

The copyright © of this thesis belongs to its rightful author and/or other copyright owner. Copies can be accessed and downloaded for non-commercial or learning purposes without any charge and permission. The thesis cannot be reproduced or quoted as a whole without the permission from its rightful owner. No alteration or changes in format is allowed without permission from its rightful owner.



**THE INFLUENCE OF QUALITY OF WORK LIFE,
PERCEIVED UNION EFFECTIVENESS AND JOB
SECURITY ON UNION COMMITMENT AMONG BANK
EMPLOYEES**



NALINI A/P THAMOTHARAN

MASTER OF HUMAN RESOURCE MANAGEMENT

UNIVERSITI UTARA MALAYSIA

DECEMBER 2018

**THE INFLUENCE OF QUALITY OF WORK LIFE,
PERCEIVED UNION EFFECTIVENESS AND JOB
SECURITY ON UNION COMMITMENT AMONG BANK
EMPLOYEES**



**Dissertation Submitted to
School of Business Management,
Universiti Utara Malaysia,
in Partial Fulfillment of the Requirement for the
Master of Human Resource Management (MHRM)**



**Pusat Pengajian Pengurusan
Perniagaan**

SCHOOL OF BUSINESS MANAGEMENT

Universiti Utara Malaysia

PERAKUAN KERJA KERTAS PENYELIDIKAN
(Certification of Research Paper)

Saya, mengaku bertandatangan, memperakukan bahawa
(I, the undersigned, certified that)

NALINI A/P THAMOTHARAN (822467)

Calon untuk Ijazah Sarjana
(Candidate for the degree of)

MASTER OF HUMAN RESOURCE MANAGEMENT

telah mengemukakan kertas penyelidikan yang bertajuk
(has presented his/her research paper of the following title)

**THE INFLUENCE OF QUALITY OF WORK LIFE, PERCEIVED UNION EFFECTIVENESS
AND JOB SECURITY ON UNION COMMITMENT AMONG BANK EMPLOYEES**

Seperti yang tercatat di muka surat tajuk dan kulit kertas penyelidikan
(as it appears on the title page and front cover of the research paper)

Bahawa kertas penyelidikan tersebut boleh diterima dari segi bentuk serta kandungan dan meliputi bidang ilmu dengan memuaskan.

(that the research paper acceptable in the form and content and that a satisfactory knowledge of the field is covered by the research paper).

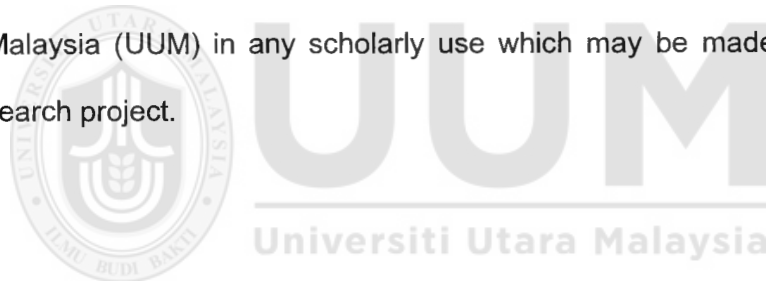
Nama Penyelia : **PROF. MADYA DR. ABDUL HALIM BIN ABDUL MAJID**
(Name of Supervisor)

Tandatangan :
(Signature)

Tarikh : **17 DISEMBER 2018**
(Date)

PERMISSION TO USE

In presenting this research project in partial fulfillment of the requirements for a Master's degree from the Universiti Utara Malaysia (UUM), I agree that the Library of this university may make it freely available for inspection. I further agree that permission for copying this dissertation in any manner, in whole or in part, for scholarly purposes may be granted by my supervisor or in their absence, by the Dean, School of Business Management (SBM) of the College of Business (COB) where I did my dissertation. It is understood that any copying or publication or use of this dissertation or parts of it for financial gain shall not be allowed without my written permission. It is also understood that due recognition shall be given to me and to the Universiti Utara Malaysia (UUM) in any scholarly use which may be made of any material in my research project.



Request for permission to copy or to make other use of materials in this research project in whole or in part should be addressed to:

Dean

School of Business Management

College of Business

Universiti Utara Malaysia (UUM)

06010 Sintok

Kedah, Darul Aman

ABSTRACT

This study investigates the influence of quality of work-life, perceived union effectiveness, job security on union commitment among bank employees in Malaysia. This study is motivated by the decline of union density in worldwide in recent times. Specifically, the objective of the study is to examine the influence of quality of work life, perceived union effectiveness, job security as well as descriptive generational differences and union branch differences on union commitment. To achieve the research objectives, primary data was collected through survey questionnaire which was distributed to all five branches of the National Union of Bank Employees (NUBE) in Malaysia. The data were collected from 350 respondents using simple random sampling. The data was analyzed using multiple regression analysis, independent t-test and one-way ANOVA test. The finding of the study indicates that quality of work-life, perceived union effectiveness and union branches had a positive and significant influence on union commitment. On the other hand, job security had shown insignificant influence on union commitment. Thus the representatives or the leaders in NUBE should focus more on the job insecurity of member in banking sector and should not discourage the younger generation to participate in the union activities. Membership declining dilemma can be sort out by giving priorities to important issue such as job security among banking employees.

Keywords: quality of work-life, perceived union effectiveness, job security, union commitment.

ABSTRAK

Kajian ini mengkaji pengaruh pembolehubah kualiti kehidupan kerja, keberkesanan kesatuan sekerja, jaminan pekerjaan keatas komitmen kesatuan. Selain dari itu, perbezaan generasi dan perbezaan cawangan NUBE dari segi komitmen kesatuan juga telah dikaji. Secara khususnya, objektif kajian ini adalah untuk mengkaji pengaruh/kesan kualiti kehidupan kerja, keberkesanan kesatuan sekerja, jaminan pekerjaan, serta secara deskriptif perbezaan generasi dan perbezaan cawangan NUBE terhadap komitmen kepada kesatuan. Bagi mencapai objektif kajian, data primer di kumpul melalui kajian soal-selidik yang telah diedarkan kepada ke semua cawangan Kesatuan Pekerja-Pekerja Bank Kebangsaan (NUBE) di Malaysia. Data untuk kajian ini telah di kumpulkan dari 350 responden dengan menggunakan persampelan rawak mudah. Data di analisa dengan menggunakan analisis regresi berganda, ujian t dan ujian ANOVA satu arah. Dapatan kajian menunjukkan bahawa kualiti kehidupan kerja dan keberkesanan kesatuan sekerja menunjukkan terdapat pengaruh yang positif serta signifikan terhadap komitmen kesatuan. Manakala pembolehubah jaminan pekerjaan tidak menunjukkan kesan yang signifikan keatas komitmen kesatuan. Oleh itu, wakil atau pemimpin NUBE harus lebih menumpukan perhatian kepada jaminan pekerjaan anggota dalam sektor perbankan dan perlu menggalakkan generasi muda untuk mengambil bahagian dalam kegiatan kesatuan. Keahlian persatuan sekerja yang merosot boleh diselesaikan dengan memberi keutamaan kepada isu penting seperti keselamatan pekerjaan dalam kalangan pekerja perbankan.

Kata Kunci: Kualiti kehidupan kerja, keberkesanan kesatuan sekerja, jaminan pekerjaan, komitmen kesatuan

ACKNOWLEDGEMENT

I wish to express my utmost gratitude to the Almighty God for His grace and mercies granted throughout this period. The successful completion of this dissertation could not have been realized without the help and support of the following individuals. To begin with, my sincere thanks go to my supervisor, Associate Professor Dr. Abdul Halim Bin Abdul Majid. Your dedication and commitment as supervisor throughout the period made my work easier as a student.

Next, I am eternally grateful to the National Union of Bank Employees (NUBE) Malaysia, for granting me permission to conduct this research with their members.

I am fully thankful to my family members especially my parents, Mr. Thamotharan and Mrs. Malani. Their unconditional love in supporting my quest and love for education has been extraordinary. Special thanks to my beloved husband, Mr. M. Shathis. Thanks for being with me and accompany me during the ups and down throughout this journey. Without him, this journey is not possible.

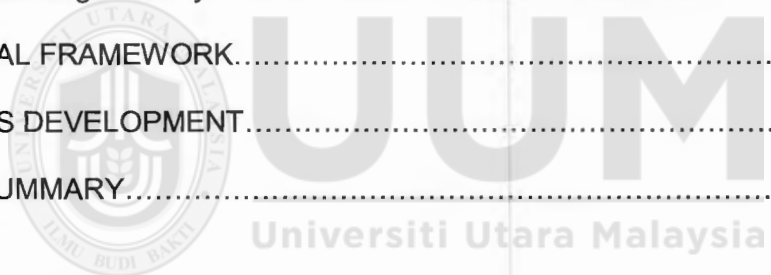
Finally to my dear friend Miss. Purani, for all the support and help, in fact her determination motivated me as well.

TABLE OF CONTENT

DECLARATION.....	i
PERMISSION TO USE	ii
ABSTRACT	iii
ABSTRAK	iv
ACKNOWLEDGEMENT	v
LIST OF TABLES.....	vi
LIST OF FIGURE.....	vii
LIST OF ABBREVIATIONS.....	vii
CHAPTER 1: INTRODUCTION	
1.1 INTRODUCTION	1
1.2 PROBLEM STATEMENT	6
1.3 RESEARCH OBJECTIVE	9
1.4 RESEARCH QUESTIONS	9
1.5 SIGNIFICANCE OF THE STUDY	10
1.6 DEFINITION OF THE KEY TERMS	12
1.6.1 Union Commitment	12
1.6.2 Quality of Work-Life	12
1.6.3 Perceived Union Effectiveness	12
1.6.4 Job Security.....	12
1.6.5 Generation X.....	13
1.6.6 Generation Y.....	13
1.6.7 National Union of Bank Employees.....	13
1.6 SUMMARY	14

CHAPTER 2: LITERATURE REVIEW

2.1 INTRODUCTION	15
2.2 UNION COMMITMENT	15
2.3 QUALITY OF WORK-LIFE	17
2.3.1 Quality of Work-Life and Union Commitment.....	19
2.4 PERCEIVED UNION EFFECTIVENESS.....	21
2.4.1 Perceived union effectiveness and Union Commitment.....	23
2.5 JOB SECURITY.....	26
2.5.1 Job Security and Union Commitment.....	28
2.9 UNDERPINNING THEORY.....	29
2.9.1 Social Exchange Theory.....	29
2.10 THEORETICAL FRAMEWORK.....	32
2.11 HYPOTHESIS DEVELOPMENT.....	33
2.12 CHAPTER SUMMARY.....	33



CHAPTER 3: METHODOLOGY

3.1 INTRODUCTION	34
3.2 RESEARCH DESIGN.....	34
3.3 POPULATION.....	35
3.4 THE SAMPLING TECHNIQUE	36
3.5 DATA COLLECTION PROCEDURE	37
3.6 RESEARCH INSTRUMENT.....	37
3.6.1 Validation of Instrument.....	39
3.6.1.1 Reliability Test.....	39
3.7 STATISTICAL METHOD.....	40
3.8 CHAPTER SUMMARY.....	42

