commitment has three items, and Union Citizenship Behavior has three items.

Evidence of Discriminant Validity

To establish discriminant validity of the measurement model, a set of nested models were compared. Models are nested if they use the same data and the parameters of one model are a sub-set of the other (Hoyle, 1995). To test the possibility that there is an underlying factor (e.g. Common Method Bias) that will adequately explain the relationships under study a CFA approach was employed. First, a single factor model was tested, where all the indicator variables were loaded on a single factor. Secondly, a five factor model was tested where all three of the major mediator variables were collapsed into one factor labeled SE & I (for Social Exchange & Identity). Thirdly, a six-factor model was tested where the theorized social exchange Factors (felt obligation and trust in the union) were collapsed into one another and the social identity factor was left independent of the others. Lastly, a seven-factor model was tested where all seven of the factors were maintained independent of one another.

Common Method Bias

Common method bias (Podsakoff & Organ, 1986) may inflate the measures in this study. Self-reported union participation correlates positively and significantly with actual meeting attendance (McShane, 1986). Another indicator that common method bias is not a major concern is that the single factor model was such a poor fit when compared to the proposed measurement model, thus indicating that the relationships were not due to common method bias (Podsakoff & Organ, 1986). Therefore, another technique to address common method bias is to look at the lowest magnitude, statistically significant relationships (TL to UCB, .278; TO to UCB, .329; PUS to UCB, .359) and assess how they would affect the relationships proposed if they were inflated under common method bias. Each of these paths became insignificant under the mediating effects presented in the proposed model. Therefore, eliminating the lowest significant factors would have little effect on the hypothesized mediated relationships.

The single factor analysis exhibited a poor fit to the data ($\chi^2 = 2589.198$, df 434, RMSEA, .155). A five-factor model was analyzed where the social exchange (*felt obligation and trust in the union*) and social identity factors (UBSE) were collapsed into one factor. The five-factor model exhibited a major improvement of fit over the one factor model ($\Delta\chi^2 = 1160.069$, $p < .05$), yet the results ($\chi^2 = 1429.129$, df 425, RMSEA, .107) indicated a poor fit. The six-factor model showed significant improvement over the five-factor model ($\Delta\chi^2 = 118.631$, $p < .05$), yet the results ($\chi^2 = 1310.498$, df 420, RMSEA, .101) indicated a poor

fit. The seven-factor model exhibited a significant improvement over the six-factor model ($\chi^2 = 463.423$, $p < .05$) and showed an adequate fit ($\chi^2 = 874.075$, df 413, RMSEA, .074). Table 4.6 below displays the results of the competing measurement models.

Table 4.6. Confirmatory Factor Analysis of the Measurement Model

Model	χ^2	df	$\Delta\chi^2$	RMSEA	IFI	TLI	CFI
1 Factor	2589.198	434		.155	.898	.883	.898
5 Factor	1429.129	425	1160.069*	.107	.953	.944	.952
6 Factor	1310.498	420	118.631*	.101	.958	.950	.958
7 Factor	874.075	413	463.423*	.074	.978	.974	.978

Note: * $p < .05$. The one factor model includes TL, PUS, FO, TO, UBSE, UC, and UCB. The five-factor model includes TL, PUS, SE&I (a factor that collapses FO, TO, and UBSE into one factor), UC, and UCB. The six-factor model includes TL, PUS, SE (a factor which collapses FO and TO into one factor), UBSE, UC, and UCB.

Tests of Hypotheses

Hypotheses 1a-1d, that there is a relationship between transformational leadership and the variables PUS, FO, TO, and UBSE, was tested with correlation and regression modeling. Hypotheses 2a-d was tested by analyzing the existence of significant correlations and regression models between the variable PUS and the variables FO, TO, UBSE, and UC. Hypotheses 3a-c were tested by analyzing the significant correlations and regression modeling between FO and UC, TO and UC, and UBSE and UC. Hypotheses 4a-d were tested by analyzing the existence of significant correlations and regression modeling between FO and UCB, TO and UCB, UBSE and UCB, and UC and UCB. Hypotheses 5, 6, and 7 were tested through the use of hierarchical regression (Baron & Kenny, 1986) and structural equation modeling (SEM).

Table 4. 7. Confirmatory Factor Analysis of the Seven Factor Measurement Model

	TL	PUS	FO	TO	USE	UC	UCB
iiav	.950	.000	.000	.000	.000	.000	.000
icav	.952	.000	.000	.000	.000	.000	.000
imav	.941	.000	.000	.000	.000	.000	.000
isav	.922	.000	.000	.000	.000	.000	.000
PUS 1	.000	.322	.000	.000	.000	.000	.000
PUS 2	.000	.213	.000	.000	.000	.000	.000
PUS 3	.000	.929	.000	.000	.000	.000	.000
PUS 4	.000	.889	.000	.000	.000	.000	.000
PUS 5	.000	.129	.000	.000	.000	.000	.000
PUS 6	.000	.390	.000	.000	.000	.000	.000
PUS 7	.000	.396	.000	.000	.000	.000	.000
PUS 8	.000	.760	.000	.000	.000	.000	.000
FO1	.000	.000	.255	.000	.000	.000	.000
FO2	.000	.000	.916	.000	.000	.000	.000
FO3	.000	.000	.863	.000	.000	.000	.000
FO4	.000	.000	.780	.000	.000	.000	.000
TO1	.000	.000	.000	.790	.000	.000	.000
TO2	.000	.000	.000	.875	.000	.000	.000
TO3	.000	.000	.000	.746	.000	.000	.000
TO4	.000	.000	.000	.884	.000	.000	.000
USE1	.000	.000	.000	.000	.889	.000	.000
USE2	.000	.000	.000	.000	.870	.000	.000
USE3	.000	.000	.000	.000	.917	.000	.000
USE4	.000	.000	.000	.000	.924	.000	.000
USE5	.000	.000	.000	.000	.899	.000	.000
UC1	.000	.000	.000	.000	.000	.889	.000
UC2	.000	.000	.000	.000	.000	.884	.000
UC3	.000	.000	.000	.000	.000	.920	.000
UCB1	.000	.000	.000	.000	.000	.000	.912
UCB2	.000	.000	.000	.000	.000	.000	.824
UCB3	.000	.000	.000	.000	.000	.000	.734

Hypotheses H1a-d

Hypotheses 1a-d state that there will be a significant and positive relationship between TL and PUS, between TL and FO, between TL and TO, and between TL and UBSE. Table 4.5 shows correlations ranging from a high of

0.666 (TL to PUS) to a low of 0.394 (TL to FO). All were above a 0.30 criterion for meaningful correlation (Hinkin, 1995). To further test the relationships between related variables regression analyses were run. A model summary, followed by ANOVA results, and a coefficient table are presented for each hypothesized relationship. Demographic control variables were entered in the first step of each regression.

H1a: Followers' perceptions of their leaders' transformational style will be positively and significantly related to their perceived union support.

Table 4.8a-c. Hypothesis 1a Regression Results
4.8a. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.393(a)	.154	.101	.75848
2	.667(b)	.444	.405	.61717

a Predictors: (Constant), ORG, AGE, RACE, POS, GENDER, CRAFT, TENS, TENU

b Predictors: (Constant), ORG, AGE, RACE, POS, GENDER, CRAFT, TENS, TENU, TL

4.8b. Anova(c)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.435	8	1.679	2.919	.005(a)
	Residual	73.638	128	.575		
	Total	87.072	136			
2	Regression	38.698	9	4.300	11.288	.000(b)
	Residual	48.374	127	.381		
	Total	87.072	136			

a Predictors: (Constant), ORG, AGE, RACE, POS, GENDER, CRAFT, TENS, TENU

b Predictors: (Constant), ORG, AGE, RACE, POS, GENDER, CRAFT, TENS, TENU, TL

c Dependent Variable: PUS

4.8c. Coefficients(a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.866	.846		3.389	.001
	GENDER	-.564	.333	-.145	-1.692	.093
	AGE	7.873E-03	.013	.063	.590	.557
	RACE	.297	.099	.255	2.998	.003
	TENS	1.081E-02	.008	.129	1.313	.192
	TENU	5.447E-03	.009	.068	.588	.558
	POS	.237	.103	.199	2.311	.022
	CRAFT	-1.175E-02	.012	-.084	-.954	.342
	ORG	2.693E-02	.045	.051	.605	.546
2	(Constant)	2.288	.692		3.308	.001
	GENDER	-.232	.274	-.060	-.846	.399
	AGE	-8.574E-03	.011	-.069	-.776	.439
	RACE	.236	.081	.203	2.925	.004
	TENS	6.633E-03	.007	.079	.987	.325
	TENU	4.595E-03	.008	.057	.609	.544
	POS	.179	.084	.150	2.128	.035
	CRAFT	-5.121E-03	.010	-.036	-.509	.611
	ORG	3.263E-02	.036	.062	.901	.369
	TL	.423	.052	.570	8.144	.000

a Dependent Variable: PUS

A correlation of .666 suggests a positive and significant relationship between TL and PUS. The adjusted r-square (.405) and significant F-value ($f = 11.288$) further suggest that a strong relationship exists between PUS and TL. A simple regression analysis shows a significant positive β of .423.

H1b: Follower's perceptions of their leaders' transformational style will be positively and significantly related to their felt obligation to the union.

Table 4.9a-c. Hypothesis 1b Regression Results

4.9a. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.321(a)	.103	.047	.71001
2	.496(b)	.246	.193	.65338

a Predictors: (Constant), ORG, AGE, RACE, POS, GENDER, CRAFT, TENS, TENU

b Predictors: (Constant), ORG, AGE, RACE, POS, GENDER, CRAFT, TENS, TENU, TL

4.9b. Anova(c)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.398	8	.925	1.834	.076(a)
	Residual	64.527	128	.504		
	Total	71.925	136			
2	Regression	17.708	9	1.968	4.609	.000(b)
	Residual	54.217	127	.427		
	Total	71.925	136			

a Predictors: (Constant), ORG, AGE, RACE, POS, GENDER, CRAFT, TENS, TENU

b Predictors: (Constant), ORG, AGE, RACE, POS, GENDER, CRAFT, TENS, TENU, TL

c Dependent Variable: FO

4.9c. Coefficients(a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.746	.792		4.732	.000
	GENDER	-.169	.312	-.048	-.542	.589
	AGE	-7.222E-04	.012	-.006	-.058	.954
	RACE	-4.404E-02	.093	-.042	-.476	.635
	TENS	5.492E-03	.008	.072	.713	.477
	TENU	-2.182E-03	.009	-.030	-.251	.802
	POS	.244	.096	.225	2.533	.013
	CRAFT	3.163E-04	.012	.002	.027	.978
	ORG	7.814E-02	.042	.164	1.875	.063
2	(Constant)	3.377	.732		4.611	.000
	GENDER	4.288E-02	.290	.012	.148	.883
	AGE	-1.123E-02	.012	-.100	-.960	.339
	RACE	-8.246E-02	.086	-.078	-.964	.337
	TENS	2.826E-03	.007	.037	.397	.692
	TENU	-2.727E-03	.008	-.037	-.341	.733
	POS	.206	.089	.190	2.319	.022
	CRAFT	4.553E-03	.011	.036	.428	.670
	ORG	8.178E-02	.038	.172	2.132	.035
	TL	.270	.055	.401	4.914	.000

a Dependent Variable: FO

A correlation of .394 suggests a positive and significant relationship between TL and FO. The adjusted r-square (.193) and significant F-value ($F = 4.609$) further suggest a strong relationship exists between FO and TL. A simple regression analysis shows a significant positive β of .270.

H1c: Follower's perceptions of their leaders' transformational style will be positively and significantly related to their trust in the union.

Table 4.10a-c. Hypothesis 1c Regression Results

4.10a. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.357(a)	.127	.072	1.19867
2	.702(b)	.493	.457	.91702

a Predictors: (Constant), ORG, RACE, AGE, POS, GENDER, CRAFT, TENS, TENU

b Predictors: (Constant), ORG, RACE, AGE, POS, GENDER, CRAFT, TENS, TENU, TLAV

4.10b. Anova(c)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	26.223	8	3.278	2.281	.026(a)
	Residual	179.601	125	1.437		
	Total	205.823	133			
2	Regression	101.548	9	11.283	13.417	.000(b)
	Residual	104.275	124	.841		
	Total	205.823	133			

a Predictors: (Constant), ORG, RACE, AGE, POS, GENDER, CRAFT, TENS, TENU

b Predictors: (Constant), ORG, RACE, AGE, POS, GENDER, CRAFT, TENS, TENU, TL

c Dependent Variable: TO

4.10c. Coefficients(a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.469	1.344		1.837	.069
	GENDER	-.324	.528	-.054	-.615	.540
	AGE	3.592E-02	.021	.187	1.695	.093
	RACE	.179	.160	.098	1.117	.266
	TENS	1.597E-02	.013	.122	1.215	.227
	TENU	8.403E-03	.015	.067	.566	.573
	POS	.157	.163	.085	.961	.338
	CRAFT	-2.092E-02	.020	-.097	-1.072	.286
	ORG	9.813E-02	.071	.120	1.375	.172
2	(Constant)	1.480	1.033		1.432	.155
	GENDER	.235	.408	.039	.575	.566
	AGE	7.020E-03	.016	.037	.426	.671
	RACE	7.901E-02	.123	.043	.644	.521
	TENS	8.921E-03	.010	.068	.885	.378
	TENU	7.642E-03	.011	.061	.673	.503
	POS	6.175E-02	.125	.034	.492	.623
	CRAFT	-9.029E-03	.015	-.042	-.603	.548
	ORG	.105	.055	.128	1.914	.058
	TL	.733	.077	.638	9.464	.000

a Dependent Variable: TO

A correlation of .680 suggests a positive and significant relationship between TL and TO. The adjusted r-square (.457) and significant F-value ($F = 13.417$) further suggest a strong relationship exists between TO and TL. A simple regression analysis shows a significant positive β of .733.

H1d: Follower's perceptions of their leaders' transformational style will be positively and significantly related to their union-based self-esteem.

Table 4.11a-c. Hypothesis 1d Regression Results

4.11a. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.353(a)	.125	.069	.76335
2	.577(b)	.333	.285	.66889

a Predictors: (Constant), ORG, RACE, AGE, POS, GENDER, CRAFT, TENS, TENU

b Predictors: (Constant), ORG, RACE, AGE, POS, GENDER, CRAFT, TENS, TENU, TL

4.11b. Anova(c)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.379	8	1.297	2.227	.030(a)
	Residual	72.837	125	.583		
	Total	83.216	133			
2	Regression	27.738	9	3.082	6.888	.000(b)
	Residual	55.479	124	.447		
	Total	83.216	133			

a Predictors: (Constant), ORG, RACE, AGE, POS, GENDER, CRAFT, TENS, TENU

b Predictors: (Constant), ORG, RACE, AGE, POS, GENDER, CRAFT, TENS, TENU, TL

c Dependent Variable: UBSE

4.11c. Coefficients(a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.432	.853		2.851	.005
	GENDER	-6.655E-02	.336	-.017	-.198	.843
	AGE	5.791E-03	.013	.048	.429	.668
	RACE	6.998E-02	.100	.061	.701	.484
	TENS	1.031E-02	.008	.125	1.241	.217
	TENU	7.140E-03	.009	.090	.756	.451
	POS	.213	.104	.182	2.044	.043
	CRAFT	-5.851E-03	.013	-.042	-.461	.646
	ORG	8.260E-02	.046	.159	1.814	.072
2	(Constant)	1.950	.752		2.595	.011
	GENDER	.213	.298	.056	.716	.475
	AGE	-8.005E-03	.012	-.066	-.666	.507
	RACE	2.101E-02	.088	.018	.239	.811
	TENS	6.754E-03	.007	.082	.925	.357
	TENU	6.538E-03	.008	.082	.790	.431
	POS	.161	.092	.138	1.762	.081
	CRAFT	7.461E-04	.011	.005	.067	.947
	ORG	8.625E-02	.040	.166	2.161	.033
	TL	.352	.056	.484	6.229	.000

a Dependent Variable: UBSE

A correlation of .552 suggests a positive and significant relationship between TL and UBSE. The adjusted r-square (.285) and significant F-value ($F = 6.888$) suggest a strong relationship exists between UBSE and TL. A simple regression analysis shows a significant positive β of .352.

Hypotheses H1a-d are supported by positive and significant correlations reported in Table 4.5. The relationship of TL to FO was the lowest at .394 and TL to PUS was the highest at .666. The simple regression models reported above also support the hypotheses.

Hypotheses 2a-d

To test the hypotheses that PUS is positively and significantly related to FO, TO, UBSE, and UC a correlation analysis was run and subsequent regressions were analyzed. PUS was found to be correlated with FO, TO, UBSE, and UC with correlations all above 0.3. PUS is positively and significantly related to FO, Trust, UBSE, and UC. The correlation between PUS and FO, PUS and TO, PUS and UBSE, and PUS and UC are all above 0.3. See Table 4.5

H2a: A follower's perceived union support will be positively and significantly related to their felt obligation to the union.

Table 4.12a-c. Hypothesis 2a Regression Results

4.12a. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.321(a)	.103	.047	.71001
2	.613(b)	.376	.332	.59430

a Predictors: (Constant), ORG, AGE, RACE, POS, GENDER, CRAFT, TENS, TENU

b Predictors: (Constant), ORG, AGE, RACE, POS, GENDER, CRAFT, TENS, TENU, PUS

4.12b. Anova(c)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.398	8	.925	1.834	.076(a)
	Residual	64.527	128	.504		
	Total	71.925	136			
2	Regression	27.070	9	3.008	8.516	.000(b)
	Residual	44.855	127	.353		
	Total	71.925	136			

a Predictors: (Constant), ORG, AGE, RACE, POS, GENDER, CRAFT, TENS, TENU

b Predictors: (Constant), ORG, AGE, RACE, POS, GENDER, CRAFT, TENS, TENU, PUS

c Dependent Variable: FO

4.12c. Coefficients(a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.746	.792		4.732	.000
	GENDER	-.169	.312	-.048	-.542	.589
	AGE	-.001	.012	-.006	-.058	.954
	RACE	-.044	.093	-.042	-.476	.635
	TENS	.005	.008	.072	.713	.477
	TENU	-.002	.009	-.030	-.251	.802
	POS	.244	.096	.225	2.533	.013
	CRAFT	.000	.012	.002	.027	.978
	ORG	.078	.042	.164	1.875	.063
	2	(Constant)	2.265	.692		3.274
GENDER		.122	.264	.035	.463	.644
AGE		-.005	.010	-.042	-.457	.648
RACE		-.197	.080	-.187	-2.461	.015
TENS		-9.299E-05	.006	-.001	-.014	.989
TENU		-.005	.007	-.068	-.687	.493
POS		.121	.082	.111	1.471	.144
CRAFT		.006	.010	.050	.660	.511
ORG		.064	.035	.135	1.839	.068
PUS		.517	.069	.569	7.463	.000

a Dependent Variable: FO

A correlation of .505 suggests a positive and significant relationship between FO and PUS. The adjusted r-square (.332) and significant F-value ($F = 8.516$) further suggest a strong relationship exists between FO and PUS. A simple regression analysis shows a significant positive β of .517.

H2b: A follower's perceived union support will be positively and significantly related to their trust in the union.

Table 4.13a-c. Hypothesis 2b Regression Results

4.13a. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.357(a)	.127	.072	1.19867
2	.733(b)	.538	.504	.87575

a Predictors: (Constant), ORG, RACE, AGE, POS, GENDER, CRAFT, TENS, TENU

b Predictors: (Constant), ORG, RACE, AGE, POS, GENDER, CRAFT, TENS, TENU, PUS

4.13b. Anova(c)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	26.223	8	3.278	2.281	.026(a)
	Residual	179.601	125	1.437		
	Total	205.823	133			
2	Regression	110.723	9	12.303	16.041	.000(b)
	Residual	95.100	124	.767		
	Total	205.823	133			

a Predictors: (Constant), ORG, RACE, AGE, POS, GENDER, CRAFT, TENS, TENU

b Predictors: (Constant), ORG, RACE, AGE, POS, GENDER, CRAFT, TENS, TENU, PUS

c Dependent Variable: TO

4.13c. Coefficients(a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.469	1.344		1.837	.069
	GENDER	-.324	.528	-.054	-.615	.540
	AGE	.036	.021	.187	1.695	.093
	RACE	.179	.160	.098	1.117	.266
	TENS	.016	.013	.122	1.215	.227
	TENU	.008	.015	.067	.566	.573
	POS	.157	.163	.085	.961	.338
	CRAFT	-.021	.020	-.097	-1.072	.286
	ORG	.098	.071	.120	1.375	.172
	2	(Constant)	-.653	1.026		-.636
GENDER		.291	.390	.049	.746	.457
AGE		.028	.016	.147	1.819	.071
RACE		-.138	.121	-.076	-1.140	.256
TENS		.004	.010	.032	.440	.661
TENU		.001	.011	.011	.128	.898
POS		-.106	.122	-.058	-.869	.386
CRAFT		-.008	.014	-.038	-.578	.564
ORG		.075	.052	.092	1.436	.153
PUS		1.075	.102	.697	10.497	.000

a Dependent Variable: TO

A correlation of .742 suggests a positive and significant relationship between TO and PUS. The adjusted r-square (.504) and significant F-value (F = 16.041) further suggest a strong relationship exists between TO and PUS. A simple regression analysis shows a significant positive β of 1.075.

H2c: A follower's perceived union support will be positively and significantly related to their union-based self-esteem.

Table 4.14a-c. Hypothesis 2c Regression Results

4.14a. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.353(a)	.125	.069	.76335
2	.823(b)	.678	.655	.46490

a Predictors: (Constant), ORG, RACE, AGE, POS, GENDER, CRAFT, TENS, TENU

b Predictors: (Constant), ORG, RACE, AGE, POS, GENDER, CRAFT, TENS, TENU, PUS

4.14b. Anova(c)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.379	8	1.297	2.227	.030(a)
	Residual	72.837	125	.583		
	Total	83.216	133			
2	Regression	56.416	9	6.268	29.003	.000(b)
	Residual	26.800	124	.216		
	Total	83.216	133			

a Predictors: (Constant), ORG, RACE, AGE, POS, GENDER, CRAFT, TENS, TENU

b Predictors: (Constant), ORG, RACE, AGE, POS, GENDER, CRAFT, TENS, TENU, PUS

c Dependent Variable: UBSE

4.14c. Coefficients(a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.432	.853		2.851	.005
	GENDER	-.067	.336	-.017	-.198	.843
	AGE	.006	.013	.048	.429	.668
	RACE	.070	.100	.061	.701	.484
	TENS	.010	.008	.125	1.241	.217
	TENU	.007	.009	.090	.756	.451
	POS	.213	.104	.182	2.044	.043
	CRAFT	-.006	.013	-.042	-.461	.646
	ORG	.083	.046	.159	1.814	.072
	2	(Constant)	.168	.542		.309
GENDER		.388	.207	.102	1.875	.063
AGE		-.001	.008	-.004	-.063	.950
RACE		-.165	.063	-.145	-2.622	.010
TENS		.002	.005	.018	.298	.766
TENU		.003	.006	.033	.460	.646
POS		.024	.065	.021	.373	.710
CRAFT		.005	.008	.034	.611	.542
ORG		.056	.028	.108	2.010	.047
PUS		.795	.054	.811	14.595	.000

a Dependent Variable: UBSE

A correlation of .772 suggests a positive and significant relationship between UBSE and PUS. The adjusted r-square (.655) and significant F-value ($F = 29.003$) further suggest a strong relationship exists between UBSE and PUS. A simple regression analysis shows a significant positive β of .795.

H2d: A follower's perceived union support will be positively and significantly related to their union commitment.

Table 4.15a-c. Hypothesis 2d Regression Results

4.15a. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.370(a)	.137	.083	.73222
2	.708(b)	.502	.466	.55859

a Predictors: (Constant), ORG, AGE, RACE, POS, GENDER, CRAFT, TENS, TENU

b Predictors: (Constant), ORG, AGE, RACE, POS, GENDER, CRAFT, TENS, TENU, PUS

4.15b. Anova(c)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.910	8	1.364	2.544	.013(a)
	Residual	68.627	128	.536		
	Total	79.538	136			
2	Regression	39.911	9	4.435	14.212	.000(b)
	Residual	39.627	127	.312		
	Total	79.538	136			

a Predictors: (Constant), ORG, AGE, RACE, POS, GENDER, CRAFT, TENS, TENU

b Predictors: (Constant), ORG, AGE, RACE, POS, GENDER, CRAFT, TENS, TENU, PUS

c Dependent Variable: UC

4.15c. Coefficients(a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.772	.816		4.620	.000
	GENDER	-.233	.322	-.063	-.725	.470
	AGE	-.005	.013	-.045	-.412	.681
	RACE	.011	.095	.010	.113	.910
	TENS	.009	.008	.111	1.119	.265
	TENU	.012	.009	.150	1.291	.199
	POS	.201	.099	.176	2.028	.045
	CRAFT	-.008	.012	-.059	-.661	.510
	ORG	.115	.043	.230	2.671	.009
	2	(Constant)	1.974	.650		3.036
GENDER		.121	.248	.032	.486	.628
AGE		-.010	.010	-.086	-1.042	.300
RACE		-.175	.075	-.158	-2.327	.022
TENS		.002	.006	.026	.345	.730
TENU		.008	.007	.106	1.190	.236
POS		.052	.077	.046	.675	.501
CRAFT		.000	.009	-.004	-.054	.957
ORG		.098	.033	.196	2.981	.003
PUS		.628	.065	.657	9.641	.000

a Dependent Variable: UC

A correlation of .709 suggests a positive and significant relationship between UC and PUS. The adjusted r-square (.466) and significant F-value ($F = 14.212$) suggest a strong relationship exists between UC and PUS. A simple regression analysis shows a significant positive β of .628.

Hypotheses H2a-d are supported by positive and significant correlations reported in Table 4.5. PUS to FO is the lowest at .505 and PUS to UBSE is the highest at .772. Simple regression models reported above also support the hypotheses.

Hypotheses 3a-c

Hypotheses 3a-c state that there will be a significant and positive relationship between the variables FO and UC, TO and UC, and UBSE and UC. Table 4.5 shows correlations between .663 (FO to UC) to .752 (UBSE to UC). All correlations were significant to the 0.01 level and exceeded a .30 criterion for a meaningful correlation (Hinkin, 1995).

H3a: Felt obligation to the union will be positively and significantly related to union commitment.

Table 4.16a-c. Hypothesis 3a Regression Results

4.16a. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.370(a)	.137	.083	.73222
2	.680(b)	.462	.424	.58032

a Predictors: (Constant), ORG, AGE, RACE, POS, GENDER, CRAFT, TENS, TENU

b Predictors: (Constant), ORG, AGE, RACE, POS, GENDER, CRAFT, TENS, TENU, FOAV

4.16b. Anova(c)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.910	8	1.364	2.544	.013(a)
	Residual	68.627	128	.536		
	Total	79.538	136			
2	Regression	36.767	9	4.085	12.130	.000(b)
	Residual	42.771	127	.337		
	Total	79.538	136			

a Predictors: (Constant), ORG, AGE, RACE, POS, GENDER, CRAFT, TENS, TENU

b Predictors: (Constant), ORG, AGE, RACE, POS, GENDER, CRAFT, TENS, TENU, FOAV

c Dependent Variable: UCAV

4.16c. Coefficients(a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
		B	Std. Error	Beta			
1	(Constant)	3.772	.816		4.620	.000	
	GENDER	-.233	.322	-.063	-.725	.470	
	AGE	-5.315E-03	.013	-.045	-.412	.681	
	RACE	1.076E-02	.095	.010	.113	.910	
	TENS	8.889E-03	.008	.111	1.119	.265	
	TENU	1.156E-02	.009	.150	1.291	.199	
	POS	.201	.099	.176	2.028	.045	
	CRAFT	-7.866E-03	.012	-.059	-.661	.510	
	ORG	.115	.043	.230	2.671	.009	
	2	(Constant)	1.401	.701		1.997	.048
		GENDER	-.126	.255	-.034	-.494	.622
AGE		-4.858E-03	.010	-.041	-.476	.635	
RACE		3.864E-02	.076	.035	.510	.611	
TENS		5.412E-03	.006	.067	.858	.393	
TENU		1.294E-02	.007	.168	1.823	.071	
POS		4.694E-02	.081	.041	.583	.561	
CRAFT		-8.066E-03	.009	-.060	-.856	.394	
ORG		6.530E-02	.035	.131	1.892	.061	
FO		.633	.072	.602	8.762	.000	

a Dependent Variable: UC

A correlation of .663 suggests a positive and significant relationship between UC and FO. The adjusted r-square (.424) and significant F-value ($F = 12.130$) further suggest a strong relationship exists between UC and FO. A simple regression analysis shows a significant positive β of .633.

H3b: Trust in the union will be positively and significantly related to union commitment.

Table 4.17a-c. Hypothesis 3b Regression Results

4.17a. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.384(a)	.148	.093	.73067
2	.734(b)	.539	.506	.53955

a Predictors: (Constant), ORG, RACE, AGE, POS, GENDER, CRAFT, TENS, TENU

b Predictors: (Constant), ORG, RACE, AGE, POS, GENDER, CRAFT, TENS, TENU, TO

4.17b. Anova(c)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.573	8	1.447	2.710	.009(a)
	Residual	66.735	125	.534		
	Total	78.307	133			
2	Regression	42.209	9	4.690	16.111	.000(b)
	Residual	36.098	124	.291		
	Total	78.307	133			

a Predictors: (Constant), ORG, RACE, AGE, POS, GENDER, CRAFT, TENS, TENU

b Predictors: (Constant), ORG, RACE, AGE, POS, GENDER, CRAFT, TENS, TENU, TO

c Dependent Variable: UC

4.17c. Coefficients(a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.640	.819		4.444	.000
	GENDER	-.258	.322	-.070	-.802	.424
	AGE	-3.739E-03	.013	-.032	-.289	.773
	RACE	4.780E-02	.097	.043	.491	.624
	TENS	1.070E-02	.008	.132	1.336	.184
	TENU	1.027E-02	.009	.132	1.135	.259
	POS	.190	.100	.167	1.903	.059
	CRAFT	-7.194E-03	.012	-.054	-.605	.546
	ORG	.120	.044	.239	2.765	.007
	2	(Constant)	2.620	.613		4.275
GENDER		-.124	.238	-.034	-.521	.603
AGE		-1.857E-02	.010	-.157	-1.925	.057
RACE		-2.594E-02	.072	-.023	-.359	.720
TENS		4.107E-03	.006	.051	.690	.491
TENU		6.803E-03	.007	.087	1.016	.311
POS		.125	.074	.110	1.690	.094
CRAFT		1.446E-03	.009	.011	.164	.870
ORG		7.980E-02	.032	.158	2.465	.015
TO		.413	.040	.670	10.259	.000

a Dependent Variable: UC

A correlation of .718 suggests a positive and significant relationship between UC and TO. The adjusted r-square (.506) and significant F-value (F = 16.111) further suggest a strong relationship exists between UC and TO. A simple regression analysis shows a significant positive β of .413.

H3c: Union-based self-esteem will be positively and significantly related to union commitment.