CHAPTER 4: RESULT AND DISCUSSION

4.1 INTRODUCTION	43
4.2 RESPONSE RATE.....	43
4.3 PROFILE OF RESPONDENT.....	45
4.3.1 The Level of UC among Generation X & Y.....	47
4.3.1.1 Independent Sample t-Test.....	47
4.3.2 The Level of UC among Union Branches.....	49
4.3.2.1 One Way ANOVA.....	49
4.4 FACTOR ANALYSIS.....	52
4.4.1 Factor Analysis for Union Commitment.....	53
4.4.2 Factor Analysis for Quality of Work-Life.....	54
4.4.3 Factor Analysis for Perceived Union Effectiveness.....	55
4.4.4 Factor Analysis for Job Security.....	56
4.5 RELIABILITY ANALYSIS.....	57
4.6 DESCRIPTIVE ANALYSIS.....	58
4.7 STATISTICAL ANALYSIS.....	59
4.7.1 Pearson Correlation Analysis.....	59
4.7.1.1 Hypothesis 1: Relationship between QWL and UC.....	60
4.7.1.2 Hypothesis 2: Relationship between PUE and UC.....	61
4.7.1.3 Hypothesis 3: Relationship between JS and UC.....	62
4.7.2 Multiple Regression Analysis.....	63
4.8 SUMMARY OF HYPOTHESIS.....	66
4.9 SUMMARY.....	66

CHAPTER 5: CONCLUSION AND RECOMMENDATION

5.1 INTRODUCTION	67
5.2 RECAPITULATION OF THE STUDY FINDINGS	67

5.3 DISCUSSION OF MAJOR FINDINGS	68
5.3.1 Objective 1: To examine the relationship between QWL and UC.....	68
5.3.2 Objective 2: To examine the relationship between PUE and UC.....	70
5.3.3 Objective 3: To examine the relationship between JS and UC.....	72
5.4 IMPLICATION OF STUDY	74
5.4.1 Theoretical Implication.....	74
5.4.2 Practical Implication.....	75
5.5 LIMITATION OF STUDY.....	76
5.6 RECOMMENDATIONS.....	77
5.6.1 Recommendation for Future Research.....	77
5.6.2 Recommendations for Union.....	78
5.7 CONCLUSION.....	79
REFERENCES.....	81
APPENDICES.....	88



UUM
Universiti Utara Malaysia

LIST OF TABLES

Table 1.1	Trade union membership in NUBE (2015-2017).....	4
Table 3.1	Summary of measurements adapted in the study.....	45
Table 3.2	The reliability analysis of the questionnaire.....	46
Table 4.1	Summary of Respondent's Response rate.....	50
Table 4.2	Profile of Respondent.....	52
Table 4.3	Group Statistics.....	54
Table 4.4	Independent Sample Test.....	55
Table 4.5	One Way ANOVA- Descriptive.....	56
Table 4.6	Test of Homogeneity of Variances.....	57
Table 4.7	ANOVA.....	58
Table 4.8	Factor Analysis for UC.....	60
Table 4.9	Factor Analysis for QWL.....	61
Table 4.10	Factor Analysis for PUE.....	62
Table 4.11	Factor Analysis for JS.....	63
Table 4.12	Values of thumb about correlation coefficients sizes.....	64
Table 4.13	Reliability Statistic.....	64
Table 4.14	The Average Score Variables.....	65
Table 4.15	Rule of Thumb about Correlation Coefficient Size.....	66
Table 4.16	Correlation between QWL and UC.....	67
Table 4.17	Correlation between PUE and UC.....	68
Table 4.18	Correlation between JS and UC.....	69
Table 4.19	Regression Model Summary.....	70
Table 4.20	ANOVA.....	71
Table 4.21	Coefficients.....	71
Table 4.22	Summary of hypothesis.....	73

LIST OF FIGURE

Figure 2.1	Research Framework.....	38
------------	-------------------------	----



LIST OF ABBREVIATIONS

- UC : Union Commitment
- QWL : Quality of Work-Life
- PUE : Perceived Union Effectiveness
- JS : Job Security
- Gen X : Generation X
- Gen Y : Generation Y
- NUBE : National Union of Bank Employees
- MTUC : Malaysian Trade Union Congress



UUM
Universiti Utara Malaysia

CHAPTER ONE

INTRODUCTION

1.1 INTRODUCTION

Trade Unions are fundamental part of any firm. Whatever organization, whether large or small, private or public, there are trade unions to protect the interests of the employees who work in organization. A trade union also improves workers' living and working conditions (Paragshil, 2013). A trade union can be defined as an association of employees whose primary aim is to represent the job related interests of their members to employers and in some situations the state, but which is not controlled by either of the party's concerned (Bain & Price, 1983). Globally, trade unions are undergoing a tough stage. As per Bryson (2005) many organizations are facing the challenges of business dynamics, especially with regard to heavy competition and rapidly changing environments worldwide. In recent times, the worldwide decrease in union density appears to be a weakening of the union influence (Aminuddin, 2008).

Other than that, many companies are currently faced with the challenges of enterprise dynamics, specifically in connection with fierce opposition and swiftly converting environments and indeed a voluntary agency just like the trade union isn't any exception worldwide. Bryson (2005) quoted that the decline in alternate unionism has been a major characteristic of many nations in current years (Bryson, 2005). Over the decade, union enrollment in most develops nations such as USA and the UK, Australia and most Western Europe has declined particularly (Carter & Cooper, 2002).

This circumstance isn't fantastical in most developed nations like Malaysia since advanced industry improvements in Malaysia uncovers that exchange union enrollment is slowly dissolving. The reason for decline in density is because the lack of ability of trade unions to organize new establishments. It can be partly attributed to bring down laborer attentiveness and hardened administration limitation to unionism, changes in unfavorable manner to collective bargaining in the political and legal environment and administrative activities such as the creation of additional pseudo-management posts. Declining trade union density in Malaysia lately because management restriction to brand new unions and also reduction in workers attentiveness in unionism, foster by a harder economic outlook supported by a constitutional that is more pro-employer (Nagiah Ramasamy, 2008).

Globalization's very forces, drivers and consequences are attacking the trade unions around the world. Barber (2003) stated that according to the Trade Union Congress (TUC) UK's General Secretary, competition become higher in global economic and capital mobility, outsourcing together with increase in cross-border production, economic policies which is neo-liberal, speedy step in technological innovation, social control, manufacturing sector as contract and enlargement of the services sector, modification in processes of production, and increase the resistance among employer to unionization which decline the amount of "organize" workers, worsen the situation where it is difficult for union organize and membership of union are very much affected or members commitment towards union. Poor implementation of labor laws also leads to union membership dilemma.

Trade union in Malaysian economy started since before the country gets its independence. The trade unions has exist as early as 1920s, estates and tin mines are the place where an emergence of organizations functioning as unions (Maimunah, 1999). But Sharma (1996) stated unions did not function as real while agrees that the

existence of underground labor organizations is before World War 2. At the same time Sharma (1996) stated that the trade unionism in the Malaysian economy is a phenomenon of post-war. The establishment of an organization controlled by communist the General Labour Union in September 1945 is where the history of union started. It is also was followed by the introduction of its branches in every regions in the year 1946. According to Sharma (1996) the trade especially in Malaysia recorded the total of 195,113 union membership and 298 trade unions by the end of 1947 which has rapid growth in union movements generally.

Refer to the oldest National union in Malaysia who is representing the Malaysian workers which is MTUC (Malaysia Trade Union Congress), the nation's 11 million workers shows only nine per cent of the workers is unionized in this country and this figure is very much different from that of country like Japan, the United Kingdom and Singapore . Workers who joined trade unions in Singapore record 18% while Japan and United Kingdom records 21% and 29%, respectively. This percentage remains at the same level and has never gone up for the past few decades. Setting up unions still a big challenge for Malaysian which is still long way to travel compare to the other Asian countries. Refer to the Bernama (2012), MTUC advice the employers in Malaysia to exercise an "anti-union" mentality because the employer feels that union is a trouble for them. According to the Trade Union Affairs Department of Malaysia, the members of union in Malaysia consists only 875,193, or 6%, of the 14.5 million workers. Moreover, Charles Hector (2017) made a remark that private sector's union membership also shows a marked decrease from 433,702 in 2009 to 359,206 in 2017.

A study has been conducted to further investigate the element that may predict union member's commitment towards their unions which is mainly National Union of Bank Employees (NUBE) who are actively organize union in banking industry of Malaysia. NUBE is a trade union for most of the private banks in Malaysia. NUBE is a very strong and effective union compare to other unions in Malaysia. The reason is that they have active participation from members, they have done proper preparation for further negotiations before hand, they are highly involve in political and civil activities, they have a strong union mentality and most of all the have a professional leaders (Study Moose, 2016). Even though NUBE is having professional attitude in bringing up the union and member but they are experiencing declining of membership past few years.

The declining number of membership can be encounter from the Table below:

Table 1.1: Trade union membership in NUBE (2015-2017)

MEMBER	2015	2016	2017
IN BENEFIT	13,306	11,925	11,589
NOT IN BENEFIT	1,243	3,342	2,485
TOTAL	14,549	15,267	14,074

Source: National Union of Bank Employees (NUBE)

Since unions depend on members for their existence and stability, the number of members serves as a determinant of their base of power (Barling, Fullagar & Kelloway, 1992). A decline in union membership leads to a weakening of union strength since a large number of members build the bargaining strength of a union and also allow more employees to be mobilized for collective action (Klandermans, 1997). According to Kochan(1975), the value of unions in the collective bargaining

process and the exclusive reliance on collective bargaining by our industrial relations system imply a decline in organized labor means a weakening of the footing of democratic representation of workers at work. Furthermore, Barling (1992) stated that trade unions are therefore responsible for identifying more practical measures to attract new members while retaining existing members to survive in this complex and turbulent environment. And one essential means of achieving this is to enhance members ' commitment. Barling (1992) also urged that degree of membership participation in union activities is strength of any union.

Barling, Fullagar, Kelloway and McElvie (1992) indicated that the main effect of the union strength is obviously membership commitment, which is one internal organization factor that influences the power of unions to impose sanctions". Union commitment also can be define as the member's wish to remain as a member of the union, readiness on behalf of the union to make an effort and the confidence in and recognition of the objective of unions (Gordon et al., 1980). It is therefore pertinent to look at the element of union commitment as well as the factors that influence commitment of members to their unions and how these relationships are paying a vital role in union commitment.

At the same time, the question whether the perceptual difference of generation also led to the low number of members enrolled in NUBE should also be investigated. In a research by Alivin and Sverke in the year 2000, the elderly share the ideology and mission of their unions, whereas the younger cohort displays more instrumental mindsets toward union. It is to understand that the young generation has different attitude towards union according to Sarkar and Charlwood in the year 2014. The current generation tends to be more tend to be more personalized oriented which create less interest in unionization than older generation employees. Due to unstable employment and negative attitudes towards collectivism, youth of today

seem to have a different perception on not to join the union. Finally, the bankers' union has equally suffered similar fate therefore the study focused on the relationship between quality of work-life, perceived union effectiveness, job security and union commitment among union members in NUBE.