Table 4.18a-c. Hypothesis 3c Regression Results

4.18a. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.370(a)	.137	.082	.73584
2	.751(b)	.564	.533	.52481

a Predictors: (Constant), ORG, RACE, AGE, POS, GENDER, CRAFT, TENS, TENU

b Predictors: (Constant), ORG, RACE, AGE, POS, GENDER, CRAFT, TENS, TENU, UBSE

4.18b. Anova(c)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.730	8	1.341	2.477	.016(a)
	Residual	67.683	125	.541		
	Total	78.413	133			
2	Regression	44.260	9	4.918	17.856	.000(b)
	Residual	34.152	124	.275		
	Total	78.413	133			

a Predictors: (Constant), ORG, RACE, AGE, POS, GENDER, CRAFT, TENS, TENU

b Predictors: (Constant), ORG, RACE, AGE, POS, GENDER, CRAFT, TENS, TENU, UBSE

c Dependent Variable: UC

4.18c. Coefficients(a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
		B	Std. Error	Beta			
1	(Constant)	3.709	.822		4.510	.000	
	GENDER	-.226	.324	-.061	-.699	.486	
	AGE	-3.939E-03	.013	-.033	-.303	.762	
	RACE	1.749E-02	.096	.016	.182	.856	
	TENS	9.679E-03	.008	.121	1.209	.229	
	TENU	1.011E-02	.009	.131	1.111	.269	
	POS	.193	.100	.170	1.927	.056	
	CRAFT	-9.316E-03	.012	-.068	-.762	.448	
	ORG	.118	.044	.234	2.679	.008	
	2	(Constant)	2.059	.605		3.402	.001
		GENDER	-.181	.231	-.049	-.784	.435
AGE		-7.868E-03	.009	-.067	-.848	.398	
RACE		-2.999E-02	.069	-.027	-.436	.663	
TENS		2.682E-03	.006	.034	.467	.641	
TENU		5.269E-03	.007	.068	.810	.419	
POS		4.901E-02	.073	.043	.673	.502	
CRAFT		-5.347E-03	.009	-.039	-.612	.541	
ORG		6.157E-02	.032	.122	1.941	.055	
UBSE		.678	.061	.699	11.034	.000	

a Dependent Variable: UC

A correlation of .752 suggests a positive and significant relationship between UC and UBSE. The adjusted r-square (.533) and significant F-value ($F = 17.856$) further suggest a strong relationship exists between UC and UBSE. A simple regression analysis shows a significant positive β of .678.

Hypotheses H3a-c are supported by positive and significant correlations reported in Table 4.5. FO to UC is the lowest at .663 and UBSE to UC is the highest at .752. Simple regression models reported above also support the hypotheses.

Hypotheses 4a-d

Hypotheses 4a-c states that there will be a significant and positive relationship between FO and UCB, TO and UCB, and UBSE and UCB. H4d states that there will be a positive and significant relationship between UC and UCB. Table 4.5 shows significant correlations of .329 (TO to UCB) to .579 (UC to UCB). All correlations were significant to the 0.01 level and met or exceeded a .30 criterion for a meaningful correlation (Hinkin, 1995).

H4a: Felt obligation to the union will be positively and significantly related to union citizenship behaviors.

Table 4.19a-c. Hypothesis 4a Regression Results

4.19a. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.583(a)	.339	.297	.85619
2	.668(b)	.446	.405	.78739

a Predictors: (Constant), ORG, RACE, AGE, POS, GENDER, CRAFT, TENS, TENU

b Predictors: (Constant), ORG, RACE, AGE, POS, GENDER, CRAFT, TENS, TENU, FO

4.19b. Anova(c)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	46.711	8	5.839	7.965	.000(a)
	Residual	90.899	124	.733		
	Total	137.610	132			
2	Regression	61.353	9	6.817	10.996	.000(b)
	Residual	76.257	123	.620		
	Total	137.610	132			

a Predictors: (Constant), ORG, RACE, AGE, POS, GENDER, CRAFT, TENS, TENU

b Predictors: (Constant), ORG, RACE, AGE, POS, GENDER, CRAFT, TENS, TENU, FO

c Dependent Variable: UCB

4.19c. Coefficients(a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
		B	Std. Error	Beta			
1	(Constant)	.781	.963		.811	.419	
	GENDER	.152	.377	.031	.403	.688	
	AGE	2.395E-03	.015	.015	.157	.876	
	RACE	-4.259E-02	.114	-.029	-.374	.709	
	TENS	-2.633E-03	.009	-.025	-.279	.781	
	TENU	1.958E-02	.011	.191	1.846	.067	
	POS	.734	.117	.488	6.282	.000	
	CRAFT	-3.134E-03	.014	-.018	-.224	.823	
	ORG	.113	.051	.169	2.209	.029	
	2	(Constant)	-1.001	.959		-1.044	.299
		GENDER	.227	.347	.046	.654	.514
AGE		1.058E-03	.014	.007	.075	.940	
RACE		-2.424E-02	.105	-.016	-.231	.817	
TENS		-5.548E-03	.009	-.052	-.638	.525	
TENU		2.198E-02	.010	.214	2.252	.026	
POS		.617	.110	.410	5.600	.000	
CRAFT		-2.236E-03	.013	-.013	-.173	.863	
ORG	7.820E-02	.048	.117	1.641	.103		
	FO	.490	.101	.344	4.860	.000	

a Dependent Variable: UCB

A correlation of .520 suggests a positive and significant relationship between UCB and FO. The adjusted r-square (.405) and significant F-value ($F = 10.996$) further suggest a strong relationship exists between UCB and FO. A simple regression analysis shows a significant positive β of .490.

H4b: Trust in the union will be positively and significantly related to union citizenship behaviors.

Table 4.20a-c. Hypothesis 4b Regression Results

4.20a. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.581(a)	.338	.295	.85927
2	.597(b)	.357	.309	.85063

a Predictors: (Constant), ORG, RACE, AGE, POS, GENDER, CRAFT, TENS, TENU

b Predictors: (Constant), ORG, RACE, AGE, POS, GENDER, CRAFT, TENS, TENU, TO

4.20b. Anova(c)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	45.996	8	5.749	7.787	.000(a)
	Residual	90.078	122	.738		
	Total	136.074	130			
2	Regression	48.521	9	5.391	7.451	.000(b)
	Residual	87.553	121	.724		
	Total	136.074	130			

a Predictors: (Constant), ORG, RACE, AGE, POS, GENDER, CRAFT, TENS, TENU

b Predictors: (Constant), ORG, RACE, AGE, POS, GENDER, CRAFT, TENS, TENU, TO

c Dependent Variable: UCB

4.20c. Coefficients(a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
		B	Std. Error	Beta			
1	(Constant)	.736	.969		.759	.449	
	GENDER	.165	.378	.034	.437	.663	
	AGE	3.222E-03	.015	.020	.210	.834	
	RACE	-4.099E-02	.115	-.028	-.357	.722	
	TENS	-2.747E-03	.009	-.026	-.290	.772	
	TENU	1.822E-02	.011	.176	1.692	.093	
	POS	.724	.118	.483	6.155	.000	
	CRAFT	-3.236E-03	.014	-.018	-.230	.819	
	ORG	.120	.052	.177	2.298	.023	
	2	(Constant)	.417	.975		.428	.669
		GENDER	.201	.375	.041	.535	.594
AGE		-5.810E-04	.015	-.004	-.038	.970	
RACE		-6.485E-02	.114	-.044	-.566	.572	
TENS		-4.924E-03	.009	-.046	-.521	.603	
TENU		1.750E-02	.011	.169	1.640	.104	
POS		.707	.117	.472	6.054	.000	
CRAFT		-1.139E-03	.014	-.006	-.081	.935	
ORG	.109	.052	.161	2.093	.038		
	TO	.120	.064	.145	1.868	.064	

a Dependent Variable: UCB

A correlation of .329 suggests a positive and significant relationship between UCB and TO. The adjusted r-square (.309) and significant F-value ($F = 7.451$) suggest a relationship exists between UCB and TO. The relationship is marginally significant at .064. A simple regression analysis shows a significant positive β of .120.

H4c: Union-based self-esteem will be positively and significantly related to union citizenship behaviors.

Table 4.21a-c. Hypothesis 4c Regression Results

4.21a. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.584(a)	.342	.299	.85435
2	.674(b)	.455	.414	.78081

a Predictors: (Constant), ORG, RACE, AGE, POS, GENDER, CRAFT, TENS, TENU

b Predictors: (Constant), ORG, RACE, AGE, POS, GENDER, CRAFT, TENS, TENU, UBSE

4.21b. Anova(c)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	46.572	8	5.822	7.976	.000(a)
	Residual	89.780	123	.730		
	Total	136.352	131			
2	Regression	61.974	9	6.886	11.295	.000(b)
	Residual	74.378	122	.610		
	Total	136.352	131			

a Predictors: (Constant), ORG, RACE, AGE, POS, GENDER, CRAFT, TENS, TENU

b Predictors: (Constant), ORG, RACE, AGE, POS, GENDER, CRAFT, TENS, TENU, UBSE

c Dependent Variable: UCB

4.21c. Coefficients(a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.758	.962		.788	.432
	GENDER	.161	.376	.033	.428	.670
	AGE	1.868E-03	.015	.012	.122	.903
	RACE	-3.769E-02	.114	-.025	-.332	.741
	TENS	-2.713E-03	.009	-.025	-.288	.774
	TENU	2.030E-02	.011	.198	1.916	.058
	POS	.721	.117	.481	6.165	.000
	CRAFT	5.205E-04	.014	.003	.036	.971
	ORG	.115	.051	.173	2.252	.026
	2	(Constant)	-.339	.905		-.374
GENDER		.194	.344	.040	.565	.573
AGE		-1.114E-03	.014	-.007	-.080	.937
RACE		-7.532E-02	.104	-.051	-.723	.471
TENS		-7.809E-03	.009	-.073	-.902	.369
TENU		1.715E-02	.010	.167	1.768	.080
POS		.626	.109	.417	5.761	.000
CRAFT		3.260E-03	.013	.018	.249	.803
ORG		7.631E-02	.047	.115	1.611	.110
		UBSE	.461	.092	.360	5.026

a Dependent Variable: UCB

A correlation of .579 suggests a positive and significant relationship between UCB and UBSE. The adjusted r-square (.414) and significant F-value ($F = 11.295$) further suggest a strong relationship exists between UCB and UBSE. A simple regression analysis shows a significant positive β of .461.

H4d: Union commitment will be positively and significantly related to union citizenship behaviors.

Table 4.22a-c. Hypothesis 4d Regression Results

4.22a. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.583(a)	.339	.297	.85619
2	.665(b)	.443	.402	.78949

a Predictors: (Constant), ORG, RACE, AGE, POS, GENDER, CRAFT, TENS, TENU

b Predictors: (Constant), ORG, RACE, AGE, POS, GENDER, CRAFT, TENS, TENU, UC

4.22b. Anova(c)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	46.711	8	5.839	7.965	.000(a)
	Residual	90.899	124	.733		
	Total	137.610	132			
2	Regression	60.945	9	6.772	10.864	.000(b)
	Residual	76.665	123	.623		
	Total	137.610	132			

a Predictors: (Constant), ORG, RACE, AGE, POS, GENDER, CRAFT, TENS, TENU

b Predictors: (Constant), ORG, RACE, AGE, POS, GENDER, CRAFT, TENS, TENU, UC

c Dependent Variable: UCB

4.22c. Coefficients(a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
		B	Std. Error	Beta			
1	(Constant)	.781	.963		.811	.419	
	GENDER	.152	.377	.031	.403	.688	
	AGE	2.395E-03	.015	.015	.157	.876	
	RACE	-4.259E-02	.114	-.029	-.374	.709	
	TENS	-2.633E-03	.009	-.025	-.279	.781	
	TENU	1.958E-02	.011	.191	1.846	.067	
	POS	.734	.117	.488	6.282	.000	
	CRAFT	-3.134E-03	.014	-.018	-.224	.823	
	ORG	.113	.051	.169	2.209	.029	
	2	(Constant)	-.889	.955		-.931	.354
		GENDER	.262	.348	.053	.752	.454
AGE		3.723E-03	.014	.023	.264	.792	
RACE		-6.500E-02	.105	-.044	-.619	.537	
TENS		-8.044E-03	.009	-.075	-.917	.361	
TENU		1.526E-02	.010	.149	1.555	.123	
POS		.651	.109	.433	5.971	.000	
CRAFT		8.764E-04	.013	.005	.068	.946	
ORG		5.696E-02	.049	.085	1.170	.244	
UC		.464	.097	.348	4.779	.000	

a Dependent Variable: UCB

A correlation of .530 suggests a positive and significant relationship between UCB and UC. The adjusted r-square (.402) and significant F-value ($F = 10.864$) further suggest a strong relationship exists between UCB and UC. A simple regression analysis shows a significant positive β of .464.

Hypotheses H4a-d are supported by positive and significant correlations reported in Table 4.5. TO to UCB is the lowest at .329 and USE to UCB is the highest at .579. Simple regression models reported above also support the hypotheses.

Mediation Hypotheses 5-7

Hypotheses 5-7 were tested using hierarchical regression methods (Baron & Kenny, 1986). Demographic variables were entered in the first regression, then the independent variable, and lastly the mediator variable. The relationship between the independent and dependent variable has to be significant in the second equation to proceed with the analysis. For full mediation, the independent variable must become statistically insignificant and the mediator variable must be statistically significant.

Hypotheses 5 a-c

H5a: The relationship between follower's perceptions of their leaders' transformational style and felt obligation to the union will be mediated by perceived union support.

The mediator variable PUS was shown to have a significant and positive relationship with the independent variable TL (see Table 4.8c). Regression of the dependent variable (FO) on the independent variable (TL) must indicate a significant relationship. To determine a fully mediated relationship the regressing of FO on the independent variable (TL) and the mediator (PUS) must indicate a significant relationship between the mediator and an statistically insignificant relationship between the dependent and independent variable (Baron & Kenny, 1986).

Table 4.23a-c. Hypothesis 5a Regression Results

4.23a. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.321(a)	.103	.047	.71001
2	.496(b)	.246	.193	.65338
3	.620(c)	.384	.335	.59283

a Predictors: (Constant), ORG, AGE, RACE, POS, GENDER, CRAFT, TENS, TENU

b Predictors: (Constant), ORG, AGE, RACE, POS, GENDER, CRAFT, TENS, TENU, TL

c Predictors: (Constant), ORG, AGE, RACE, POS, GENDER, CRAFT, TENS, TENU, TL, PUS

4.23b. Anova(d)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.398	8	.925	1.834	.076(a)
	Residual	64.527	128	.504		
	Total	71.925	136			
2	Regression	17.708	9	1.968	4.609	.000(b)
	Residual	54.217	127	.427		
	Total	71.925	136			
3	Regression	27.643	10	2.764	7.865	.000(c)
	Residual	44.283	126	.351		
	Total	71.925	136			

a Predictors: (Constant), ORG, AGE, RACE, POS, GENDER, CRAFT, TENS, TENU

b Predictors: (Constant), ORG, AGE, RACE, POS, GENDER, CRAFT, TENS, TENU, TL

c Predictors: (Constant), ORG, AGE, RACE, POS, GENDER, CRAFT, TENS, TENU, TL, PUS

d Dependent Variable: FO

4.23c. Coefficients(a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.746	.792		4.732	.000
	GENDER	-.169	.312	-.048	-.542	.589
	AGE	-7.222E-04	.012	-.006	-.058	.954
	RACE	-4.404E-02	.093	-.042	-.476	.635
	TENS	5.492E-03	.008	.072	.713	.477
	TENU	-2.182E-03	.009	-.030	-.251	.802
	POS	.244	.096	.225	2.533	.013
	CRAFT	3.163E-04	.012	.002	.027	.978
	ORG	7.814E-02	.042	.164	1.875	.063
	2	(Constant)	3.377	.732		4.611
GENDER		4.288E-02	.290	.012	.148	.883
AGE		-1.123E-02	.012	-.100	-.960	.339
RACE		-8.246E-02	.086	-.078	-.964	.337
TENS		2.826E-03	.007	.037	.397	.692
TENU		-2.727E-03	.008	-.037	-.341	.733
POS		.206	.089	.190	2.319	.022
CRAFT		4.553E-03	.011	.036	.428	.670
ORG		8.178E-02	.038	.172	2.132	.035
TL		.270	.055	.401	4.914	.000
3	(Constant)	2.340	.693		3.379	.001
	GENDER	.148	.264	.042	.560	.576
	AGE	-7.343E-03	.011	-.065	-.690	.491
	RACE	-.190	.080	-.179	-2.364	.020
	TENS	-1.795E-04	.006	-.002	-.028	.978
	TENU	-4.809E-03	.007	-.066	-.663	.509
	POS	.125	.082	.115	1.525	.130
	CRAFT	6.873E-03	.010	.054	.711	.479
	ORG	6.699E-02	.035	.141	1.919	.057
	TL	7.848E-02	.062	.116	1.276	.204
PUS	.453	.085	.499	5.317	.000	

a Dependent Variable: FO

The adjusted R^2 increased from .193 to .335 suggesting that the mediated model explains more of the variance than the unmediated model. The F-value

increased from 4.609 to 7.865. TL is statistically significantly related to FO in step one ($\beta = .401$, $p = .000$). TL is statistically insignificant in step 2 ($\beta = .116$, $p = .204$) while PUS is significant ($\beta = .499$, $p = .000$). Hypothesis 5a is supported in that TL becomes statistically insignificant (.000 to .204) when PUS is added to the regression equation. Therefore, PUS is a mediator between FO and TO.