1.2 PROBLEM STATEMENT

The question that has often raised the attention of unionist, members, theorist, researcher, employer, management and academicians is "Why would individuals choose to be loyal to a labor union?" According to a Gordon (1980), the union leaders take great delight in the member's commitment and strongly depend on the loyalty of their membership is the reason for the union to have capacity to jointly negotiate with strong employers. Company's administrators is puzzled and often wary of the loyalty of employees to trade unions, partly because they see this loyalty as a possible reduction in their ability to direct the company in the way they think it is best.

Refer to Barling (1992); union commitment is the mechanism for members to achieve workplace democracy and it defines in the social theorist. Moreover, union commitment is the major variable at understanding unions which is aimed in any applied psychological approach as mentioned by Gordon (1980). A focus on union commitment is always a crucial part for everyone. Normative or utilitarian organizations are the way has been used to describe the labor union or trade unions. Benefits of collective bargaining has been provide to union members of utilitarian organization such as medical benefits, retirements benefits, salary, COLA, maternity benefits and many more. The emergence of worker's unions depends on the

employees who want joining a union and carrying out their roles in the organization is labeled as normative commitment

In addition, it is a formidable task to persuade the members to know better about the effectiveness of the union and the role of union in the tripartite system. It means that change in attitudes and understand the different elements that can influence the member's commitment and participation in the union. As an entity of employee's representative, the trade union is fully focused in fulfilling the member's hopes. Nevertheless, the changes in environment and factors stated above could not only reduce the trust and the member's commitment, yet threaten the unions' survival in the near future and now. Without the commitment of the members, unions may not to be succeeded and achieve their objectives.



The loyalty of members, the belief in the goal of organized work and the readiness to deliver services are part of every union to accomplish their goals (Gordon, 1980). Union commitment needs to be understood as a dependent variable, and there are two aspects to explain the ideas: the aspect of instrumental and value or ideology. The conventional roles of unions mainly concentrates on the better benefits and also gives improvement in decision making, communication, and the union itself and the members' ideology's value congruence. Sverke (2001) stated that these two aspects are mainly found in the theory of union commitment.

According to history of NUBE; they are experiencing declining of membership for the past few years (focus on year 2015-2017). The decreasing in the number of members in NUBE is weakening the union and challenges the union to perform well in the

market. From a peak of 20,000 members in the year 2005 fell to 11,589 in the year 2017 in NUBE. It is a huge drop in membership in the history of union. They did not reveal this matter publicly because it will give a bad impression for union, members and also for non-members in banking industries (National Union of Bank Employees, 2017)

Refer to Mr. J Solomon (2016), General Secretary of NUBE, the union had organized number of activities in fighting all kinds of benefits for its members such as increasing in salary, improving certain health benefit policies, demanding compensation for unfair labor practices and many more. Overall, most of the activities had gain member's attention and also public's attention. With the continued increase in the NUBE activities and their service to the members, shouldn't this union be getting the increasing number of membership in recent years? If NUBE are playing their roles effectively, why there is a drop in membership for the past few years? The level of commitment of members towards their union is one of the questions raised by the researcher on the issue of decreasing in membership in NUBE.

What determines the commitment of the Union to industrial psychologists is wide and essential area of research. Barling (1992) stated that it is relevance lies in the impact of commitment on involvement, which is considered necessary for local democracy and for street demonstrations of resilience and unity. This questions are particularly relevant within the sense of unions ' issue and challenges worldwide. This study uses trade union research to identify some of the key variables such as (job security, quality of work-life and perceived union effectiveness) which can influence the commitment of current members of the Union.

1.3 RESEARCH OBJECTIVES

The objectives of this study are divided into two categories: the general and specific objectives.

1.3.1 General Objective

The general objective of this study is to find out the influence of quality of work life, perceived union effectiveness, job security on union commitment among bank employees.

1.3.2 Specific Objectives

- i. Examine the influence of quality of work life on union commitment.
- ii. Examine the influence of perceived union effectiveness on union commitment.
- iii. Examine the influence of job security on union commitment.

1.4 RESEARCH QUESTIONS

- i. Does quality of work life have significant influence on union commitment?
- ii. Does perceived union effectiveness have significant influence on union commitment?
- iii. Does job security have significant influence on union commitment?

1.5 SIGNIFICANCE OF STUDY

Based on Newton and Shore (1992), commitment towards union is defined as the positive attitude of member's towards their trade union and it's the basis of the trade union movement. Researchers investigate the psychological connection of an employee to the union because it is labeled as a strongest measure of the strength of the union (Barling, 1992). In practice, studying the union's commitment is a key for organized work, as its strength determines the union's ultimate success in achieving its overall objectives (Fullagar and Barling, 1989). It is therefore well known that trade union representatives are concerned in commitment of members towards union because their negotiating skills with organizations from a good bargaining attitude are strongly dependent on the faithfulness of the voters. The service provide by every union are ultimately intended to create commitment to the current union and to the future members is stated by Fullagar and Barling (1989) in their research about the important of the process of unionization in union.

Kuruvilla (1993) urged that failure to understand employee behavior in commitment of members towards union is an important issue and possibly carelessness for unions. In theory, many samples were using western example on research and models on these topics despite the constant attentiveness in membership and commitment to the trade unions (Chacko, 1985). Refer to this research; a test of the commitment of members in trade unions which is not from western countries can review the relevancy and generalization of these theories of West. Few theories were formerly used in less research on commitment of union and participation in union. Although their findings may indicate the relevancy of the model inspired by Western and the territory's eastern countries, Malaysia is one of the countries who have various

records and are at different industrialization phases. Moreover, in Malaysian background, there was not much information on the commitment of the Union.

In general, common information on union research relates to certain aspects of the trade union, such as the process of enrollment and acceptance of the union, membership status, law and so on. In the United States, it could only be said that the samples contained a wide mix of industrial relations which refer to the samples of existing studies (Reed, McHugh & Young, 1994). Some studies of this kind, for example, factories and non-factories industries represented administrative employee and manual workers and government and non-government sector employees from all over the nation. There were very less example available in Canada providing a representative mix. Many examples were available in Japan and were produced by a variety of corporate. Yet, all were in one geographical area. The results for Sweden were based on a random sample of professionals from a single trade union.

In the case of commitment of members towards union studies, a small number of elements just like sexual category, generation, superiority in job (Bamberger, 1999), administrative job and manual job in trade union and climate of employment relationship (Fuller & Hester, 1998) was serve as mediators. The large-scale elements that can mediate the relationship between the company and the union include industrialization. Furthermore, the government or non-government's nature of the employer can create different working environment for the sector Therefore, taking into account the independent variables and the dependent variables cited earlier, this research aims to give awareness to the union about the commitment of members towards union in comprehensive, in particular with respect to the Malaysian situation and therefore to existing research.

1.5.1 DEFINITION OF KEY TERMS

1.5.2 Union Commitment

Union Commitment is defined as attitudes of loyalty to the union, a feeling of responsibility to the union, a willingness to exert strong effort on behalf of the union (Bayazit, Hammer & Wazeter 2004).

1.5.3 Quality of Work Life

A research by Huang, Lawler and Lei (2007) defined QWL in four dimensions: work-life balance; job characteristics; supervisory behavior; and compensation and benefits.



1.5.4 Perceived Union Effectiveness

Chacko (1985) described union effectiveness as consisting of union's ability to obtain extrinsic benefits, unions' ability to obtain intrinsic benefits and union's responsiveness to their members.

1.5.5 Job Security

According to Jessor (1991) job security can be described as a risk because risk itself can be defined as a behaviour or action that may have negative, dangerous or threatening consequences.

1.5.6 Generation X

Generation X was born between 1962 and 1980 and reached its age from 38 to 55 as of 2018 (William, 2008). Generation X learned from their elders that following company rules and regulations is least likely secure their jobs (William, 2008).

1.5.7 Generation Y

Generation Y is often referred to as Millennials who are born between year 1981 to year 1996 according to William (2008) and Generation Y employees are viewed to be more proactive and positive than their elders, because most of them have a good education level or vocational training (William, 2008).

1.5.8 National Union of Bank Employees (NUBE)

National Union of Bank Employees (NUBE) consists of more than 10,000 members in the Banking and Financial Institutions in Peninsular Malaysia. The union was introduced in Malaysia in the year 1958 and there were 5 branches operates under the headquarters, the first is combination of Kuala Lumpur, Selangor and Pahang (KLSP), second is in Ipoh, the third is in Penang, Kedah and Perlis (PKP), the fourth is in Kelantan and Terengganu (KT) and the fifth is in Seremban, Melaka and Johor (SMJ). Like other unions, the reason for union in any industry is that labor is protected and their opinions are taken into consideration. In the banking fields, NUBE is a trade union for most of the banks in Malaysia (National Union of Bank Employees, 2016).

1.6 SUMMARY

The introduction of the research has been discussed in this research. The researcher had explained a brief introduction, background of study, problem statement and research question, research objectives, significant of study and definition of key term. Thus in Chapter 2, the researcher will discuss the related literature of the study.



UUM
Universiti Utara Malaysia

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

This chapter examines the empirical work carried out by researchers in the fields of union commitment, quality of work life, perceived union effectiveness, job security and the relations between quality of work life and union commitment, the relations between perceived union effectiveness and union commitment, the relations between job security and union commitment and finally the generation and union branches contribution towards commitments of members towards union.

2.2 UNION COMMITMENT (UC)

Workers can be regarded as 'committed' to different entities inside and outside the workplace (e.g. occupation / career, organization of employment, union, family, working group, football club). According to Snape (2000), research on union commitment has, however, borrowed almost exclusively from the research agenda developed by researchers interested in the commitment of workers to the employing organization, usually referred as Organizational Commitment (OC) by Allen and Meyer (1997). In the area of OC, the perception of organizations has also influenced almost all research.

Moreover, two main schools of thought is concerning on the sociology of organizations and the other one concerning the internal efficiency of organizations. This second school with its management perspective seems to have had the greatest impact on OC research. The research on organizational commitment was developed

by industrial psychologists through research into job satisfaction which is stated by Lydka (1991). Furthermore, Gordon (1980) explains that Management views have a long history of association with industrial psychology. The influence of industrial psychologists meant that OC research focused on the individual and was generally carried out using positivist methods. Based on Snape (2000), this led to the development of research tools that "assume cause" while establishing correlations between the attitudinal variables of an individual. While the researchers Barling (1990) and Snape (2000) have tried to determine the presence or otherwise of common or divergent backgrounds, it is accepted that the underlying OC and UC models are similar. This acceptance implies the assumption that there are no significant conceptual differences between OC and UC.