H5b: The relationship between follower's perceptions of their leaders' transformational style and trust in the union will be mediated by perceived union support.

The mediator variable PUS was associated with the independent variable TL in the analysis reported earlier (see table 4.5). Regression of the dependent variable (TO) on the independent variable (TL) must indicate a statistically significant relationship. To determine a mediated relationship the regressing of TO on the independent variable (TL) and the mediator (PUS) must show a statistically significant relationship between the mediator (PUS) and dependent variable (TO) and a statistically insignificant relationship between the dependent (TO) and independent variable (Baron & Kenny, 1986).

Table 4.24a-c. Hypothesis 5b Regression Results

4.24a. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.357(a)	.127	.072	1.19867
2	.702(b)	.493	.457	.91702
3	.784(c)	.615	.583	.80293

a Predictors: (Constant), ORG, RACE, AGE, POS, GENDER, CRAFT, TENS, TENU
 b Predictors: (Constant), ORG, RACE, AGE, POS, GENDER, CRAFT, TENS, TENU, TL
 c Predictors: (Constant), ORG, RACE, AGE, POS, GENDER, CRAFT, TENS, TENU, TL, PUS

4.24b. Anova(d)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	26.223	8	3.278	2.281	.026(a)
	Residual	179.601	125	1.437		
	Total	205.823	133			
2	Regression	101.548	9	11.283	13.417	.000(b)
	Residual	104.275	124	.841		
	Total	205.823	133			
3	Regression	126.526	10	12.653	19.626	.000(c)
	Residual	79.298	123	.645		
	Total	205.823	133			

a Predictors: (Constant), ORG, RACE, AGE, POS, GENDER, CRAFT, TENS, TENU

b Predictors: (Constant), ORG, RACE, AGE, POS, GENDER, CRAFT, TENS, TENU, TL

c Predictors: (Constant), ORG, RACE, AGE, POS, GENDER, CRAFT, TENS, TENU, TL, PUS

d Dependent Variable: TO

4.24c. Coefficients(a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.469	1.344		1.837	.069
	GENDER	-.324	.528	-.054	-.615	.540
	AGE	3.592E-02	.021	.187	1.695	.093
	RACE	.179	.160	.098	1.117	.266
	TENS	1.597E-02	.013	.122	1.215	.227
	TENU	8.403E-03	.015	.067	.566	.573
	POS	.157	.163	.085	.961	.338
	CRAFT	-2.092E-02	.020	-.097	-1.072	.286
	ORG	9.813E-02	.071	.120	1.375	.172
	2	(Constant)	1.480	1.033		1.432
GENDER		.235	.408	.039	.575	.566
AGE		7.020E-03	.016	.037	.426	.671
RACE		7.901E-02	.123	.043	.644	.521
TENS		8.921E-03	.010	.068	.885	.378
TENU		7.642E-03	.011	.061	.673	.503
POS		6.175E-02	.125	.034	.492	.623
CRAFT		-9.029E-03	.015	-.042	-.603	.548
ORG		.105	.055	.128	1.914	.058
	TL	.733	.077	.638	9.464	.000

3	(Constant)	-.212	.945		-.224	.823
	GENDER	.412	.358	.069	1.150	.252
	AGE	1.418E-02	.014	.074	.978	.330
	RACE	-9.255E-02	.111	-.051	-.834	.406
	TENS	3.998E-03	.009	.031	.451	.653
	TENU	3.217E-03	.010	.026	.322	.748
	POS	-7.569E-02	.112	-.041	-.676	.500
	CRAFT	-5.554E-03	.013	-.026	-.423	.673
	ORG	8.607E-02	.048	.105	1.796	.075
	TL	.419	.085	.365	4.951	.000
	PUS	.728	.117	.472	6.224	.000

a Dependent Variable: TO

The adjusted R^2 increased from .457 to .583 suggesting that the mediated model explains more of the variance than the unmediated model. The F-value increased from 13.417 to 19.626. The relationship between TO and TL stayed significant when PUS was added to the regression equation suggesting that there is no mediation. The mediated regression model does not show support for full mediation. The beta weight for TL decreased from .733 to .419 suggesting partial mediation. Baron and Kenny (1986) recommend that the absolute size of the beta weights be evaluated as well as the significance change. A z-value ≥ 1.96 is indicative of a significant difference at the .05 level. The test used here was:

$$(B_1)(B_2) / \text{the square root of } [(B_1)^2 * S_2^2] + [(B_2)^2 * S_1^2].$$

This test resulted in a z-value of 4.38 confirming that PUS is a partial mediator between TO and TL.

H5c: The relationship between follower's perceptions of their leaders' transformational style and union-based self-esteem will be mediated by perceived union support.

Table 4.25a-c. Hypothesis 5c Regression Results

4.25a. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.353(a)	.125	.069	.76335
2	.577(b)	.333	.285	.66889
3	.824(c)	.679	.653	.46622

a Predictors: (Constant), ORG, RACE, AGE, POS, GENDER, CRAFT, TENS, TENU

b Predictors: (Constant), ORG, RACE, AGE, POS, GENDER, CRAFT, TENS, TENU, TL

c Predictors: (Constant), ORG, RACE, AGE, POS, GENDER, CRAFT, TENS, TENU, TL, PUS

4.25b. Anova(d)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.379	8	1.297	2.227	.030(a)
	Residual	72.837	125	.583		
	Total	83.216	133			
2	Regression	27.738	9	3.082	6.888	.000(b)
	Residual	55.479	124	.447		
	Total	83.216	133			
3	Regression	56.481	10	5.648	25.985	.000(c)
	Residual	26.735	123	.217		
	Total	83.216	133			

a Predictors: (Constant), ORG, RACE, AGE, POS, GENDER, CRAFT, TENS, TENU

b Predictors: (Constant), ORG, RACE, AGE, POS, GENDER, CRAFT, TENS, TENU, TL

c Predictors: (Constant), ORG, RACE, AGE, POS, GENDER, CRAFT, TENS, TENU, TL, PUS

d Dependent Variable: UBSE

4.25c. Coefficients(a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.432	.853		2.851	.005
	GENDER	-6.655E-02	.336	-.017	-.198	.843
	AGE	5.791E-03	.013	.048	.429	.668
	RACE	6.998E-02	.100	.061	.701	.484
	TENS	1.031E-02	.008	.125	1.241	.217
	TENU	7.140E-03	.009	.090	.756	.451
	POS	.213	.104	.182	2.044	.043
	CRAFT	-5.851E-03	.013	-.042	-.461	.646
	ORG	8.260E-02	.046	.159	1.814	.072
	2	(Constant)	1.950	.752		2.595
GENDER		.213	.298	.056	.716	.475
AGE		-8.005E-03	.012	-.066	-.666	.507
RACE		2.101E-02	.088	.018	.239	.811
TENS		6.754E-03	.007	.082	.925	.357
TENU		6.538E-03	.008	.082	.790	.431
POS		.161	.092	.138	1.762	.081
CRAFT		7.461E-04	.011	.005	.067	.947
ORG		8.625E-02	.040	.166	2.161	.033
TL		.352	.056	.484	6.229	.000
3	(Constant)	.193	.546		.353	.725
	GENDER	.397	.208	.104	1.906	.059
	AGE	-1.387E-03	.008	-.011	-.165	.869
	RACE	-.162	.063	-.142	-2.565	.012
	TENS	1.488E-03	.005	.018	.291	.771
	TENU	2.725E-03	.006	.034	.472	.638
	POS	2.538E-02	.065	.022	.391	.697
	CRAFT	4.956E-03	.008	.035	.636	.526
	ORG	5.687E-02	.028	.110	2.036	.044
	TL	2.648E-02	.048	.036	.547	.586
PUS	.773	.067	.789	11.500	.000	

a Dependent Variable: UBSE

The adjusted R^2 increased from .285 to .653 suggesting that the mediated model explains more of the variance than the unmediated model. The F-value

increased from 6.888 to 25.985. Hypothesis 5c was supported by TL becoming statistically insignificant (.000 to .586) when PUS is added to the regression equation. Therefore, PUS was a mediator between UBSE and TL.

Hypotheses H5a was supported by a significant and positive relationship between TL and FO that became statistically insignificant when PUS was added to the regression (.000 to .204). Hypotheses H5b was not supported in that a statistically significant and positive relationship between TL and TO remained significant when PUS was added to the regression (.000 to .000). Test for partial mediation showed support for a partially mediated relationship (Z-value $4.38 \geq 1.96$). Hypotheses H5c was supported by a statistically significant and positive relationship between TL and UBSE that became statistically insignificant when PUS is added to the regression (.000 to .586).

Hypotheses 6a-c

H6a: The relationship between the follower's perceived union support and union commitment will be mediated by the follower's felt obligation to the union.

The mediator variable FO previously demonstrated a statistically significant and positive relationship with the independent variable PUS (see Table 4.10). Regression of the dependent variable (UC) on the independent variable (PUS) must show a statistically significant relationship. To determine a mediated relationship the regressing of UC on the independent variable (PUS) and the mediator (FO) must show a statistically significant relationship between the mediator (FO) and dependent variable (UC) and a statistically insignificant

relationship between the dependent (UC) and independent variable (Baron & Kenny, 1986).

Table 4.26a-c. Hypothesis 6a Regression Results

4.26a. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.370(a)	.137	.083	.73222
2	.708(b)	.502	.466	.55859
3	.763(c)	.582	.549	.51341

a Predictors: (Constant), ORG, AGE, RACE, POS, GENDER, CRAFT, TENS, TENU

b Predictors: (Constant), ORG, AGE, RACE, POS, GENDER, CRAFT, TENS, TENU, PUS

c Predictors: (Constant), ORG, AGE, RACE, POS, GENDER, CRAFT, TENS, TENU, PUS, FO

4.26b. Anova(d)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.910	8	1.364	2.544	.013(a)
	Residual	68.627	128	.536		
	Total	79.538	136			
2	Regression	39.911	9	4.435	14.212	.000(b)
	Residual	39.627	127	.312		
	Total	79.538	136			
3	Regression	46.325	10	4.633	17.574	.000(c)
	Residual	33.213	126	.264		
	Total	79.538	136			

a Predictors: (Constant), ORG, AGE, RACE, POS, GENDER, CRAFT, TENS, TENU

b Predictors: (Constant), ORG, AGE, RACE, POS, GENDER, CRAFT, TENS, TENU, PUS

c Predictors: (Constant), ORG, AGE, RACE, POS, GENDER, CRAFT, TENS, TENU, PUS, FO

d Dependent Variable: UC

4.26c. Coefficients(a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
		B	Std. Error	Beta			
1	(Constant)	3.772	.816		4.620	.000	
	GENDER	-.233	.322	-.063	-.725	.470	
	AGE	-5.315E-03	.013	-.045	-.412	.681	
	RACE	1.076E-02	.095	.010	.113	.910	
	TENS	8.889E-03	.008	.111	1.119	.265	
	TENU	1.156E-02	.009	.150	1.291	.199	
	POS	.201	.099	.176	2.028	.045	
	CRAFT	-7.866E-03	.012	-.059	-.661	.510	
	ORG	.115	.043	.230	2.671	.009	
	2	(Constant)	1.974	.650		3.036	.003
		GENDER	.121	.248	.032	.486	.628
AGE		-1.026E-02	.010	-.086	-1.042	.300	
RACE		-.175	.075	-.158	-2.327	.022	
TENS		2.108E-03	.006	.026	.345	.730	
TENU		8.137E-03	.007	.106	1.190	.236	
POS		5.216E-02	.077	.046	.675	.501	
CRAFT		-4.902E-04	.009	-.004	-.054	.957	
ORG		9.786E-02	.033	.196	2.981	.003	
PUS		.628	.065	.657	9.641	.000	
3		(Constant)	1.117	.622		1.796	.075
	GENDER	7.434E-02	.228	.020	.326	.745	
	AGE	-8.444E-03	.009	-.071	-.932	.353	
	RACE	-.101	.071	-.091	-1.421	.158	
	TENS	2.143E-03	.006	.027	.382	.703	
	TENU	1.003E-02	.006	.130	1.593	.114	
	POS	6.433E-03	.072	.006	.090	.929	
	CRAFT	-2.907E-03	.008	-.022	-.347	.729	
	ORG	7.358E-02	.031	.147	2.407	.018	
	PUS	.432	.072	.452	6.022	.000	
	FO	.378	.077	.360	4.933	.000	

a Dependent Variable: UC

The adjusted R^2 increased from .466 to .549, suggesting that the mediated model explains more of the variance than the unmediated model. The F-value increased from 14.212 to 17.574. The relationship between UC and PUS

stayed statistically significant when FO was added to the regression equation. The beta weight for PUS decreased from .628 to .432, suggesting partial mediation. Evaluation of the size of the change in beta weight as well as the significance of the change was performed. The significance test for partial mediation used earlier (Baron & Kenny, 1986) resulted in a z-value of $5.10 \geq 1.96$ suggesting that FO was a partial mediator between PUS and UC.

H6b: The relationship between the follower's perceived union support and union commitment will be mediated by the follower's trust in the union.

The mediator variable TO was shown to have a significant and positive relationship with the independent variable PUS (see Table 4.11). Regression of the dependent variable (UC) on the independent variable (PUS) must show a statistically significant relationship. To determine a fully mediated relationship, the regressing of UC on the independent variable (PUS) and the mediator (TO) must indicate a statistically significant relationship between the mediator (TO) and dependent variable (UC) and a statistically insignificant relationship between the dependent (UC) and independent variable (Baron & Kenny, 1986).

Table 4.27a-c. Hypothesis 6b Regression Results

4.27a. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.384(a)	.148	.093	.73067
2	.720(b)	.519	.484	.55108
3	.775(c)	.600	.568	.50436

a Predictors: (Constant), ORG, RACE, AGE, POS, GENDER, CRAFT, TENS, TENU
 b Predictors: (Constant), ORG, RACE, AGE, POS, GENDER, CRAFT, TENS, TENU, PUS
 c Predictors: (Constant), ORG, RACE, AGE, POS, GENDER, CRAFT, TENS, TENU, PUS, TO

4.27b. Anova(d)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.573	8	1.447	2.710	.009(a)
	Residual	66.735	125	.534		
	Total	78.307	133			
2	Regression	40.650	9	4.517	14.873	.000(b)
	Residual	37.657	124	.304		
	Total	78.307	133			
3	Regression	47.018	10	4.702	18.483	.000(c)
	Residual	31.289	123	.254		
	Total	78.307	133			

a Predictors: (Constant), ORG, RACE, AGE, POS, GENDER, CRAFT, TENS, TENU

b Predictors: (Constant), ORG, RACE, AGE, POS, GENDER, CRAFT, TENS, TENU, PUS

c Predictors: (Constant), ORG, RACE, AGE, POS, GENDER, CRAFT, TENS, TENU, PUS, TO

d Dependent Variable: UC

4.27c. Coefficients(a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.640	.819		4.444	.000
	GENDER	-.258	.322	-.070	-.802	.424
	AGE	-3.739E-03	.013	-.032	-.289	.773
	RACE	4.780E-02	.097	.043	.491	.624
	TENS	1.070E-02	.008	.132	1.336	.184
	TENU	1.027E-02	.009	.132	1.135	.259
	POS	.190	.100	.167	1.903	.059
	CRAFT	-7.194E-03	.012	-.054	-.605	.546
	ORG	.120	.044	.239	2.765	.007
	2	(Constant)	1.809	.646		2.802
GENDER		.103	.245	.028	.420	.676
AGE		-8.269E-03	.010	-.070	-.848	.398
RACE		-.138	.076	-.122	-1.814	.072
TENS		3.827E-03	.006	.047	.629	.530
TENU		6.162E-03	.007	.079	.901	.370
POS		3.528E-02	.077	.031	.460	.647
CRAFT		2.254E-04	.009	.002	.025	.980
ORG		.107	.033	.212	3.250	.001
PUS		.630	.064	.663	9.785	.000

3	(Constant)	1.978	.592		3.342	.001
	GENDER	2.767E-02	.225	.007	.123	.902
	AGE	-1.557E-02	.009	-.132	-1.721	.088
	RACE	-.102	.070	-.091	-1.461	.146
	TENS	2.727E-03	.006	.034	.490	.625
	TENU	5.801E-03	.006	.075	.926	.356
	POS	6.271E-02	.070	.055	.890	.375
	CRAFT	2.366E-03	.008	.018	.287	.775
	ORG	8.734E-02	.030	.173	2.881	.005
	PUS	.352	.081	.370	4.348	.000
	TO	.259	.052	.420	5.004	.000

a Dependent Variable: UC

The adjusted R^2 increased from .484 to .568, suggesting that the mediated model explains more of the variance than the unmediated model. The F-value increased from 14.873 to 18.483. The relationship between UC and PUS stayed statistically significant when TO was added to the regression equation, suggesting that there is no mediation. The beta weight for PUS decreased from .630 to .352, suggesting partial mediation. Evaluation of the size of the change in beta weight as well as the significance of the change was performed. The significance test for partial mediation used earlier (Baron & Kenny, 1986) resulted in a z-value of $4.00 \geq 1.96$ suggesting that TO is a partial mediator between PUS and UC.

H6c: The relationship between the follower's perceived union support and union commitment will be mediated by union-based self-esteem.

The mediator variable UBSE was shown to have a statistically significant and positive relationship with the independent variable PUS (see Table 4.12). Regression of the dependent variable (UC) on the independent variable (PUS) must show a statistically significant relationship. To determine a fully mediated

relationship, the regression of UC on the independent variable (PUS) and the mediator (UBSE) must show a statistically significant relationship between the mediator (UBSE) and dependent variable (UC) and an statistically insignificant relationship between the dependent (UC) and independent variable (Baron & Kenny, 1986).

Table 4.28a-c. Hypothesis 6c Regression Results

4.28a. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.370(a)	.137	.082	.73584
2	.712(b)	.507	.471	.55856
3	.765(c)	.586	.552	.51398

a Predictors: (Constant), ORG, RACE, AGE, POS, GENDER, CRAFT, TENS, TENU

b Predictors: (Constant), ORG, RACE, AGE, POS, GENDER, CRAFT, TENS, TENU, PUS

c Predictors: (Constant), ORG, RACE, AGE, POS, GENDER, CRAFT, TENS, TENU, PUS, UBSE

4.28b. Anova(d)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.730	8	1.341	2.477	.016(a)
	Residual	67.683	125	.541		
	Total	78.413	133			
2	Regression	39.726	9	4.414	14.148	.000(b)
	Residual	38.687	124	.312		
	Total	78.413	133			
3	Regression	45.919	10	4.592	17.382	.000(c)
	Residual	32.494	123	.264		
	Total	78.413	133			

a Predictors: (Constant), ORG, RACE, AGE, POS, GENDER, CRAFT, TENS, TENU

b Predictors: (Constant), ORG, RACE, AGE, POS, GENDER, CRAFT, TENS, TENU, PUS

c Predictors: (Constant), ORG, RACE, AGE, POS, GENDER, CRAFT, TENS, TENU, PUS, UBSE

d Dependent Variable: UC

4.28c. Coefficients(a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.709	.822		4.510	.000
	GENDER	-.226	.324	-.061	-.699	.486
	AGE	-3.939E-03	.013	-.033	-.303	.762
	RACE	1.749E-02	.096	.016	.182	.856
	TENS	9.679E-03	.008	.121	1.209	.229
	TENU	1.011E-02	.009	.131	1.111	.269
	POS	.193	.100	.170	1.927	.056
	CRAFT	-9.316E-03	.012	-.068	-.762	.448
	ORG	.118	.044	.234	2.679	.008
	2	(Constant)	1.912	.651		2.935
GENDER		.134	.248	.036	.541	.589
AGE		-8.946E-03	.010	-.076	-.905	.367
RACE		-.169	.076	-.153	-2.236	.027
TENS		2.700E-03	.006	.034	.441	.660
TENU		6.550E-03	.007	.085	.947	.346
POS		4.367E-02	.078	.038	.561	.576
CRAFT		-9.076E-04	.009	-.007	-.097	.923
ORG		9.640E-02	.033	.191	2.887	.005
		PUS	.631	.065	.663	9.640
3	(Constant)	1.831	.600		3.054	.003
	GENDER	-5.197E-02	.232	-.014	-.224	.823
	AGE	-8.697E-03	.009	-.074	-.956	.341
	RACE	-8.963E-02	.071	-.081	-1.255	.212
	TENS	1.970E-03	.006	.025	.350	.727
	TENU	5.276E-03	.006	.068	.828	.409
	POS	3.205E-02	.072	.028	.448	.655
	CRAFT	-3.188E-03	.009	-.023	-.371	.711
	ORG	6.954E-02	.031	.138	2.227	.028
		PUS	.249	.099	.261	2.506
	UBSE	.481	.099	.495	4.842	.000

a Dependent Variable: UC

The adjusted R^2 increased from .471 to .552 suggesting that the mediated model explains more of the variance than the unmediated model. The F-value increased from 14.148 to 17.382. The relationship between UC and PUS

remained statistically significant when FO was added to the regression equation, suggesting that there is no mediation. The beta weight for PUS decreased from .631 to .249, suggesting partial mediation. Evaluation of the size of the change in beta weight as well as the significance of the change was performed. The significance test for partial mediation used earlier (Baron & Kenny, 1986) resulted in a z-value of $2.43 \geq 1.96$ suggesting that UBSE is a partial mediator between PUS and UC.

Hypotheses H6a was not supported in that a significant and positive relationship between UC and PUS stays significant when FO was added to the regression model (.000 to .000). The test for partial mediation shows support for a partially mediated relationship (Z-value $5.10 \geq 1.96$). Hypotheses H6b is not supported by a significant and positive relationship between UC and PUS that becomes less significant when TO is added to the regression model (.000 to .000). The test for partial mediation shows support for a partially mediated relationship (Z-value $4.00 \geq 1.96$). Hypotheses H6c is not supported by a significant and positive relationship between UC and PUS that becomes less significant when UBSE is added to the regression model (.000 to .014). The test for partial mediation shows support for a partially mediated relationship (Z-value $2.43 \geq 1.96$).

Hypotheses 7a-c

H7a: The relationship between felt obligation to the union and union citizenship behaviors will be mediated by union commitment.

Table 4.29a-c. Hypothesis 7a Regression Results

4.29a. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.583(a)	.339	.297	.85619
2	.668(b)	.446	.405	.78739
3	.685(c)	.469	.425	.77421

a Predictors: (Constant), ORG, RACE, AGE, POS, GENDER, CRAFT, TENS, TENU

b Predictors: (Constant), ORG, RACE, AGE, POS, GENDER, CRAFT, TENS, TENU, FO

c Predictors: (Constant), ORG, RACE, AGE, POS, GENDER, CRAFT, TENS, TENU, FO, UC

4.29b. Anova(d)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	46.711	8	5.839	7.965	.000(a)
	Residual	90.899	124	.733		
	Total	137.610	132			
2	Regression	61.353	9	6.817	10.996	.000(b)
	Residual	76.257	123	.620		
	Total	137.610	132			
3	Regression	64.483	10	6.448	10.758	.000(c)
	Residual	73.127	122	.599		
	Total	137.610	132			

a Predictors: (Constant), ORG, RACE, AGE, POS, GENDER, CRAFT, TENS, TENU

b Predictors: (Constant), ORG, RACE, AGE, POS, GENDER, CRAFT, TENS, TENU, FO

c Predictors: (Constant), ORG, RACE, AGE, POS, GENDER, CRAFT, TENS, TENU, FO, UC

d Dependent Variable: UCB

4.29c. Coefficients(a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.781	.963		.811	.419
	GENDER	.152	.377	.031	.403	.688
	AGE	2.395E-03	.015	.015	.157	.876
	RACE	-4.259E-02	.114	-.029	-.374	.709
	TENS	-2.633E-03	.009	-.025	-.279	.781
	TENU	1.958E-02	.011	.191	1.846	.067
	POS	.734	.117	.488	6.282	.000
	CRAFT	-3.134E-03	.014	-.018	-.224	.823
	ORG	.113	.051	.169	2.209	.029
	2	(Constant)	-1.001	.959		-1.044
GENDER		.227	.347	.046	.654	.514
AGE		1.058E-03	.014	.007	.075	.940
RACE		-2.424E-02	.105	-.016	-.231	.817
TENS		-5.548E-03	.009	-.052	-.638	.525
TENU		2.198E-02	.010	.214	2.252	.026
POS		.617	.110	.410	5.600	.000
CRAFT		-2.236E-03	.013	-.013	-.173	.863
ORG		7.820E-02	.048	.117	1.641	.103
FO		.490	.101	.344	4.860	.000
3	(Constant)	-1.344	.955		-1.408	.162
	GENDER	.265	.341	.054	.776	.439
	AGE	2.351E-03	.014	.015	.170	.865
	RACE	-4.450E-02	.103	-.030	-.430	.668
	TENS	-7.720E-03	.009	-.072	-.897	.371
	TENU	1.850E-02	.010	.180	1.904	.059
	POS	.611	.108	.406	5.637	.000
	CRAFT	-1.590E-04	.013	-.001	-.013	.990
	ORG	5.738E-02	.048	.086	1.202	.232
	FO	.308	.127	.217	2.429	.017
UC	.279	.122	.209	2.285	.024	

a Dependent Variable: UCB

The adjusted R^2 increased from .405 to .425 suggesting that the mediated model explains more of the variance than the unmediated model. The F-value

increased from 10.996 to 10.758. The relationship between UCB and FO remained statistically significant (.000 to .017) when UC was added to the regression equation, suggesting that there is no mediation. The beta weight for FO decreased from .490 to .308 suggesting partial mediation. Evaluation of the size of the change in beta weight as well as the significance of the change was performed. The significance test for partial mediation used earlier (Baron & Kenny, 1986) resulted in a z-value of $2.17 \geq 1.96$ suggesting that UC is a partial mediator between FO and UCB.

H7b: The relationship between trust in the union and union citizenship behaviors will be mediated by union commitment.

Table 4.30a-c. Hypothesis 7b Regression Results

4.30a. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.581(a)	.338	.295	.85927
2	.597(b)	.357	.309	.85063
3	.677(c)	.459	.414	.78325

a Predictors: (Constant), ORG, RACE, AGE, POS, GENDER, CRAFT, TENS, TENU

b Predictors: (Constant), ORG, RACE, AGE, POS, GENDER, CRAFT, TENS, TENU, TO

c Predictors: (Constant), ORG, RACE, AGE, POS, GENDER, CRAFT, TENS, TENU, TO, UC

4.30b. Anova(d)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	45.996	8	5.749	7.787	.000(a)
	Residual	90.078	122	.738		
	Total	136.074	130			
2	Regression	48.521	9	5.391	7.451	.000(b)
	Residual	87.553	121	.724		
	Total	136.074	130			
3	Regression	62.457	10	6.246	10.181	.000(c)
	Residual	73.617	120	.613		
	Total	136.074	130			

a Predictors: (Constant), ORG, RACE, AGE, POS, GENDER, CRAFT, TENS, TENU

b Predictors: (Constant), ORG, RACE, AGE, POS, GENDER, CRAFT, TENS, TENU, TO

c Predictors: (Constant), ORG, RACE, AGE, POS, GENDER, CRAFT, TENS, TENU, TO, UC

d Dependent Variable: UCB

4.30c. Coefficients(a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.736	.969		.759	.449
	GENDER	.165	.378	.034	.437	.663
	AGE	3.222E-03	.015	.020	.210	.834
	RACE	-4.099E-02	.115	-.028	-.357	.722
	TENS	-2.747E-03	.009	-.026	-.290	.772
	TENU	1.822E-02	.011	.176	1.692	.093
	POS	.724	.118	.483	6.155	.000
	CRAFT	-3.236E-03	.014	-.018	-.230	.819
	ORG	.120	.052	.177	2.298	.023
	2	(Constant)	.417	.975		.428
GENDER		.201	.375	.041	.535	.594
AGE		-5.810E-04	.015	-.004	-.038	.970
RACE		-6.485E-02	.114	-.044	-.566	.572
TENS		-4.924E-03	.009	-.046	-.521	.603
TENU		1.750E-02	.011	.169	1.640	.104
POS		.707	.117	.472	6.054	.000
CRAFT		-1.139E-03	.014	-.006	-.081	.935
ORG		.109	.052	.161	2.093	.038
TO		.120	.064	.145	1.868	.064

3	(Constant)	-1.137	.955		-1.190	.236
	GENDER	.280	.346	.057	.810	.420
	AGE	9.389E-03	.014	.059	.657	.513
	RACE	-4.809E-02	.105	-.032	-.456	.649
	TENS	-7.444E-03	.009	-.070	-.854	.395
	TENU	1.356E-02	.010	.131	1.375	.172
	POS	.632	.109	.421	5.812	.000
	CRAFT	-7.257E-04	.013	-.004	-.056	.955
	ORG	5.469E-02	.049	.081	1.113	.268
	TO	-.147	.082	-.176	-1.796	.075
	UC	.633	.133	.476	4.766	.000

a Dependent Variable: UCB

The adjusted R^2 increased from .309 to .414, suggesting that the mediated model explains more of the variance than the unmediated model. The F-value increased from 7.541 to 10.181. Hypothesis 7b was supported in that TO became statistically insignificant when UC was added to the regression equation.

H7c: The relationship between union-based self-esteem and union citizenship behaviors will be mediated by union commitment.

Table 4.31a-c. Hypothesis 7c Regression Results

4.31a. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.584(a)	.342	.299	.85435
2	.674(b)	.455	.414	.78081
3	.685(c)	.470	.426	.77291

a Predictors: (Constant), ORG, RACE, AGE, POS, GENDER, CRAFT, TENS, TENU

b Predictors: (Constant), ORG, RACE, AGE, POS, GENDER, CRAFT, TENS, TENU, UBSE

c Predictors: (Constant), ORG, RACE, AGE, POS, GENDER, CRAFT, TENS, TENU, UBSE, UC

4.31b. Anova(d)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	46.572	8	5.822	7.976	.000(a)
	Residual	89.780	123	.730		
	Total	136.352	131			
2	Regression	61.974	9	6.886	11.295	.000(b)
	Residual	74.378	122	.610		
	Total	136.352	131			
3	Regression	64.068	10	6.407	10.725	.000(c)
	Residual	72.285	121	.597		
	Total	136.352	131			

a Predictors: (Constant), ORG, RACE, AGE, POS, GENDER, CRAFT, TENS, TENU

b Predictors: (Constant), ORG, RACE, AGE, POS, GENDER, CRAFT, TENS, TENU, UBSE

c Predictors: (Constant), ORG, RACE, AGE, POS, GENDER, CRAFT, TENS, TENU, UBSE, UC

d Dependent Variable: UCB

4.31c. Coefficients(a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.758	.962		.788	.432
	GENDER	.161	.376	.033	.428	.670
	AGE	1.868E-03	.015	.012	.122	.903
	RACE	-3.769E-02	.114	-.025	-.332	.741
	TENS	-2.713E-03	.009	-.025	-.288	.774
	TENU	2.030E-02	.011	.198	1.916	.058
	POS	.721	.117	.481	6.165	.000
	CRAFT	5.205E-04	.014	.003	.036	.971
	ORG	.115	.051	.173	2.252	.026
2	(Constant)	-.339	.905		-.374	.709
	GENDER	.194	.344	.040	.565	.573
	AGE	-1.114E-03	.014	-.007	-.080	.937
	RACE	-7.532E-02	.104	-.051	-.723	.471
	TENS	-7.809E-03	.009	-.073	-.902	.369
	TENU	1.715E-02	.010	.167	1.768	.080
	POS	.626	.109	.417	5.761	.000
	CRAFT	3.260E-03	.013	.018	.249	.803
	ORG	7.631E-02	.047	.115	1.611	.110
	UBSE	.461	.092	.360	5.026	.000

3	(Constant)	-.841	.936		-.899	.371
	GENDER	.242	.341	.050	.709	.480
	AGE	6.779E-04	.014	.004	.049	.961
	RACE	-7.350E-02	.103	-.050	-.713	.477
	TENS	-8.871E-03	.009	-.083	-1.032	.304
	TENU	1.599E-02	.010	.156	1.662	.099
	POS	.616	.108	.411	5.720	.000
	CRAFT	4.545E-03	.013	.025	.351	.726
	ORG	6.021E-02	.048	.090	1.263	.209
	UBSE	.292	.128	.228	2.286	.024
	UC	.251	.134	.189	1.872	.064

a Dependent Variable: UCB

The adjusted R^2 increased from .414 to .426, suggesting that the mediated model explains more of the variance than the unmediated model. The F-value increased from 11.295 to 10.725. Hypothesis 7c was not supported in that UBSE stayed statistically significant (.000 to .024) when UC was added to the regression equation. Furthermore, the mediator became statistically insignificant (.064) when entered into the regression equation suggesting that there was no mediation effect from UC.