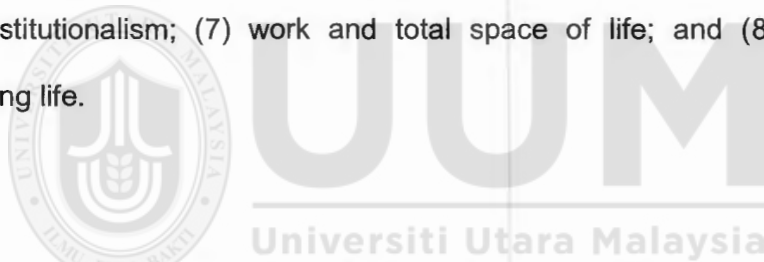
In view of this approach, UC was not surprisingly defined as the extent to which an individual was:-

- a) a strong desire to remain a union member.
- b) is prepared to make high efforts on behalf of the Union
- c) have a clear belief in and acceptance of the Union's values and goals.

Source: Gordon (1980), Kuruvilla and Iverson (1993).

2.3 QUALITY OF WORK-LIFE (QWL)

Few researchers such as Lawler (1983) have defined the quality of work life as a multiple dimension idea in a variety of ways, showing discrepancies in its structures and in its components. Some studies link the idea of QWL to the well-being of employees (Lawler, 1983), living conditions at work, sufficiency in income, share the profit, employee autonomy, benefits, satisfaction among employees, employee participation, advancement and relationships. Walton (1975) emphasized eight QWL dimensions: (1) Fair and adequate compensation; (2) Occupational Safety and health; (3) immediate access to and development of human capacity; (4) Chances for continued rise and security; (5) social integration in the organization of work; (6) Occupational constitutionalism; (7) work and total space of life; and (8) social relevance of working life.



Besides that, Taylor (1978) explored the underlying structure of QWL and proposed additional elements to integrate what society and employer believe to be important in QWL. Seven important drivers for QWL using a step - by - step method: (1) The superiors respect employees and rely on their talents; (2) diversity in the daily work schedule; (3) challenge of work; (4) present work leads to future employment opportunities; (5) Self-esteem; (6) to what extent life outside the workplace influences life at work; (7) and to what extent the work done by employees play a part in society. Other than that, QWL model comprises a complex set of organizational interventions and employee working life which is stated by Martel and Dupuis (2006). Moreover, QWL is a complex interaction of systematic elements of work, including tasks by individual, organizational factors, atmosphere, mechanism and technology.

In addition, Duyan (2013), on the other hand, stressed the importance of human considerations that link QWL to the mental, physical, psychological and spiritual needs of employees. Similarly, Newstrom & Davis (2005) also pointed the QWL as to the extent to which employees can fulfill their basic personal needs by working. Further, Newstrom & Davis (2005) also stated that QWL as the quality of employee interactions, the working environment, factors of economic and technology. Likewise, QWL includes factors such as experience of employee, self - employment, environmentally friendly work and involvement of organization (Hian & Einstein, 1990). Basically, few researchers explain QWL's key concepts as reward and compensation systems; sharing the benefits, growth of employees, working relationships and opportunities for better involvement (Robbins, 1989). According to Sasser et al. (1978), the QWL measure by examining employees ' feelings for the workplace, including job satisfaction and interpersonal relations.



In other word, QWL is also defined as a favorable environment for employees in terms of benefits, welfare and management by Islam & Siengthai (2009). In this respect, QWL includes components related to health and well - being, security in job, satisfaction in job, skills development and work - life balance with non-working life (Rethinam & Ismail, 2007). The dimensions of QWL beyond intrinsic pay factors and rewards should include well-being-related dimensions such as clarity of goals, assessment, recognition and personal development as suggested by Danna and Griffin (1999). Other than that, the importance of psychological growth as an essential elements of QWL, including diversity of skills, task identity, significance of task, autonomy and criticism as stressed by Hackman and Oldham (1976).

The above statement shows that QWL is a wide multidimensional idea covering various approaches and models that reflect a wide range of interrelated organizational and human elements (Rethinam & Ismail, 2007). Despite this specificity, it can be concluded that the idea of QWL is deeply about the future of employees and that its characteristics generally include the satisfaction of employees with financial and emotional factors relating to work and personal life. In this sense, QWL reflects the interaction between staff and the workplace. According to Davis (1983), the perception of the quality of working life can be referred to as the favor or unfavor of a people's working environment

2.3.1 Quality of Work life and Union Commitment

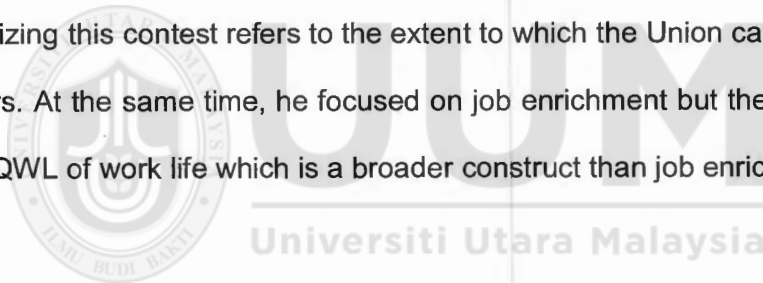
Kochan, Thomas A., Katz, Harry C., and McKersie, Robert B (1986) asserts that, Union members can now seek benefits such as meaningful employment from the unions, recognition of individual's hard work and sacrifice and a sense of belonging to the working situation that requires unions to develop a concept of the working environment and to gain control through collective bargaining. It may be argued that, though extrinsic benefits may attract employees to a union, much more may be required to sustain their commitment to the union. In addition, Joshi (2007) explain that trade unions should find it necessary to widen their base of benefits by including more intrinsic rewards in order to expand the democracy of the workplace by increasing the number of direct or indirect control workers in decisions affecting their work.

In fact, published articles have stated some components of QWL that should be considered as key for an organization's QWL initiatives. For instance, Sirgy, Efraty,

Siegal and Lee (2001) posited that two dominant approaches to QWL prevails namely, the spillover and need satisfaction approach. The needs satisfaction approach draws its basic assumptions from need satisfaction theories such as Maslow's theory of needs (Maslow, 1954). The main tenet of the need satisfaction approach is that individuals come to work with basic needs that they expect to fulfill. Satisfaction that an individual obtains from work is based on the extent to which these are met. Moreover, the spill-over approach to QWL is based on the assumption that satisfaction in one area of life affects satisfaction in another area. Though there appears to be no singular definition of QWL the key elements that have been proposed by most researchers include: work-family balance, compensation/benefits (Huang, Lawler & Lei, 2007) job security and job stress (Saklani, 2004) management and supervisory style, satisfactory working hours and meaningful tasks (Ivancevich, 2001); skill level, autonomy and challenge (Perrew & Ganster, 2002); nature of job and stimulating opportunities (Wyatt & Wah, 2001). In addition, an evaluation of the various recommendations of the key elements that should constitute QWL constructs makes it evident that there is no agreed on combination of QWL factors that can be applicable to every organizational context. Hence Saklani (2004) recommendation that, QWL factors that would be considered by any organization must consider the needs and expectations of workers in relation to their job context or content and should further be suitable for the implementing organization.

Inferring from previous studies therefore, work life qualities for the purposes of this research is defined as an individuals' evaluation of their work/life balance, job characteristics, supervisory behavior and compensation/ benefits. Specifically, a study conducted by Fiorito, Jarley and Delaney (1995) among national unions in United States of America (USA) had as its primary goal to examine union members' perception of union performance. The basic purpose of this research was to look into

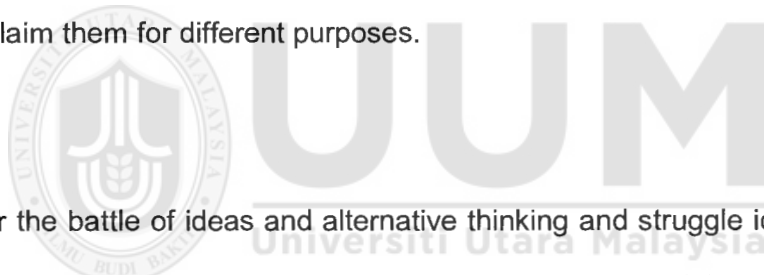
the characteristics of the union as a possible factor in explaining declined union membership in the United States. In the study, 275 top national officials representing 111 national unions based on 6 dimensions of union performance, (politics, self-help, organizing, member solidarity and resource acquisition) individual union members is been interviewed. The result of the study revealed that that union effectiveness is enhanced by innovation and reduced by centralization of decision making in the union. This implies that unions that are more innovative in their tactics and have been decentralizing decision making process among their members have had greater success in retaining membership. In later research in 1995, the same researcher focused on organizing effectiveness and found that innovation and internal democracy enhanced organizing effectiveness (Fiorito, 1995). He also urged that efficiency in organizing this contest refers to the extent to which the Union can attract and keep members. At the same time, he focused on job enrichment but the current study focuses on QWL of work life which is a broader construct than job enrichment.



2.4 PERCEIVED UNION EFFECTIVENESS (PUE)

The effectiveness of the union can be defined in many ways. As noted earlier, union density or wage bargaining results were traditional measures, but they tell us little about the strength of the movement of the trade union. Assessment requires a standard. Both Fiorito et al. (1995) and Hammer & Wazeter (1993) set goals as a benchmark for the effectiveness of the Union. Besides, the basic aspect of trade union goals is negotiation, organization, politics, self - help, membership and the acquisition of resources. That would include objectives such as participation in membership, organizational negotiation and crisis management, fostering a union mindset and effective local leadership. However, it is also difficult to define efficiency in terms of achieving the goal.

Furthermore, building effective unions has always been hard and it's not getting any easier. In a recent contribution to the ILO's Conference on Organized Labor in the 21st Century, Richard Hyman argues that a starting point for unions is to win the battle of ideas. Moreover, Hyman (1994) speculates that this requires the development of trade union projects with which horizontally and vertically differentiated by groups of workers can be identified based on a reinterpretation of the interests represented. He concludes that "if on the one hand, unions must be alert and receptive to (possibly altered) expectations and aspirations on the part of actual and potential members, on the other hand, a priority must be to construct an agenda which can unite rather than divide" (Hyman, 1994). To do this, trade unions need to examine the concepts that have inspired the employers' offensive and the political right and try to reclaim them for different purposes.



Next, the focus for the battle of ideas and alternative thinking and struggle identified by Hyman (1994) includes the meaning of key concepts such as flexibility, security, opportunity and democracy and even more fundamentally concepts of freedom, fairness, moral leadership and the general interest. Hyman concludes that the necessary development of such a new unionism requires, "a kind of unionism that replaces organizational conformity with coordinated diversity" (Hyman, 1994). In fact, less noticed perhaps in an this is the prospect of 'the autumn' of the USA dominated 'long century systemic cycle of capitalist accumulation' and the emergence of a new systemic cycle based in South-East Asia and probably centered in China, with Shanghai playing a variation of the role previously occupied by Genoa, Amsterdam, London and New York.

In sum, the scope, scale and intensity of working-class formation and re-formation is now arguably at an historic high simultaneously in the old core, the periphery and semi-periphery of the global economy. It is the contention of this paper that the greater challenges faced by unions themselves, in conjunction with the possibility of an imminent fundamental transformation of the global economy, provides even greater challenges for Labor historians in describing, explaining and assessing unions and in particular union effectiveness

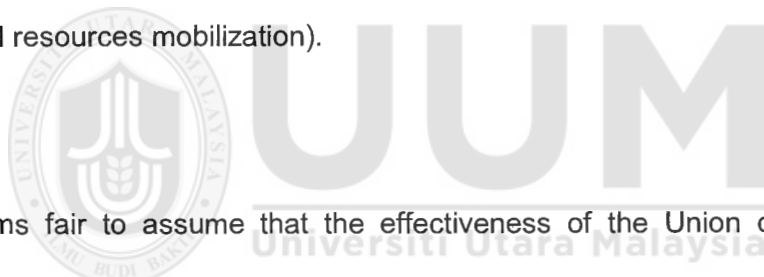
2.4.1 Perceived Union Effectiveness and Union Commitment

The effectiveness of the Union has been portrayed in order to reflect the mental assessment of the costs and profits associated with representing the Union, whether members regard the presence of the Union as enhancing or negatively impacting benefits (Newton & Shore, 1992). One rationale for proposing a relations between perceived union effectiveness and commitment towards union is supported on the assumptions of the social exchange theory which posits that people examine the social interactions in which they participate in terms of rewards and costs and evaluate the authorities by extension in terms of what they gain or lose from the judgements of the authorities. Generally, translating the concept of the exchange theory to the union effectiveness –the extent to which the union is regarded as instrumental in obtaining favorable working conditions for its members, including compensation, social benefits, promotions and security of employment because of the obligation to reciprocate favorable behaviors, their constituents are hypothesized to lead to union commitment.

At the same time, findings from other studies have expressed support for the proposed relationship between perceived union effectiveness and union commitment. For instance Hemmasi and Graf (1993) in their research developed a model of faculty unionism that integrates in unionization drives a variety of factors representing different perspectives of voting behavior. Study data were collected through survey answers. Respondents in the model testing were obtained from the faculty of three higher education institutions that simultaneously held collective bargaining elections. In accordance with equity theory, it was hypothesized that, working context, socio-political ideologies, general behavior towards unions, at one's workplace and pay satisfaction are strong determinants of the voting behavior of the union. As expected, Study results tend to favor an integrative model that comprises economic, political or social factors that explain the knowledge that unionism with union instrumentality is the single biggest determinant of voting. The results of Hemmasi and Graf (1993) study suggests that though Unionization can be seen as a process caused by the sense of work through victimization, distrust and dissatisfaction, strengthened by liberal socio-political predispositions, favorable perceptions of trade unions as institutions is what sustains members attachment. This suggests that although employees' dissatisfaction can draw interest in union representation, it does not matter when it comes to a favorable perception that the direction of union voting is a key determinant (Hemmasi & Graf, 1993).

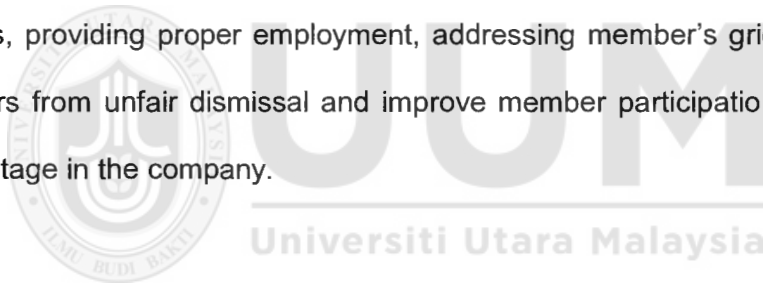
Despite contributions made to literature by the results of this research the absence of the use of causal analysis in Hemmasi and Graf (1993) study precludes a definitive statement from concerning causality directions between the research variables. Consequently, statistically relevant relationships could only be phrased as proof of the plausibility of the hypothesized or implied causal relation. Also different from Hemmasi and Graf's (1993) study is the present study's focus on understanding

union members' behavior after certification voting as opposed to the determinants of voting behavior during certification voting emphasized by the past study. Most research on union instrumentality perceptions focus on how instrumentality perceptions determine whether a union would be certified by its members. However the behavior of members after the certification voting is important since the behaviors of the members within the unions determines the sustainability or the survival of the union. The current study therefore fills this gap by examining union commitment and its predictors. Visser (2002) stated the three potential alternative power resources that are key drivers of the effectiveness of the Union is economic resources (use of favorable economic forces), organizational resources (external support sources) such as Employers' groups, government institutions and other unions) and institutional resources (internal resources mobilization).



Therefore, it seems fair to assume that the effectiveness of the Union depends heavily on organizational resources, especially in times of transformation, when economic and institutional resources are likely to be rather weak. Without a strong capacity for mobilization, it will be difficult for unions to influence government and tripartite mechanisms, to encourage employers to agree to collective bargaining or to engage in collaborative and successful accountability of interests at the workplace. From many research reviews, we have discovered that researchers measured union effectiveness using various types of measurement. Economic consultancy, working environment, the protection of members, member participation and communication with others were enlisted as the proposed measurement for union effectiveness by Carillon and Sutton (1982). Conversely, by definition, Burchielli (2004) sees union effectiveness based on three dimension of effectiveness measurement for unions namely administration, representation, and ideology.

In addition, Frorito (1993) had additionally established six measurements for union effectiveness namely organization, services to member, consultancy for members, political and legal as well as the advancement of the interests of all workers. Union defines as an efficient and effective organization (Bryson, 2003) when they can Improve work and employment conditions in seven fields, namely obtaining salary increment, protecting employees from being maltreated by employer, achieving equal chances, make work engagement an enjoyable, Working better with management, increase employee management replies and make the workplace a better place to work. In addition, according to Carillon and Sutton (1982), most previous studies measured union effectiveness in terms of direct service provided by the union. Examples of direct service provided were offering better wages, providing adequate workplace facilities, providing proper employment, addressing member's grievance, protecting members from unfair dismissal and improve member participation in the decision- making stage in the company.

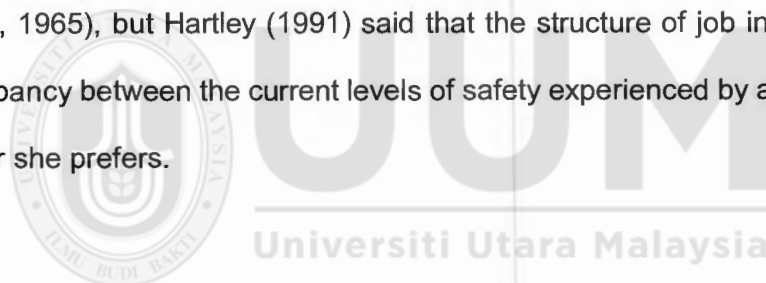


2.5 JOB SECURITY (JS)

Refer to Davy, Kinicki & Scheck (1997) statement; security in job is defined as one's expectations of continuity in an employment situation. It includes highly desirable employment, such as opportunities for promotion, current employment conditions and future career opportunities (Borg & Elizur, 1992). On the other hand, job insecurity can be refer as "an employee's negative reaction to the changes concerning their jobs" (Sverke, M., Hellgren, J., & Näswall, K, 2002). Greenhalgh & Rosenblat (1984) stated that Insecurity in employment is characterized by "powerlessness to maintain desired continuity in a threatened job situation". According to the stress theory of Lazarus (1984), the understanding of a stressor involves two assessment procedures which are the primary stressor and secondary stressor. Individuals first evaluate

whether or not a stressor is threatening. Then, people evaluate if they can continue to control the stressor with the resources available. When the stressor is manageable, people decide to change the situation by facing the problem. If the stressor is unmanageable, people try to alleviate the stress - related problem by means of an emotional coping strategy.

Following the theory of Lazarus (1984), Greenhalgh & Rosenblatt (1984) suggested that job insecurity depends more on employee perceptions (primary and secondary) regardless of objective threats and instability. Just as the structure of perception of justice reflects the subjective discrepancy between input and output in terms of reference (Adams, 1965), but Hartley (1991) said that the structure of job insecurity reflects the discrepancy between the current levels of safety experienced by a person and the level he or she prefers.



Thus, the degree of job insecurity varies by person, even if two people have the same external and organizational conditions because the phenomenon is subjective (Sverke, 2001). For instance, employees who want to move to another organization, who trust their employability or who are not worried about losing their jobs for other reasons, will not experience a greater level of job insecurity (Sverke, 2001). While there are hopeful advocates for reduction and restructuring in an organization, others may well feel offended by the possibility of a redundancy (Mishra & Spreitzer, 1998).

2.5.1 Job Security and Union Commitment

The prevailing wisdom is that job security can lead to and enhance the integration and commitment of the Union. The primary argument is that current and potential members of the Union are seeking for social protection. Social protection should be widely understood in the prevention and management of situations that could adversely affect the well-being of workers (United Nations Research Institute for Social Development, 2010). According to Barling, Fullager, & Kelloway (1992), Gallagher & Strauss (1991), Sverke & Hellgren (2001), it also implies protection against job losses. In this regard, the safety of workers from job losses is fundamental to the decision of employees to unionize and remain unionized. This view corresponds to the thesis of frustration-aggression that explains union commitment and membership as a function of the frustration of employees with dissatisfying working conditions. (Sverke et al., 2004) And their frustration must be expressed (Sverke & Hellgren, 2001).

Futhermore, it also finds support in earlier studies. Actual Evidence derives from research that has formed a positive relationship between security in job, membership in union and commitment towards union, although there are some exceptions (Allvin & Sverke, 2000; Sverke., 2004). Indirect proof is derived from the observation that job insecurity alerts attitudes pro - union and reduces union turnover (Sverke et al., 2004).

2.9 UNDERPINNING THEORY

2.9.1 Social Exchange Theory

The social exchange theory has been a key structure for explaining individuals work related attitudes as well as employee union behaviors. The social exchange theory proposes that human beings behave in specific ways based on the need to reciprocate and the anticipation that their reciprocal behaviors will be rewarded (Blau, 1964). Social exchange relationships represents improperly specified terms with favorable action from a party being repaid in a non-specific and flexible way over a period of time (Blau, 1964). In social relationships, the obligations established by the parties involved are essentially not explicitly stated, but the exchange relationship typically thrives on the idea that benefits are mutual. This is not the case with economic exchange relations, where the expectations of each of the parties involved in the exchange relationship are clearly stated which parties are unlikely to go the extra mile in fulfilling their obligations (Blau, 1964).

In fact, this suggests that rational self - interest drives social exchange between people (Blau, 1964). Therefore, depending on their judgment, people enter and leave relationships with regard to the benefits and costs of the relationship. People evaluate communication in terms of rewards and costs and evaluate authorities in terms of what they gain or lose from the decisions of the authority. Closely linked to the social exchange theory is the norm of reciprocity (Blau, 1964). Social exchange relationship is generally assumed to be facilitated by the norm of reciprocity. The norm of reciprocity posits that individuals possess the innate tendency to reciprocate. If individuals perceive a favorable treatment, reciprocity of norms suggests that individuals will pay back with favorable treatment by behaving in positive ways.