Hypotheses H7a was not supported in that a significant and positive relationship between UCB and FO stayed significant when UC was added to the regression (.000 to .017). The significance test used earlier resulted in a z-value of $2.17 \geq 1.96$, suggesting that UC was a partial mediator between FO and UC. Hypotheses H7b was supported in that the relationship between the dependent variable and the independent variable became statistically insignificant when the mediator variable was entered into the regression equation. However, Hypotheses H7c was not supported. The significant and positive relationship between UCB and UBSE stayed statistically significant when UC was added to

the regression (.000 to .024) and the relationship between the mediator (UC) and the dependent variable (UCB) was statistically non-significant (.064). Since this relationship did not meet the third requirement for mediation, there was no support for the hypothesis that UC is a mediator between UBSE and UCB (Baron & Kenny, 1986). The evidence suggests that UBSE directly effects UC and UCB.

Structural Equation Modeling

The previous data analyses support the hypothesized model. To further clarify the relationships, structural equation modeling (SEM) was employed. SEM models have two distinctive features, simultaneous estimation of multiple and interrelated dependence relationships and the ability to represent unobserved concepts while accounting for measurement error (Hair, et al., 1995). SEM is a more comprehensive tool for data analysis than other statistical methods (Hoyle, 1995).

The proposed model exhibited a satisfactory fit to the data ($\chi^2 = 1007.431$, df 426, CFI .972, RMSEA .081). The standardized parameter estimates (see Figure 4.1) were all significant and in the hypothesized direction. Union citizenship behavior was predicted by union commitment ($\beta = .66$, $Z = 9.809$, $p < .01$). Union commitment was predicted by felt obligation ($\beta = .32$, $Z = 3.314$, $p < .01$), trust in the union ($\beta = .38$, $Z = 5.381$, $p < .01$), and union-based self-esteem ($\beta = .34$, $Z = 5.152$, $p < .01$). Moreover, felt obligation was predicted by perceived union support ($\beta = .61$, $Z = 3.355$, $p < .01$), trust in the union was predicted by perceived union support ($\beta = .82$, $Z = 9.747$, $p < .01$), and union-based self-

esteem was predicted by perceived union support ($\beta = .84$, $Z = 11.294$, $p < .01$). Perceived union support in turn, was predicted by transformational leadership ($\beta = .74$, $Z = 10.422$, $p < .01$). Analysis of the squared multiple correlations (SMC) revealed significant and meaningful explanatory power for each construct in the model. The SMC represents the portion of the dependent variable explained by the predictor variable or variables (Byrne, 2001). Consequently, 54.2% of the variance associated with perceived union support is explained by transformational leadership. Thirty-seven percent of the variance associated with felt obligation was accounted for by perceived union support. Sixty-seven percent of the variance associated with trust in the union was accounted for by perceived union support. Seventy point three percent of the variance associated with union-based self-esteem was accounted for by perceived union support. Seventy-six point eight percent of the variance associated with union commitment was accounted for by felt obligation, trust in the union, and union-based self-esteem. Finally, 43% of the variance associated with union citizenship behaviors was accounted for by union commitment.

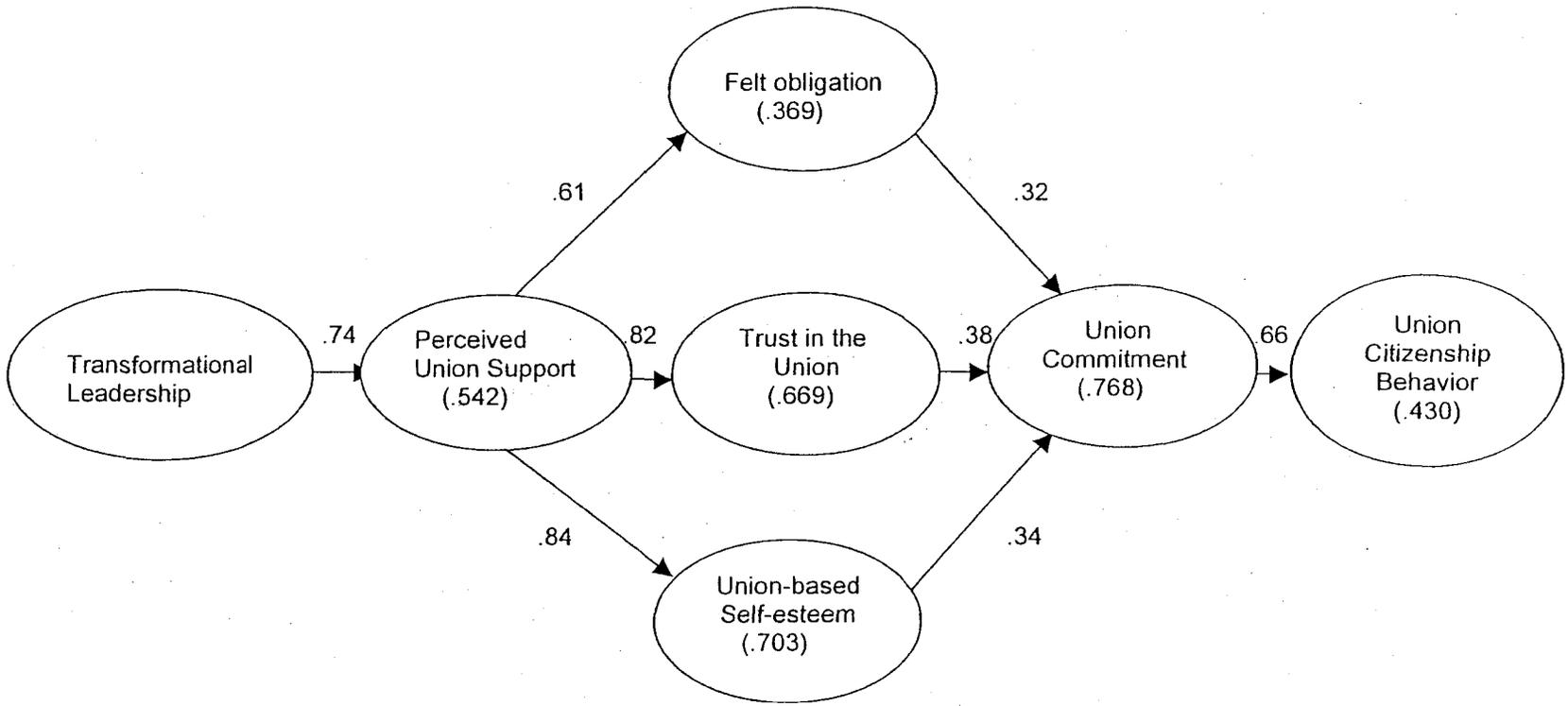
An alternative model was tested to compare with the proposed model (Hoyle & Panter, 1995). The hierarchical regression analysis conducted previously on the mediation hypotheses 5, 6, and 7 showed support for hypotheses five and seven, but Hypotheses 6 showed partial mediation for all the variables (FO, TO, and UBSE). Furthermore, the proposed model showed that the mediators (FO, TO, and UBSE) explained 76.8% of the variance in union

commitment. That means that 23.2% of the variance in union commitment was unexplained. An alternative model, nested in the proposed model, was tested. This alternative model (see Figure 2) showed a significant, if slight, improvement in fit to the proposed model ($\chi^2 = 1001.711$, df 425, $\Delta\chi^2 = 5.720$, $p < .05$, CFI .973, RMSEA .081). The standardized parameter estimates changed slightly as did the SMC's. The change in the SMC's and standardized parameter estimates were small and the alternative model is less parsimonious (by one df) than the proposed model. Table 4.32 shows a comparison of the fit indices between the proposed and alternative models.

Table 4.32. Comparison of SEM models

Model	χ^2	df	χ^2/df	$\Delta\chi^2$	RMSEA	TLI	CFI
Proposed	1007.431	426	2.365		.081	.968	.972
Alternative	1001.711	425	2.357	5.720*	.081	.968	.973

* $p < .05$



Squared Multiple Correlations in ()
All Parameter estimates are significant to $p < .01$

Figure 4.1
Proposed Model

Structural equation model of the relationships between union members perceived transformational leadership and union citizenship behavior as mediated by perceived union support, felt obligation, trust, union-based self-esteem, and union commitment.

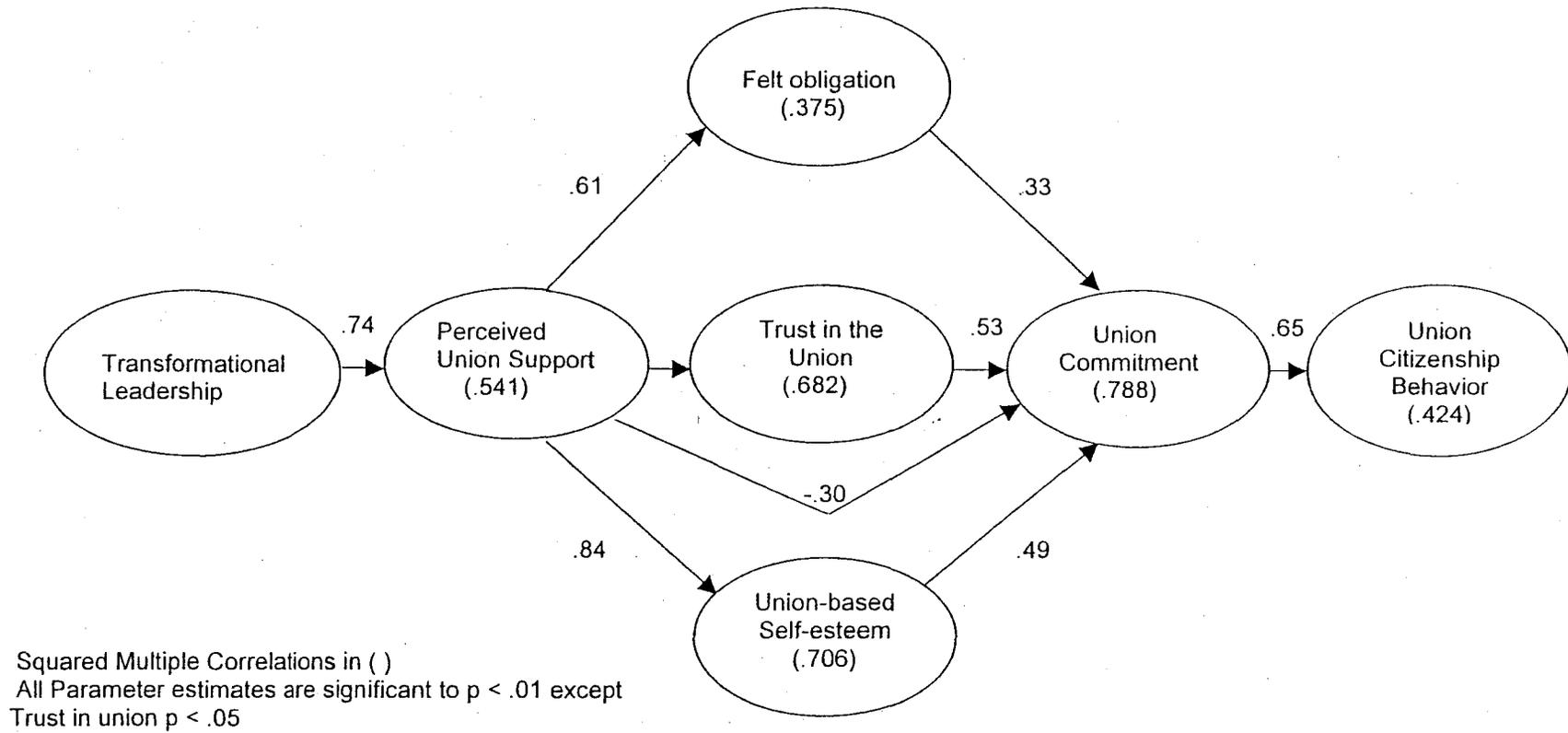


Figure 4.2
Alternative Model
Structural equation model of the relationships between union members perceived transformational leadership and union citizenship behavior as partially mediated by perceived union support, felt obligation, trust, union-based self-esteem, and union commitment.

CHAPTER 5

DISCUSSION AND IMPLICATIONS

The purpose of this study was to gain a greater understanding of how transformational leadership influences citizenship behaviors in a union context. Prior research has shown that transformational leadership influences citizenship behaviors in both labor organizations and in an employer setting (Skarlicki & Latham, 1996; Podsakoff, et al., 1990). However, little is known about the process by which transformational leadership behavior promotes citizenship behaviors in labor unions. This study provides new insights into the process by which transformational leadership behavior influences union citizenship behaviors by using both social exchange and social identity theory. This study draws heavily upon theory and research developed to account for individual behavior in employer settings. Transformational leadership is likely to influence cooperative behavior to the extent that it fosters a covenantal relationship between the individual and the organization (Barnett & Schubert, 2002; Lambert, 2000; Van Dyne, et al., 1994). This dissertation expands our understanding of how covenantal relationships are formed by suggesting that transformational leadership is an antecedent to perceived support. Furthermore, this study expands the concept of covenantal relationships by

examining the underlying mechanisms that form the foundation for such relationships by including felt obligation, trust, and self-esteem as dimensions. Covenantal relationships have been operationalized by using a construct consisting of a measure of an organization's commitment to the employee and the employee's commitment to the organization (Barnett & Schubert, 2002; Lambert, 2000; Van Dyne, et al., 1994). Unfortunately, prior research has failed to provide a complete understanding of the processes that underlie the development of the covenantal relationship.

Research Findings

The relationships presented in Figure 1.1 and described in Chapter 3 were investigated in this study. The results of this study support a social exchange theory and social identity theory perspective of the relationship between transformational leadership and union citizenship behaviors. These results are consistent with previous research in employer settings that suggest that perceived organizational support generates citizenship behaviors (Barnett & Schubert, 2002; Eisenberger et al., 2001; Lambert, 2000; Van Dyne, et al., 1994). Furthermore, the results support previous research that suggests union steward leadership is related to union commitment and union participation (Kelloway & Barling, 1993; Skarlicki & Latham, 1996, 1997), and perceived union support is related to union commitment and union citizenship behaviors (Aryee & Chay, 2001).

This study was designed to investigate the nature of covenantal relationships, specifically, how covenantal relationships contribute to understanding the mechanism by which perceived union support is related to union commitment. The hypotheses tested required the development of a valid and reliable measurement instrument. The scales used in this study to assess felt obligation ($\alpha = +.88$) trust in the union ($\alpha = +.88$) and union-based self-esteem ($\alpha = +.94$) were adapted from existing scales used in employer research. The alpha-coefficients calculated for these scales indicate relatively high internal consistency. The results also indicate that, consistent with prior research, the scales used to assess transformational leadership ($\alpha = +.94$), perceived union support ($\alpha = +.94$), union commitment ($\alpha = +.92$), and union citizenship behaviors ($\alpha = +.86$) also exhibited high internal consistency. However, as has been noted in numerous studies, "reliability is a necessary, but not sufficient condition for validity" (e.g. Churchill, 1979:65).

The examination of the discriminant validity of the new constructs (i.e. felt obligation, trust in the union, and union-based self-esteem) was particularly important in the current study because prior research (Fuller & Hester, 2001; Shore et al., 1994) has shown that perceived union support and union commitment are highly correlated ($r = +.79$ and $r = +.89$ respectively). Consistent with prior research, the results of the correlation analysis in this study indicate that perceived union support and union commitment are strongly correlated ($r = +.709$). The results further indicate that perceived union support

is highly correlated with felt obligation ($r = +.505$), trust in the union ($r = +.742$), and union-based self-esteem ($r = +.772$), and felt obligation, trust in the union, and union-based self-esteem are strongly correlated with union commitment ($r = +.66, +.72, +.75$ respectively). Despite the generally high level of correlation among the five constructs, the results of the confirmatory factor analysis not only indicate that felt obligation to the union, trust in the union, and union-based self-esteem are distinct from each other, but also indicate that they are distinct from perceived support and union commitment. Because two of the three new variables were derived from social exchange theory (i.e. felt obligation and trust in the union), there was concern that these variables might not be distinct. However, the large drop in the chi-square value from model 6 to model 7 provides evidence that felt obligation and trust in the union scales are assessing something different (χ^2 decreased by 463.423, $p = <.05$). Furthermore, the fit statistics for the full measurement model (seven variables) are all consistent with generally accepted values indicating that the model fits the data (RMSEA decreased from a non significant .101 to an acceptable .081 and the IFI, CFI, and TLI increased a minimum of 2%). These results are important given that felt obligation to the union, trust in the union, and union-based self-esteem have never been measured in the same study, and one of the central research questions of this study is the extent to which each variable contributes uniquely to explaining the relationship between perceived support and union commitment. Overall, these results contribute to

the literature by providing some initial evidence of the reliability and discriminant validity of these measurement instruments in a union context, and by providing some degree of confidence in the analysis assessing the predicted relationships among the study variables.

The Relationship Between Transformational Leadership Style and Perceived Union Support

The results of this study indicate that a union leader's transformational leadership style is positively related to perceived union support. The structural equation model indicates that transformational leadership explains slightly more than 54% of the variance in perceived union support. This study is the first to find that transformational leadership is positively and significantly related to perceived support.

Researchers have not previously investigated the relationship between transformational leadership and perceived support. Limited research has been done on the relationship between leadership and perceived support (Settoon, et al., 1996; Wayne, et al., 1997), and has only explored the relationship in a social exchange context. The prior research suggests that the relationship between leadership and perceived support involves more than that accounted for by social exchange theory (Rhoads & Eisenberger, 2002). This study examined the relationship between leadership and perceived union support from a covenantal perspective (Van Dyne, et al., 1994).

Burns (1978) and Bass (1985) theorized that transformational leadership behaviors (e.g. coaching, mentoring, and facilitating) are effective because they

go beyond an economic exchange-based relationship between leader and follower toward a more psychological approach to leadership. This may explain why transformational union leadership is related to perceived union support. Transformational leadership theory is based on the concept that transformational leadership behaviors augment exchange-based behaviors by demonstrating that the leader has a commitment to the followers (Bass & Steidlmeier, 1999; Van Dyne et al., 1994). As suggested by Blau (1964), the degree of perceived support is dependent upon the employee's perception that the organization was acting in the member's best interest. The transformational union leader describes common goals, values, and beliefs that the union membership can support. In fact, the union leader who exhibits a transformational leadership style places more emphasis on supporting the mission or vision of the union than on any personal gains (Bass & Steidlmeier, 1999). A transformational leadership style consists of the dimensions of idealized influence, individual consideration, inspirational motivation, and intellectual stimulation.

Idealized influence is the component of transformational leadership that determines the values and norms by which the transformational leader leads. The union leaders that are transformational do not promote themselves; rather they support the ideal of the union. The transformational leader promotes ethical and morally uplifting policies and procedures in the organization (Bass & Steidlmeier, 1999). The findings of this study suggest that union leaders who

are perceived to be transformational possess a vision of the union that is consistent with the member's view of the union. Perceived transformational leaders' use of power is discretionary, voluntary, and not self-serving. Consequently, the followers perceive that the support given is fair and valid, therefore, they respond by feeling that the union supports them.

Transformational leadership enhances the member's perception of union support through the individualized consideration that the leader gives to each member. The results of this study suggest that when the union leader treats members fairly and as individuals, the members feel that the union respects and values them as individuals. Encouragement and help given freely to followers is valued more highly than help that is given as part of negotiated or contractual means (Eisenberger, Cummings, Armeli, & Lynch, 1997; Gouldner, 1960; Rhoads & Eisenberger, 2002). Union members may consider that union leadership is required to help them understand the union constitution and contracts negotiated with management. Through transformational leadership, members can see that help from the union leader comes through the leader's motives to help the members to further the goal of the union's mission rather than just to meet union contractual arrangements. Rhoads and Eisenberger (2002) suggest that perceived fairness and supervisor support were the two most influential dimensions of organizational support for employees. Transformational leaders who are perceived to be fair and supportive can be seen by union members as highly discretionary and

therefore have more influence with the union member. It is through the individual consideration dimension of transformational leadership that the leader provides coaching, mentoring, and opportunities for the individual to grow (Bass, 1985). The union leader that shares with members the reasons for union/management decisions shows the membership that the leaders have listened to the members' concerns. As the transformational leader shows greater acceptance of the member's value and worth, the member reciprocates by valuing the union more and increasing the member's perceived union support.

The transformational union leader inspires the membership to work together in harmony toward union goals. A transformational leader's inspirational motivation is especially important for an open shop union that depends on employees to join the union on a completely voluntary basis.

The transformational leader intellectually stimulates the member by maintaining an open environment where questions about how the union functions are welcomed (Bass & Steidlmeier, 1999). The transformational union leader attempts to align the member's values to the organization's values through the strength of the leaders' ideas and vision. By articulating a vision, the transformational leader goes beyond an exchange-based relationship with union members to a relationship that ultimately is beneficial to the member as well as the organization (Bass & Steidlmeier, 1999). Results of this study suggest that when union members feel they are receiving valuable information

about how the union operates they perceive that the union supports them. Union leadership that enhances the membership's union-based self-esteem through increased perceived union support also increases the membership's commitment to the union and consequently increases union participation.

The Relationship Between Perceived
Union Support and Union Commitment.
Mediation Effect of Felt Obligation/
Trust/Union-Based Self-Esteem

These findings support a social exchange theory perspective of perceived union support's relationship to union commitment. Perceived union support was positively related to a union member's felt obligation to repay the union's support. Rhoads and Eisenberger (2002) maintain that rather than being an underlying process of affective commitment, felt obligation is a mediating factor between perceived organization support and affective commitment. In this study a member's felt obligation to the union was positively related to the member's commitment to the union. Perceived union support was positively related to felt obligation, therefore eliciting greater commitment and support for union activities and goals. Meyer, et al. (1997) suggested that favorable treatment by the organization would increase employees' affective commitment. The strong relationship between perceived union support and felt obligation, found in this study, is consistent with research conducted by Eisenberger et al. (2001) in an employer setting. This finding is not surprising in that Eisenberger et al. (2001) used a sample of U. S. postal workers, a highly unionized group.

The results of this study are consistent with Whitener's (2001) suggestion that an employee's trust in the organization will be greater whenever the employee feels that he or she are being supported by the organization and that the organization values them as a contributing member of the organization. Furthermore, the results are also consistent with the Whitener (2001) and Nyhan (1999) conclusions that trust mediates the relationship between perceived support concepts and commitment. More importantly, the results of the present study indicate that the previous findings were found to be generalizable to a union context.

Eisenberger et al. (2001) and Rhoads and Eisenberger (2002) surmised that the relationship between perceived organizational support and commitment relationship may be due to social identification with the organization. The results of this study support a strong relationship between perceived union support and union-based self-esteem ($r = +.772$). The standardized parameter estimate for union-based self-esteem from the proposed structural equation model was strong (+.84) and the squared multiple correlation indicated that over 70% (+.703) of the change in variance of union-based self-esteem could be explained by perceived union support. The union members in this study had a greater affinity with the union as their union-based self-esteem increased.

The Relationship Between Union
Commitment and Union
Citizenship Behaviors

The findings in this study support previous studies that have shown that a meaningful consequence of union commitment is union citizenship behaviors (Fullagar, et al., 1995; Fuller & Hester, 2001; Parks, et al., 1995). Perceived union support was found to be positively related to union citizenship behaviors by Aryee and Chay (2001). Rhoads and Eisenberger (2002) and Eisenberger et al. (2001) found that perceived organizational support was positively related to commitment. Trust in the union and organization-based self-esteem have also been found to be related to commitment and citizenship behaviors. Previous research on trust is equally divided on the relationship between trust and commitment and trust and citizenship behaviors. Nyhan (1999) found that trust was positively related to commitment. Konovsky and Pugh (1994) found a positive relationship between trust and citizenship behaviors. Pillai et al. (1999) found that trust was related to both commitment and citizenship behaviors, but heavily weighted towards citizenship behaviors. Organization-based self-esteem has also been shown to have positive relationships with commitment and citizenship behaviors with a greater positive relationship with commitment (Pierce et al., 1989). The findings of this study indicate that felt obligation, trust in the union, and union-based self-esteem were positively and significantly related to union citizenship behaviors. However, the relationships were rendered non-significant when union commitment was added to the model.

Therefore, the results of this study indicated that union commitment acts as a mediator between felt obligation, trust in the union, union-based self-esteem and union citizenship behaviors. The results of this study further support the findings of Fuller and Hester (2001) that suggest that commitment is a mediator between perceived union support and union participation.

Contributions of the Study

The results of this study add to the body of knowledge of organizational support theory in three major ways. First, the results indicate that transformational leadership style is positively and significantly related to perceived union support. Previous research in organization support theory has not examined the contribution of transformational leadership theory. This study extends the body of research by including leadership style as a predictor of perceived union support. Secondly, a model based on social exchange theory and social identity theory has been tested in a union context. While several studies have implied that social identity theory may be a contributor to the underlying processes that make up perceived support relationships (Fuller & Hester, 2001; Rhoads & Eisenberger, 2002), this study is the first to empirically test the nature of the impact. Social exchange theory partially explains the relationship between perceived organizational support and commitment through felt obligation (Eisenberger et al., 2001; 1986) and trust (Whitener, 2001). A social identity variable, organization-based self-esteem has been shown to relate to both commitment and citizenship behaviors (Pierce et al.,

1989). This study validates the relationships of the social exchange variables and adds the social identity factor. The results of this study show that felt obligation, trust in the union, and union-based self-esteem mediate the relationship between perceived union support and union commitment. That is to say, that perceived union support affects union commitment directly and indirectly through enhancing felt obligation, trust in the union, and union-based self-esteem. Finally, a scale of union-based self-esteem was successfully adapted from organizational based self-esteem research (Pierce, et al. 1989) to a union based self-esteem context. The positive results of the adaptation of organization-based self-esteem to union-based self-esteem are helpful for further studies in organizational support theory in a union context. A meta-analysis performed by Rhoads and Eisenberger (2002) suggested that organization support theory would show a relationship to a person's self-esteem and Armeli, Eisenberger, Fasolo, and Lynch (1998) empirically tested that relationship. This study is the first that has incorporated self-esteem into a union support theory model. Therefore, this study provides a more comprehensive model than has been used before in order to diagnose and understand the factors that involve union participation.

Managerial Implications

A major implication of the finding that transformational leadership is positively related to perceived union support is that the union can foster a covenantal relationship with its members by training union leaders to become

more transformational. Previous research indicated that unions can benefit by training union leaders in transformational leadership behavior (Barling, Weber, & Kelloway, 1996; Skarlicki & Latham, 1996,1997). Transformational leadership has an impact on motivation, self-efficacy, and performance (Avolio & Bass, 1995; Bass & Avolio, 1993). Greater transformational leadership through training yields greater employee commitment and performance (Barling et al., 1996). The results of this study suggest that there are additional means beyond conventional leadership training by which union leaders can increase union participation. Union leaders can build trust and self-esteem in members, thereby increasing commitment to the union and encouraging members to talk positively about the benefits of joining the union to potential members.

The traditional view of a union as a protector of the weak and poor-spirited has weakened in an economic, political, and social environment that increasingly provides economic stability from cradle to grave. This does not mean, however, that unions no longer have a function. It does mean, though, that if unions continue to portray themselves as the only means of better pay and benefits, they will continue to be perceived as dinosaurs that only exist to justify their own existence (Kovach, 1997). Resources received by employees from the organization are more favorably received when it is perceived that the resources are given voluntarily rather than imposed by external requirements (Rhoads & Eisenberger, 2002). Unions can benefit from enhancing members perceptions of support from the union through more effective transformational

leadership. The results of this study suggest the process by which transformational leadership affects union citizenship behaviors is more complex than previously reported. This complexity has both advantages and disadvantages to managers. An advantage is that there seems to be more ways to affect workers' productivity than previously thought. A disadvantage is that there are more issues of concern when trying to increase worker productivity. The introduction of union-based self-esteem in this study suggests that attention to increasing union members' sense of worth to the union can increase union members' participation. The results of this study also indicate that incorporating felt obligation, trust in the union, and union-based self-esteem into models of union commitment yields a more comprehensive understanding of the motivational foundations of union citizenship behavior.

Kelloway and Barling (1993) suggested that more involvement by union representatives in leadership training and transformational leadership behaviors would increase members' participation in union activities, as well as placing a greater emphasis on new member orientation. Increased union members' participation can be achieved through the development of transformational leadership characteristics in union leaders (Skarlicki & Latham, 1996). Many studies have investigated the actions of management to benefit the organization, but few studies have looked at actions that benefit the union (Skarlicki & Latham, 1996). Managers have known that committed employees exhibit less turnover and better performance. Perceived union

support reassures the union member that the union will provide help to carry out one's job and deal with stressful situations at work. The implication for union leadership is that the techniques and processes that have been utilized by business to increase citizenship behaviors will also be beneficial to increased union participation. The results of this study imply that union leadership can increase members' participation by increasing members' commitment through increasing the members' felt obligation, trust in the union, and union-based self-esteem. Developing transformational leadership traits in both union representatives and managers can lead to better labor-management relations.

Limitations of the Study

The findings reported here are subject to some limitations. This section discusses these limitations and their impact on the conclusions drawn in this study. Limitations as to the response rate of the sample, use of cross-sectional data, use of self-report data, type of union, and interpreting the results of SEM are discussed. The 16% response rate in this study is low, but consistent with some other union studies (e.g., 16% Fullagar & Barling, 1989; 10% in study #2, Kelloway & Barling, 1993).

The use of cross sectional data makes inferences about causality impossible empirically and therefore, is a limitation of this study. An alternative explanation of the model may be that instead of perceived support generating felt obligation, trust in the union, and union-based self-esteem in union

members some other, extraneous, variable could be influencing the relationship. For example, perquisites and rewards for superior performance may be considered by members as discretionary benefits and instill felt obligation in the member consequently, the member feels that the organization is showing greater support. However, the wealth of studies on perceived support, especially regarding its mediating effect on commitment and citizenship behaviors, support the hypothesized directions implied in this study. Perceived support has been suggested as a mediator between such diverse constructs as procedural justice (Moorman et al., 1998), work experience (Rhoads et al., 2001), human resources practices (Wayne et al., 1997), and participation in decision-making (VanYperen et al., 1999). Perceived union support, specifically, was theorized and tested as a mediator between workplace justice and citizenship behaviors by Aryee and Chay (2001). Additionally, Rhoads et al. (2001) measured the relationship of perceived support and commitment over time that suggests perceived support leads to commitment. While there is theoretical and some empirical evidence of the directionality of the constructs used in this study, future research should incorporate longitudinal or qualitative designed studies to further investigate the directionality of these relationships.

Another potential limitation to this study was the use of self-report data and subsequent common methods bias. Common method bias (Podsakoff & Organ, 1986) may inflate the measures in this study. Common method bias is

minimized by the use of self-report scales and scales that report on the supervisor. However, union participation measured by self-report has been shown to correlate positively and significantly with actual meeting attendance (McShane, 1986). Another indicator that common method bias is not a major concern is that the single factor model was such a poor fit when compared to the proposed measurement model, thus indicating that the relationships were not due to common method bias (Podsakoff & Organ, 1986). Common method bias also tends to inflate the responses (Parks, et al. 1995; Podsakoff & Organ, 1986). Therefore, to address common method bias one may look at the lowest magnitude, statistically significant variables (TL to UCB, .278; TO to UCB, .329; PUS to UCB, .359) and assess how they would affect the relationships proposed if they were inflated under common method bias. Each of these paths became insignificant under the mediating effects presented in the proposed model. Therefore, eliminating the lowest significant factors would have little effect on the hypothesized mode and only serve to emphasize the intervening relationships.