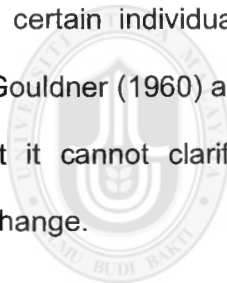
Similarly, negative or un-favorable actions will be repaid with negative actions. The norm of reciprocity also emphasizes that an individual's desire to reciprocate also is contingent on the exchange commodity being presented by each person and the degree of gratification obtained from what each party receives (Blau, 1964).

Relating the social exchange relationship to the exchange relationship that may exist between an individual and his or her union, it may be argued that from an exchange perspective, it could be said that the commitment towards union is construct on a cognitive assessment of the costs and benefits of remaining members of the union. Further the extent to which workers see the union as showing concern for their desires and well - being as employees creates a sense of obligation and reciprocity through positive attitudes and behaviors in the union and a general commitment to the union. Therefore, union members who claim that they have been well treated by their unions have a favorable opinion of the relationship between themselves and the unions and are likely to honor with a high degree of commitment and effort towards the Union's activities, but immediately withdraw their efforts and commitment if their unions perceive their unfair treatment.

A positive perception of the priorities and performance of union leaders in terms of their ability to bargain for certain benefits will induce a concern for the union's well-being and a longing to reciprocate the favors being given by the union. Thus, union members in exchange of their accumulated investments (e.g. their commitment) would in return expect their unions to provide them with protection and other services such as improving their quality of work life (QWL) and job security (JS). In the case of National Union of Bank Employees in Malaysia, the success of union in organizing of their members and union agendas previously is because the union having a good and

strong leader which certainly will give confidence to members in union. In return, members are showing a relative strong support in the union (Study Moose, 2016). Furthermore, the union also takes initiative to increase the members working quality and try to make their job more secure which encourage the members to a part of the union. A positive attitude showed by the members and the leaders in the union is the reflection of social exchange theory which practice by them.

Although the theory of social exchange was instrumental in explaining the mutual relationship between employees and their unions, some criticisms have been made. The social exchange theory according to Shore & Coyle-Shapiro (2003) does not take into account how certain individual factors affect the exchange relationship. For instance, though Gouldner (1960) assumes that the norm of reciprocity is a universal principle and that it cannot clarify the impact of individual differences on the relationship of exchange.



Universiti Utara Malaysia

2.10 THEORETICAL FRAMEWORK

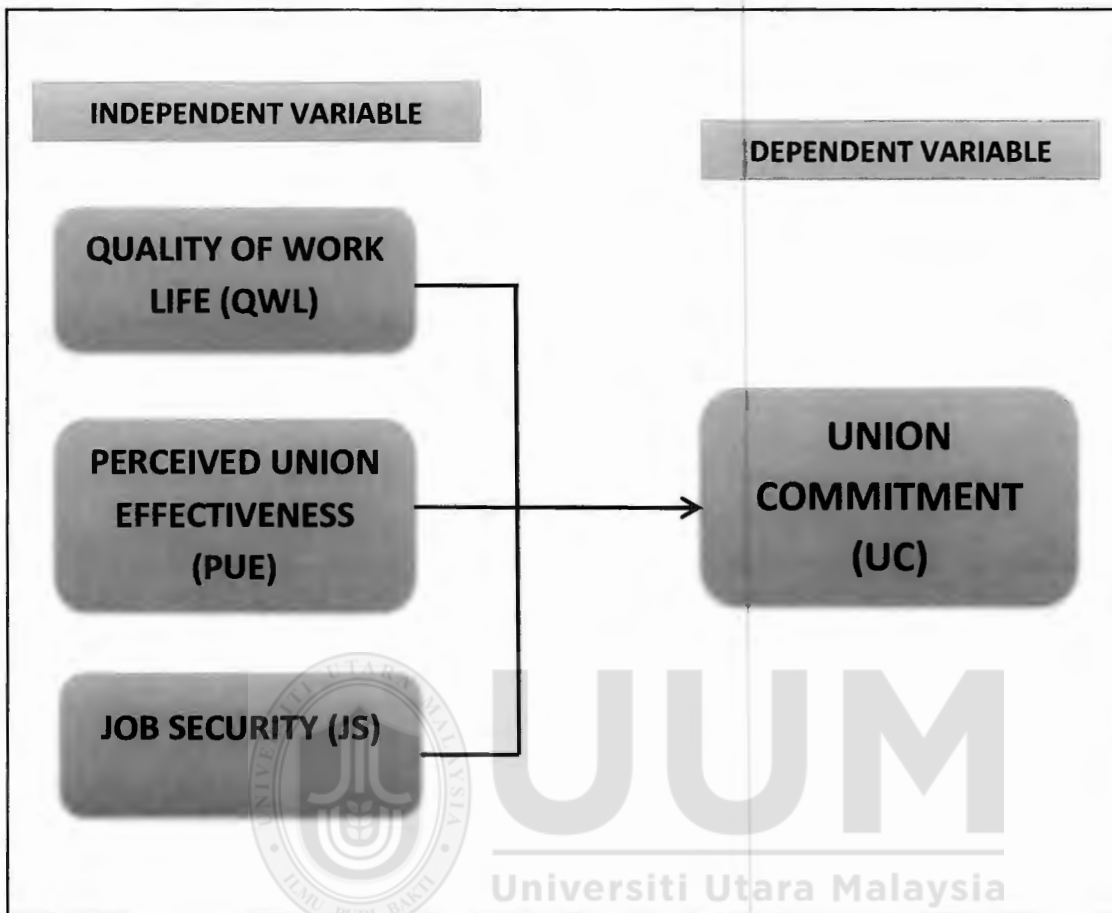


Figure 2.1 Research Framework for the study of “The Influence of Quality of Work Life, Perceived Union Effectiveness and Job Security on Union Commitment among Bank Employees” (The Researcher, 2018).

2.11 HYPOTHESIS DEVELOPMENT

A hypothesis can be described as the explanation suggested by a phenomenon or alternatively as a possible regression or between a set of phenomena proposed for reasoning.

H1: There is a significant influence of Quality of Work-Life on Union Commitment.

H2: There is a significant influence of Perceived Union Effectiveness on Union Commitment.

H3: There is a significant influence of Job Security on Union Commitment.

2.12 SUMMARY

In summary, this literature review suggests that the empirical differences between researches are sufficiently high to inhibit our ability to solve effectively the commitment towards union debate on dimensionality. Union commitment is basically will relate to the membership of the union. In this context, the research focused on commitment towards union, quality of work life, perceived union effectiveness and job security among members in NUBE Malaysia.

CHAPTER THREE

METHODOLOGY

3.1 INTRODUCTION

This chapter described the methodology of the present study. The design for the research, sampling technique, population of study, unit of analysis, pilot test, adopted measures and data collection procedure are presented. The information sources are from primary and secondary data. In addition, primary data was collected via questionnaire distributed to the members of National Union of Bank Employees (NUBE) in Malaysia from 5 different branches.

3.2 RESEARCH DESIGN

In this study, a descriptive survey method is used to assess the socio - demographic profile such as age, gender, ethnic group, bank and born year range. The study has chosen a survey design because it is the best way to answer the questions and find out the study purposes. Scientific matters involving the observation and description of a subject's behavior without affecting it in any way are referred to as descriptive research. It is also useful where a large number of samples needed for more quantitative types of research are not likely to be tested and measured. The descriptive research design is appropriate for the collection of data from a number of respondents. In addition, the survey research design was used to collect and analyze data. This design is suitable to outline, describe, partition, calculate, forecast and examine relationships.

3.3 POPULATION

A set of questionnaires has been developed and randomly distributed to selected respondents to collect data for this study. The reason why the researcher used random sampling in this study is because the researcher can easily and quickly reach the respondent (Zikmund, 2013). The chosen sample is large and it takes longer and more time to reach each target sample. The chosen sample is large and it takes longer and more time to reach each target sample.

The population is the entire number or the group of possible numbers for observation (Zikmund, 2013). The population of this study is the member of National Union of Bank Employees (NUBE). The current population of NUBE is 14,074 members (NUBE, 2017). This is the total number for member in benefit and member not in benefit. For this study, the researcher chooses the active member which is members in benefit. Therefore, the population of this study is 11,589 members only.

Selecting the respondents for this research was used random sampling. The number of questionnaires distributed is 500. The questionnaire was distributed by the National Union of Banking Employees to their branches. The branches are PKP (Penang, Kedah & Perlis), SMJ (Seremban, Melaka & Johor), KT (Kelantan, Terengganu), Ipoh and KLSP (Kuala Lumpur, Selangor & Pahang). Every branch has received 100 questionnaires.

The respondent was chosen specifically from the branches of the National Union of Bank Employees (NUBE) because it is easy to meet and pass the questionnaire to

the Member. The banking union especially NUBE is very committed with their members. The respondent was the employee of the banking sector, both clerical and non-clerical. The selected samples are employees of both genders from different ethnic groups. The potential sample groups are the workers between the ages of 22 and 55 years. This group age fall between 2 generation which is Generation X and Generation Y.

3.4 THE SAMPLING TECHNIQUE

Random sampling is used for this study to obtain respondents. In this research, questionnaires were distributed to National Union of Bank Employees (NUBE) Malaysia via branches and respondents were selected where the majority of the population has an even chance of being selected from the sample. In this study and fair sampling technique, the random sampling is therefore more appropriate.

In order to determine the required sample size for this study, Krejcie and Morgan's (1970) sample size determination table was used. Refer to Krejcie and Morgan (1970) sample size determination procedure, a sample size of 370 would be required for a population of 11,589. However, the researcher received only 350 questionnaires due to time constraints.

3.5 DATA COLLECTION PROCEDURE

Questionnaire was used for the study. Quantitative analysis can be defined as research that addresses research goals through empirical evaluations involving numerical measurement and analysis (Zikmund, 2013). The quantitative method is used in this study because of the large sample. The use of questionnaire methods used in this study is an efficient and effective way to achieve a large target sample in a less expensive and quick way (Zikmund, 2013).

In addition, it takes more time for the researcher to use the other method, the qualitative method. The advantages or advantages of using a questionnaire will therefore be helpful for this study or research, as there is a time limit for this research and a limited budget that requires data in small samples. In this study, each NUBE branch was provided with a hard copy of the questionnaire. Each branch has received 100 questionnaires to distribute to NUBE members who are also bank staff in Malaysia. The questionnaire has been delivered to each Branch's Secretaries by hand.

3.6 RESEARCH INSTRUMENT

This questionnaire is composed of five parts. Part A contains items for the demographic profile of the respondent; Part B contains items for the union's commitment; Part C contains items for the quality of working life; Part D contains items for the perceived effectiveness of the union; and Part E contains items for the measurement of job security.

i. Component A – Demographic Profile

In this part, the questionnaire requires respondents to provide their demographic background. The demographic factors include union branch, age, ethnic group and range of born year. A sample questionnaire is attached in Appendix A for this study.

ii. Component B – Union Commitment (UC)

The questioner was asked about Union Commitment questions which have been developed by Bayazit (2004). The total of 13 items is consisting in the questionnaire which has been modified according to the local environment. Responses ranged from 5-Likert scale 1= “Strongly Disagree” to 5= “Strongly Agree.”

iii. Component C – Quality of Work Life (QWL)

This part consists of Quality of Work Life questions. These questionnaires were developed by Huang, Lawler and Lei (2007) and the total of 10 items was presented. Responses ranged from 5-Likert scale 1= “Strongly Disagree” to 5= “Strongly Agree.”

iv. Component D – Perceived Union Effectiveness (PUE)

This part consists of Perceived Union Effectiveness question which is developed by Chacko (1985) and the total of 9 items in the questionnaire. Responses ranged from 5-Likert scale 1= “Strongly Disagree” to 5= “Strongly Agree.”

v. Component E – Job Security (JS)

This part is consisting of Job Security questionnaire which develop by Oldham, Kulik, Stepina, and Ambrose (1986) and the total of 8 items. Responses ranged from 5-Likert scale 1= “Strongly Disagree” to 5= “Strongly Agree.”.

Table 3.1: Summary of measurements adapted in the study

Component	VARIABLE	DEVELOPED BY
B	Union Commitment	Bayazit et al. (2004)
C	Quality of Work Life	Huang, Lawler and Lei (2007)
D	Perceived Union Effectiveness	Chacko (1985)
E	Job Security	Oldham, Kulik, Stepina, and Ambrose (1986)

3.6.1 VALIDATION OF INSTRUMENTS

3.6.1.1 RELIABILITY TEST

The reliability test was carried out to determine the reliability level of the questionnaire and the alpha of Cronbach value is one of the ways to measure the consistency of the scale, how well a set of elements (or variables) measures a single uni-dimensional structure. Cronbach's alpha is a reliability coefficient. The greater the value of the alpha coefficient, the more reliable the event or construct measurement variable is.

Table 3.2: The reliability analysis of the questionnaire

VARIABLES	NO OF ITEMS	CRONBACH'S ALPHA
Union Commitment	13	0.88
Quality of Work Life	10	0.92
Perceived Union Effectiveness	9	0.93
Job Security	8	0.87

After analyzing all variables, most variables demonstrated an acceptable degree of reliability in this study (as indicated above, Table 3.1).

3.7 STATISTICAL METHODS

The data processing and analysis for this research was carried out using the Statistical Package for Sources Science (SPSS). The tools used to analyze the data:

i. Reliability Analysis

The alpha of Cronbach is the most common measure of internal consistency. It is most frequently used if you have multiple Likert questions in a scale questionnaire to determine whether the scale is reliable. The reliability analysis has been used to test all 4 variables in this study.

ii. Descriptive Analysis

Descriptive analysis is helpful in the description of the basic data features. It is often used to summarize data frequency or central trend measurements (mean, mode and median). The descriptive analysis also has been used to describe all 4 variables and few demographic items in this study.

ii. Factor Analysis

Factor analysis is also used to verify construction in scale. The items that make up each dimension are specified upfront in such applications. In this study, all the scale from all 4 variables has been test using factor analysis.

iv. Correlation Analysis

The Pearson Correlation bivariate produces a sample correlation coefficient, r , which measures the strength and direction of linear relations among pairs of continuous variables. In this study, the first 3 hypothesis has been used to test the relationship between in-dependent variables and dependent variable using correlation analysis.

v. Regression Analysis

The next step after correlation is linear regression. It is used to predict a variable's value based on the other variable's value. In this study, the first 3 hypothesis has been used to predict the value between in-dependent variables and dependent variable using multiple regression analysis.

vi. Independent Sample t Test

The Independent Samples t test compares the means of two independent groups to determine whether statistical evidence shows that the associated population means differ significantly. This analysis has been done to test under demographic profiles which requiring testing the difference between two generations.

v. ANOVA Analysis

The one-way variance analysis (ANOVA) is used to determine if statistically significant differences exist between the means of two or more independent (unrelated) groups. This analysis has been done to test under demographic profiles which requiring testing the difference between five NUBE branches.

3.8 SUMMARY

Methodologies of research were used to collect, analyze and interpret data. Computer software like SPSS has been used to help you analyze and interpret. First, questionnaires are used to obtain more precise information from the larger group of respondents. In addition to primary data, secondary data, such as case studies and journals, have been used to help researchers better understand the research topic. In the earlier parts, the target population, sample frame and location, sample elements, sampling techniques and sample size were discussed. Scales used in measurement construction were also explained. In addition, processes for data preparation such as checking, editing, coding and transcription have been discussed.



CHAPTER FOUR

RESULT AND DISCUSSION

4.1 INTRODUCTION

The original data used in this study is obtained by means of a questionnaire survey conducted by the researcher. The collected data is analyzed using the Social Science Statistical Package (SPSS). In this chapter, the results of the survey and the explanation for the results were presented

4.2 RESPONSE RATE

Table 4.1: Summary of Respondent's Response rate

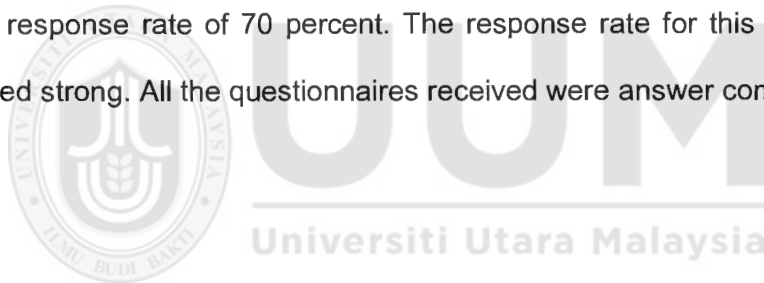
UNION BRANCH	DISTRIBUTION	RESPONSE	RESPONSE RATE (%)
PKP (PENANG, KEDAH, PERLIS)	100	75	75
IPOH	100	50	50
SMJ (SEREMBAN, MELAKA, JOHOR)	100	60	60
KT (KELANTAN, TERENGGANU)	100	65	65
KLSP (KL, SELANGOR, PAHANG)	100	100	100
TOTAL	500	350	70%

The table shows the response rate summary of the respondent. The response rate is the percentage of respondents to the survey.

To equation showing the calculation of the percentage of response rate for the survey:

$$\frac{\text{\# of responses to our survey}}{\text{\# of people we sent the survey to}} \times 100$$

Hair et al. (2010) indicated that the response rate is generally acceptable above 50 percent. According to the table above, a total of 500 questionnaires were distributed through NUBE branches using a self - administered method. Each branches received the total number of 100 questionnaires which was passed to each branch secretaries. Of all NUBE branches, 350 completed questionnaires were received in which all 350 were used with a response rate of 70 percent. The response rate for this study is therefore considered strong. All the questionnaires received were answer completely.

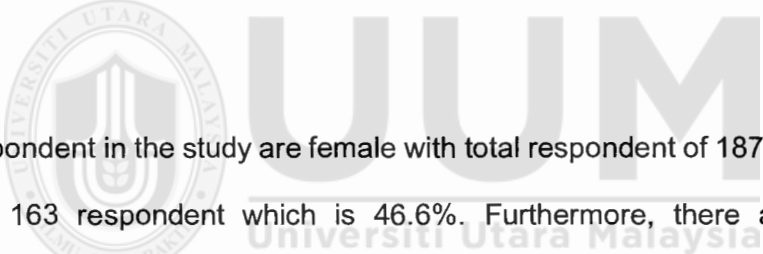


4.3 PROFILE OF RESPONDENT

Table 4.2 Profile of Respondent

DEMOGRAPHIC CHARACTERISTICS	FREQUENCIES	PERCENTAGE (%)
1- NUBE BRANCH		
KLSP	100	28.6
PKP	75	21.4
SMJ	60	17.1
IPOH	50	14.3
KT	65	18.6
2- GENDER		
MALE	163	46.6
FEMALE	187	53.4
3- AGE		
38-55 years old	175	50.0
22-37 years old	175	50.0
4- ETHNIC GROUP		
MALAY	209	59.7
CHINESE	69	18.9
INDIAN	69	18.9
OTHER	9	2.6
5- RANGE OF BORN YEAR		
1965 - 1980	175	50.0
1981 - 1996	175	50.0

Frequencies analysis was conducted in order to explain about frequencies and demographic sector in the study such as NUBE branch, gender, age, ethnic group and range of born year. A total of 350 people took part in this study. The complete questionnaire can be used to execute the analysis. The first part of demographic section is NUBE Branch. The respondent is from five different NUBE branches which are from five different regions. Majority of the respondent are from KLSP (Kuala Lumpur, Selangor and Pahang) which recorded 28.6%, followed by branch PKP (Penang, Kedah and Perlis) which recorded 21.4%. Next is from SMJ branch (Seremban, Melaka and Johor) which recorded 17.1% and KT branch (Kelantan and Terengganu) recorded 18.6% and finally the least respondent is from IPOH branch which recorded 14.3% only.



Majority of the respondent in the study are female with total respondent of 187 (53.4%) and male is just 163 respondent which is 46.6%. Furthermore, there are two categories of age group which was divided into two generation. This first age group is from Generation X which is under (38 - 55 years old). This age group recorded 50% or 175 respondents. The second age group is from Generation Y which is under (22-37 years old). This age group recorded the same percentage with Generation Y which is 50% or 175 respondents.

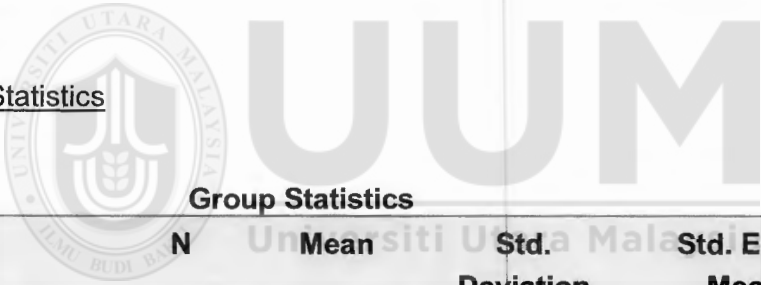
In terms of ethnic group, total of 209 respondents are Malay which is 59.7%. Both Chinese and Indian recorded the same total of respondent which 66 respondent each or 18.9%. Other ethnicity recorded only 9 respondent or 2.6%. As stated previously, the range of born year also divided into two categories which is Generation X and Y. Respondent who born from year 1965 to 1980 which is under Generation X recorded 50% and from year 1981 to 1996 is recorded 50% as well.

4.3.1 The Level of Union Commitment among Generation X and Generation Y

4.3.1.1 Independent Sample t-Test

The independent t-test assesses the difference between the means of two independent or unrelated groups. That is, we assess whether the means for two independent groups differ significantly from each other. The independent sample t test is commonly referred to as an intergroup design and can also be used for the analysis of a control and experimental group. Each case must have scores on two variables, the (independent) grouping variable and the (dependent) test variable in an independent t test.