The type of union in this survey was an open shop union. In this type of union, employees are hired by management; it is then up to the union to convince members to join. One union recruitment tactic is to tell the new hires that the only reason that they are getting "top dollar" is because of the union's efforts; therefore, they have an obligation to support the union. Further research with closed shop unions would be beneficial to generalize the

findings. This study used only quantitative techniques in the analysis. Qualitative techniques in a longitudinal study may reveal other variables that have not been addressed (Parquet & Bergeron, 1996). Longitudinal techniques also help further determine causal relationships. In spite of the advantages, SEM does not give evidence of causality, and it does not provide the absolute superiority of one model over another (Hoyle, 1995).

Future Research

This study has taken steps to explain the relationships between transformational leadership and commitment through social exchange theory and social identity theory. The extent to which a covenantal relationship is established between members and the organization is an alternative to strict exchange based theories. A covenantal relationship is a long-term relationship based on mutual commitment, shared values, and mutual trust. Future research should address requirements for generating a covenantal relationship rather than a transactional relationship. While the results of this study suggest that transformational leadership is strongly related to perceived union support, there are previous studies that suggest other variables as antecedents to perceived support. These other antecedents to perceived support should be investigated further. Just as there may be more antecedents to perceived support there are may be many more antecedents to felt obligation, trust, and self-esteem that can be investigated. It could very well be that the more personal dimensions of organizational behavior, such as self-efficacy and

positive and negative affect may explain more of the relationships in a covenantal context. The long-term nature of a covenantal relationship could have benefits for the organization in getting through short-term setbacks in employee relationships. People in long-term relationships with the organization may contribute more to the organization through citizenship behaviors that could perpetuate the organization's values and mission.

This study expanded the body of knowledge in organizational support theory to a union setting. The results are consistent with employer studies that indicated transformational leadership has an effect on commitment and citizenship behaviors (Bass, 1995; Podsakoff et al., 1990); perceived support is related to felt obligation and trust (Eisenberger, et al. 2001; Whitener, 2000), and that organization-based self-esteem is related to citizenship behaviors (Pierce, et a., 1989). A comparison of union members' commitment with non-union members' commitment in the same company would give greater support to the generalizability of this study (McShane, 1986). The work role and the union role of the member are different; comparing responses in the members' organizational role would be interesting for further research (Aryee & Debrah, 1997).

Future research may find valuable information about the relationships studied here by investigating the relationships in public or non-profit organizations. These findings may be generalizable to non-profit organizations. Non-profit organizations depend heavily on volunteers to keep the organization

in existence. Volunteering is a purely discretionary behavior with no economic benefits. Union participation is also voluntary; the only requirement for union membership is to pay dues. Therefore, union citizenship behaviors are truly voluntary. Non-profit organizations have less control over volunteers than profit organizations have over employees because the volunteers have little to hold them to the organization in terms of economic considerations (Skarlicki & Latham, 1996).

In conclusion, this study used social exchange and social identity theories to investigate how union members' commitment and citizenship behaviors are influenced. The results suggest that union leadership has a significant effect on how members view the union and how union leadership can encourage positive attitudes and behaviors toward the union. Furthermore, the results confirm that building union-based self-esteem in members can develop commitment and citizenship behaviors. It is important for labor leadership to understand the process of enhancing commitment and citizenship behaviors to generate cooperation among the membership, recruit new members, increase the involvement of new union members, and improve the functioning of labor organizations as an important contributor to organizational effectiveness.

APPENDIX A

\$\$\$ WIN MONEY \$\$\$

Nicholas W. Twigg
 Assistant Professor of Management
 Lamar University
 PO Box 10025
 Beaumont, TX 77710
 409.880.8317

Dear union member,

You are invited to participate in a study on the relationship among leadership, trust, and support in unions. The purpose of this study is to help researchers gain a better understanding of how to increase support from the membership. Better leadership, more trust in the membership, and more support for the members should lead to more participation in the union process. More participation in the union from the workforce adds to the bargaining power of the union.

The questionnaire will take you 10 to 15 minutes to complete. Answer all the questions to the best of your ability. Your responses will remain anonymous.

If you have any questions about the research, please call Nicholas W. Twigg at (409) 880-8317 or email at twiggnw@hal.lamar.edu. If you have any additional questions about the research later, we will be happy to help you. If you have any questions regarding your rights as a participant in a research project, you may contact the Assistant Dean of Graduate Studies and Research at Lamar University, Dr. Stuart A. Wright, PhD, (409) 880-8229.

In the first section, we ask you to evaluate the leadership style of your steward. The word steward in this context refers to the union representative that you would go to for help or for information on union activities. A member's leadership style has little bearing on how well the members perform their duties and no conclusions will be made as to any individual member's effectiveness. The rest of the questionnaire is based on your impressions.

Sincerely,

Nicholas W. Twigg, Jr.

If you desire to enter a raffle for a \$25, \$25, \$50 or \$100 prize, please return one half of the red ticket with your completed survey in the business reply envelope. Keep the other half for verification if you are a winner. All cash prizes will be awarded and the winning numbers will be posted.

!!!!GOOD LUCK!!!!

\$\$\$ WIN MONEY \$\$\$

Nicholas W. Twigg
Assistant Professor of Management
Lamar University
PO Box 10025
Beaumont, TX 77710
409.880.8317

Dear union member,

This is a second request for union members to complete this survey. **If you previously completed this survey thank you for your participation and your returned raffle ticket has been placed in a pool to be drawn at the completion of the survey.** Please disregard this second notification.

I REALLY NEED YOUR HELP IN COMPLETING THIS SURVEY. IF YOU HAVE NOT COMPLETED THIS SURVEY, I ASK YOU TO PLEASE DO SO NOW. REMEMBER TO INCLUDE THE SECOND PART OF THE RAFFLE TICKET TO BE INCLUDED IN THE RAFFLE

REMINDER: The word steward in the first section refers to the union representative that you would go to for help or for information on union activities.

The questionnaire will take you 10 to 15 minutes to complete. Answer all the questions to the best of your ability. If you do not know or wish not to answer any question please leave it blank.

If you have any questions about the research, please call Nicholas W. Twigg at (409) 880-8317 or email at twiggnw@hal.lamar.edu. If you have any additional questions about the research later, we will be happy to help you. If you have any questions regarding your rights as a participant in a research project, you may contact the Assistant Dean of Graduate Studies and Research at Lamar University, Dr. Stuart A. Wright, PhD, (409) 880-8229.

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!!!!GOOD LUCK!!!!

For researchers use if needed Steward Code _____ Union Type _____

CONFIDENTIAL WHEN COMPLETED

Individual survey results will NOT be revealed to anyone except the researchers and only then to input the data to a database that will NOT identify the respondent.

Your responses to this survey will help to develop: (1) a better understanding of leadership and (2) generate information on leadership that might suggest more effective approaches to be used in the local. **There are no right or wrong answers to these questions.** Some answers may be more situational than others. Please answer to the best of your ability according to what the situation would be most of the time.

I HAVE READ THE COVER LETTER AND BY CHECKING THIS LINE, I AGREE TO HAVE MY RESULTS INCLUDED IN THIS STUDY _____

I DO NOT DESIRE TO COMPLETE THIS SURVEY _____

This part of the questionnaire is meant to describe your superior's leadership style, as you perceive it. Please answer all items on the answer sheet. **If an answer is irrelevant, or if you are unsure, or do not know the answer, leave the answer blank.**

Twenty-four descriptive statements follow. Judge how frequently each statement fits your steward and circle the answer that most closely resembles your perception.

Not at all if	Once in a while	Sometimes	Fairly often	Frequently, not always
0	1	2	3	4
My union steward: Frequently			Not at all	
1. Provides me with assistance in exchange for my efforts.				0 1 2 3 4
2. Re-examines critical assumptions to question whether they are appropriate				0 1 2 3 4
3. Talks about his/her most important values and beliefs.				0 1 2 3 4
4. Discusses in specific terms who is responsible for achieving performance targets.				0 1 2 3 4
5. Talks optimistically about the future.				0 1 2 3 4
6. Instills pride in me for being associated with him/her.				0 1 2 3 4
7. Talks enthusiastically about what needs to be accomplished.				0 1 2 3 4

	Not at all		Frequently		
8. Seeks different perspectives when solving problems	0	1	2	3	4
9. Specifies the importance of having a strong sense of purpose.	0	1	2	3	4
10. Spends time teaching and coaching.	0	1	2	3	4
11. Goes beyond self-interest for the good of the group.	0	1	2	3	4
12. Treats me as an individual rather than just a member of a group.	0	1	2	3	4
13. Acts in ways that builds my respect.	0	1	2	3	4
14. Considers the moral and ethical consequences of decisions.	0	1	2	3	4
15. Displays a sense of power and confidence.	0	1	2	3	4
16. Articulates a compelling vision of the future.	0	1	2	3	4
17. Considers me as having different needs, abilities, and aspirations from others.	0	1	2	3	4
18. Gets me to look at problems from many different angles.	0	1	2	3	4
19. Makes clear what one can expect to receive when performance goals are met.	0	1	2	3	4
20. Helps me to develop my strengths.	0	1	2	3	4
21. Suggests new ways of looking at how to complete assignments.	0	1	2	3	4
22. Expresses satisfaction when I meet expectations.	0	1	2	3	4
23. Emphasizes the importance of having a collective sense of mission.	0	1	2	3	4
24. Expresses confidence that goals will be achieved.	0	1	2	3	4

Listed below and on the next several pages are a series of statements that represent possible feelings that individuals might have about the company or organization for which they work. With respect to your own feelings about your Local, please indicate the degree of your agreement or disagreement with each statement by circling one of the five alternatives listed below each statement.

	Strongly Disagree (SD)				Strongly Agree (SA)
	1	2	3	4	5
				SD	SA
1. My Local values my contribution to its well-being.	1	2	3	4	5
2. My Local fails to appreciate any extra effort from me.	1	2	3	4	5
3. My Local strongly considers my goals and values.	1	2	3	4	5

4. My Local would ignore any complaint from me.	1	2	3	4	5
5. My Local disregards my best interests when it makes decisions that affect me.	1	2	3	4	5
6. Help is available from my Local when I have a problem.	1	2	3	4	5
7. My Local really cares about my well-being.	1	2	3	4	5
8. My Local is willing to extend itself in order to help me perform my job to the best of my ability.	1	2	3	4	5
9. My Local is willing to help me when I need a special favor.	1	2	3	4	5
10. My Local cares about my general satisfaction at work.	1	2	3	4	5
11. If given the opportunity, my Local would take advantage of me.	1	2	3	4	5
12. My Local shows very little concern for me.	1	2	3	4	5
13. My Local cares about my opinion.	1	2	3	4	5
14. My Local takes pride in my accomplishments at work.	1	2	3	4	5
15. My Local tries to make my job as interesting as possible.	1	2	3	4	5

The following items ask about your perceptions of your attitudes towards the Local. After reading the statement, select the number from the scale below that is closest to your opinion and write it in the blank at the end of the statement.

1	2	3	4	5	6	7
Nearly zero	Very low	low	50-50	High	Very high	Near 100%

1. My level of confidence that my steward is technically competent at the critical elements of his or her job is _____
2. When my steward tells me something, my level of confidence that I can rely on what they tell me is _____
3. My level of confidence that my steward will back me up in a pinch is _____
4. My level of confidence that I can tell my steward anything about my job is _____
5. My level of confidence that this Local will treat me fairly is _____
6. The level of trust between stewards and members in this Local is _____
7. The level of trust among the people I work with on a regular basis in this Local is _____
8. The degree to which we can depend on each other in this Local is _____

This section contains statements concerning personal attitudes and traits. Please circle the number that most closely matches your agreement or disagreement with the statement.

Strongly Disagree (SD) 1	Disagree 2	Neither agree or disagree 3	Agree 4	Strongly Agree (SA) 5			
			SD	SA			
1. I talk up the Local to my friends as a great organization to belong to.			1	2	3	4	5
2. There is a lot to be gained by joining the Local.			1	2	3	4	5
3. Deciding to join the Local was a smart move on my part.			1	2	3	4	5
4. Based on what I know now, and what I believe I can expect in the future, I plan to be a member of the Local the rest of the time I work for the company.			1	2	3	4	5
5. The record of the Local is a good example of what dedicated people can get done.			1	2	3	4	5
6. I feel a sense of pride in being part of the Local.			1	2	3	4	5

This section consists of a number of words that describe different feelings and emotions. Read each item and then mark the appropriate answer in the space next to that word. Indicate to what **extent you generally feel**. Use the following scale to record your answers.

Very slightly Or not at all 1	A little 2	Moderately 3	Quite a bit 4	Extremely 5
-------------------------------------	---------------	-----------------	------------------	----------------

Most of the time I feel . . .

_____ Enthusiastic

_____ Interested

_____ Determined

_____ Excited

_____ Inspired

Describe how characteristic the following is of you. Select the number from the scale below that most closely describes your participation in the union and write it in the blank at the end of the statement.

Not at all characteristic of me					Very characteristic of me	
1	2	3	4	5		
1. Attend Local meetings and information sessions						_____
2. Attend functions that are not required but help show Local strength						_____
3. Speak well of the Local to others						_____
4. Volunteer for Local-related activities (e.g., serve on committees)						_____
5. Distribute Local information to others						_____
6. Give up time to help others who have Local or non-Local related problems						_____
7. Assist others in their duties						_____
8. Help orient new Local members to learn the ropes at work and in the Local						_____

Think about the messages that you receive from the attitudes and behaviors of your Local officials. Indicate by circling the number that most closely matches the extent to which you agree or disagree with the following statements.

Strongly Disagree (SD)	Disagree	Neither agree or disagree	Agree	Strongly Agree (SA)	
1	2	3	4	5	
					SD SA
1. I count around here.					1 2 3 4 5
2. I am taken seriously by the Local.					1 2 3 4 5
3. I am important to the Local.					1 2 3 4 5
4. I am trusted by the Local.					1 2 3 4 5
5. The Local has faith in me.					1 2 3 4 5
6. I can make a difference in the Local.					1 2 3 4 5
7. I am valuable to the Local.					1 2 3 4 5
8. I am helpful to the Local.					1 2 3 4 5
9. I am efficient when working for the Local.					1 2 3 4 5
10. I am cooperative with the Local.					1 2 3 4 5

The following information will be used for classification purposes. Your answers will remain confidential and anonymous.

1. Gender (circle one): Female Male
2. Age: _____
3. Race: circle appropriate classification(s): African-American Hispanic
Caucasian Other
4. How long have you been working with the steward that you are evaluating?
Years _____ Months _____
5. How long have you been a union member?
Years _____ Months _____
6. What is your present position within the union?
Rank and file member _____ Steward _____ Union Official _____
7. What is your present craft in your company?

8. What is the name of your company?

**CHECK TO MAKE SURE THAT YOU HAVE INDICATED ON THE FRONT PAGE
WHETHER OR NOT YOU WISH YOUR RESPONSES TO BE INCLUDED.
THANK YOU.**

APPENDIX B



LOUISIANA TECH
UNIVERSITY

RESEARCH & GRADUATE SCHOOL

MEMORANDUM

TO: Nicholas Twigg
FROM: Deby Hamm, Graduate School
SUBJECT: HUMAN USE COMMITTEE REVIEW
DATE: August 9, 2002

In order to facilitate your project, an EXPEDITED REVIEW has been done for your proposed study entitled:

“Transformational leadership, perceived union support, and union participation: a social exchange and social identity perspective”

Proposal # 1-ZR

The proposed study procedures were found to provide reasonable and adequate safeguards against possible risks involving human subjects. The information to be collected may be personal in nature or implication. Therefore, diligent care needs to be taken to protect the privacy of the participants and to assure that the data are kept confidential. Further, the subjects must be informed that their participation is voluntary.

Since your reviewed project appears to do no damage to the participants, the Human Use Committee grants approval of the involvement of human subjects as outlined.

You are requested to maintain written records of your procedures, data collected, and subjects involved. These records will need to be available upon request during the conduct of the study and retained by the university for three years after the conclusion of the study.

If you have any questions, please give me a call at 257-2924.

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