Table 4.3: Group Statistics



		Group Statistics			
	AGE	N	Mean	Std. Deviation	Std. Error Mean
UC	38-53 YEARS OLD (GEN X)	175	4.54	.377	.029
	22-37 YEARS OLD (GEN Y)	175	4.50	.410	.031

The above table 4.3 shows Group Statistics. First off, there's only a small difference between the sample means. Generation X has an average UC score of 4.54 whereas the Generation Y scores 4.50.

Table 4.4: Independent Sample Test

		UC	
		Equal Variance Assumed	Equal Variance Not Assumed
Levene's Test for Equality of Variances	F	3.956	
	Sig.	0.47	
t-test for Equality of Mean	T	1.106	1.106
	Df	348	345.605
	Sig. (2-tailed)	0.270	0.270
	Mean Difference	0.47	0.47
	Std. Error Differences	0.42	0.42
	95% confidence Interval of the difference		
	Upper	-0.36	-0.36
	Lower	0.129	0.129

An independent samples t- test was employed to identify whether Generation X tend to have higher UC than Generation Y. Because the P- value (Sig.) of Levene's Test for Equality of Variances is greater than 0.05 (0.47), the "equal variances assumed" test will be used. The t- statistic is 1.106 with 348 degrees of freedom. The corresponding two tailed p- value is 0.270, which is greater than 0.05. Thus, the results indicate that there is no statistically significant difference between the mean score of UC for Generation X and Y. A visual inspection of Table 4.3 shows that UC of generation x was slightly higher than that of generation y, with a mean score of 4.54 and 4.50 respectively. For conclusion, a p value greater than 0.05 means that the variability in your two conditions is about the same. That the scores in one condition do not vary too much more than the scores in second condition. Put scientifically, it

means that the variability in the two conditions is not significantly different. Hence, both generations shows their commitment to the union equally.

4.3.2 The Level of Union Commitment among Union Branches

4.3.2.1 One - Way ANOVA

The phrase "analysis of variance" was probably coined by the most famous twentieth century statistician, Sir Ronald Aylmer Fisher, who defined it as "the separation of variance attributable to one group of causes from the variance attributed to the other groups". In other words, variance analysis (ANOVA) is a partitioning of the total variance in a data set into a number of component parts in order to determine the relative contributions of identifiable sources of variation to the total variation in measured responses.

Table 4.5: DescriptiveTable

Descriptives								
UC								
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
KLSP	100	4.56	.369	.037	4.49	4.64	4	5
PKP	75	4.66	.401	.046	4.56	4.75	4	5
SMJ	60	4.48	.392	.051	4.38	4.58	4	5
IPOH	50	4.46	.372	.053	4.36	4.57	4	5
KT	65	4.38	.394	.049	4.28	4.48	3	5
Total	350	4.52	.394	.021	4.48	4.56	3	5

One- way ANOVA analysis was used to investigate the impact of union branches towards members' level of union commitment. Referring to the mean score presented in the descriptive table, members from branches PKP (northern region) has the highest level of UC (mean = 4.66). This is followed by KLSP branch (mean = 4.56), SMJ branch (mean = 4.48), IPOH branch (mean = 4.46) and KT branch (mean = 4.38).

Table 4.6: Test of Homogeneity of Variances

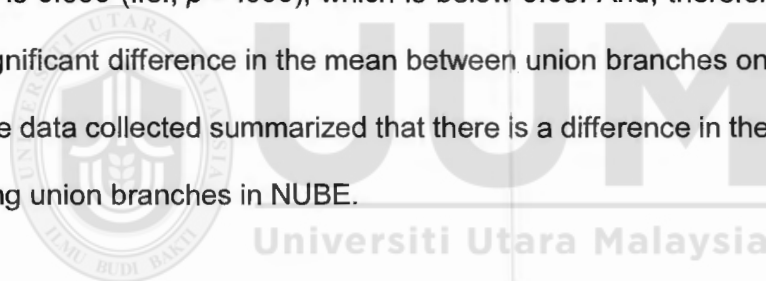
Test of Homogeneity of Variances			
	UC		
Levene Statistic	df1	df2	Sig.
.787	4	345	.534

As shown in Table 4.6, Levene statistic was significant, $F(4, 345) = 0.787$, $p = 0.534$, and thus the assumption of homogeneity of variance was not violated. If the p value for this test exceeds α level, we do not reject H_0 , which increases our confidence that the variances are equal and that the homogeneity of the variance assumption has been achieved. The p value is .534. Since the p value is higher than α , there is little evidence that the variances are not equal and that the homogeneity of the assumption of variance can be reasonably satisfied.

Table 4.7: ANOVA Table

ANOVA					
		UC			
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	3.092	4	.773	5.211	.000
Within Groups	51.172	345	.148		
Total	54.264	349			

Table 4.7 shows the output of the ANOVA analysis and whether the difference between the means of the group is statistically significant. We can see that the significance value is 0.000 (i.e., $p = .000$), which is below 0.05. And, therefore, there is a statistically significant difference in the mean between union branches on level of the UC. Hence, the data collected summarized that there is a difference in the level of commitment among union branches in NUBE.



4.4 FACTOR ANALYSIS

According to MacCallum RC, Austin JT (2000), factor analysis is useful in identifying whether each item in the variables is able and appropriate to measure what is intended to measure in the research. As discussed before, in performing factor analysis it's essential to give important to the readings of Kaiser- Meyers-Olkin (KMO), measurement of the sample adequacy, Bartlett's sphericity test and total variance value explained. For this study, all the KMO Value achieved between the range of 0.6 and 0.7 which is consider as mediocre and middling, Bartlett's value is consider as significant while total variance explained value achieved the set up standard. Factor analysis is useful to be conducted before further to other analysis such as correlation and regression (MacCallum RC, Austin JT (2000)). This is because, within factor analysis all the unwanted item can be eliminated, where it can helpful in provide a more reliable result that related to the objective of the study later.

The following two steps involve the application of the factor analysis:

- Assessing the variety of interesting factors required to fully expose the correlations between the variables observed and estimating how each factor is related to each variable observed (i.e., estimating the factor loadings); and
- In the process known as factor rotation, we try to simplify the initial solution.

4.4.1 Factor Analysis for Union Commitment

Factor analysis for UC achieved KMO value of .937; the Bartlett's test of Sphericity is significant to $p < 0.01$ while the variance is 58.92%. For this variable, factor analysis was initially conducted on 13 items. No item were eliminated because the factor loading for all item is exceeding the minimum value and achieved the minimum standardized as set up for this study that is 0.5

Table 4.8 Factor Analysis for Union Commitment

ITEM	COMPONENT LOADING
UC1	.733
UC2	.687
UC3	.776
UC4	.753
UC5	.585
UC6	.657
UC7	.697
UC8	.590
UC9	.656
UC10	.683
UC11	.799
UC12	.525
UC13	.545

KMO Value: .937

Bartlett's Test of Sphericity: Approx. Chi- Square: 3114.600

df: 78

Sig: .000

Percentage of Variance: 58.92%

Percentage of Variance: 74.76%

4.4.2 Factor Analysis for Quality of Work Life

Factor analysis for QWL achieved KMO value of .857; the Bartlett's test of Sphericity is significant to $p < 0.01$ while the variance is 45.97%. For this variable, factor analysis was initially conducted on 10 items. No item were eliminated because the factor loading for all item is exceeding the minimum value and achieved the minimum standardized as set up for this study that is 0.50.

Table 4.9 Factor Analysis for Quality of Work Life

ITEM	COMPONENT LOADING
QWL 1	.545
QWL 2	.680
QWL 3	.622
QWL 4	.653
QWL 5	.532
QWL 6	.551
QWL 7	.579
QWL 8	.670
QWL 9	.693
QWL 10	.579

KMO Value: .857
Bartlett's Test of Sphericity: Approx. Chi- Square: 1483.851
df: 45
Sig: .000

Percentage of Variance: 45.97 %
Percentage of Variance: 74.76%

4.4.3 Factor Analysis for Perceived Union Effectiveness (PUE)

Factor analysis for PUE achieved KMO value of .888; the Bartlett's test of Sphericity is significant to $p < 0.01$ while the variance is 64.26%. For this variable, factor analysis was initially conducted on 9 items. No item was eliminated because the factor loading for all item is exceeding the minimum value and achieved the minimum standardized as set up for this study that is 0.50

Table 4.10 Factor Analysis for Perceived Union Effectiveness

ITEM	COMPONENT LOADING
PUE1	.794
PUE2	.735
PUE3	.701
PUE4	.892
PUE5	.911
PUE6	.763
PUE7	.701
PUE8	.689
PUE9	.645

KMO Value: .888

Bartlett's Test of Sphericity: Approx. Chi- Square: 2490.857

df: 36

Sig: .000

Percentage of Variance: 64.26 %

Percentage of Variance:

74.76%

4.4.4 Factor Analysis for Job Security (JS)

Factor analysis for JS achieved KMO value of .901; the Bartlett's test of Sphericity is significant to $p < 0.01$ while the variance is 65.18%. For this variable, factor analysis was initially conducted on 8 items. No item were eliminated because the factor loading for all item is exceeding the minimum value and achieved the minimum standardized as set up for this study that is 0.50

Table 4.11 Factor Analysis for Job Security

ITEM	COMPONENT LOADING
JS1	.625
JS2	.554
JS3	.690
JS4	.684
JS5	.663
JS6	.699
JS7	.736
JS8	.564

KMO Value: .901
Bartlett's Test of Sphericity: Approx. Chi- Square: 1955.311
df: 28
Sig: .000

Percentage of Variance: 65.18 %
Percentage of Variance: 74.76%

4.5 RELIABILITY ANALYSIS

4.5.1 RELIABILITY ANALYSIS

Coefficient range	Strength of association
$\pm 0.91 - 1.00$	Very Strong
$\pm 0.71 - 0.90$	High
$\pm 0.41 - 0.70$	Moderate
$\pm 0.21 - 0.40$	Small, but definite relationship
$\pm 0.00 - 0.20$	Slight, mostly negligible

Table 4.12: Values of thumb about correlation coefficients sizes

Reliability tests must be carried out to determine the reliability level of the questionnaire and the alpha of Cronbach is one of the ways to measure the consistency of the scale, How well a set of elements (or variables) measures a single single uni-dimensional structure. After the analysis was carried out for all factors, most variables demonstrated an acceptable degree of reliability in this study. The higher the value of the alpha coefficient, the more reliable the event or construct measurement variable is.

Table 4.13 Reliability Statistic

VARIABLES	NO OF ITEMS	CRONBACH'S ALPHA
UC	13	0.88
QWL	10	0.92
PUE	9	0.93
JS	8	0.87

Data in this study was collected from 350 respondents; the reliability was performed based on the dimension and variables of the study. The result of the reliability analysis was in the range of 0.71 to 1.00 as shown on Table 4.13. The alpha value of Cronbach for the independent variable quality of work life is 0.92, perceived union effectiveness is 0.93 and job security is 0.87. Furthermore, the alpha value of Cronbach for the dependent union commitment variable is 0.88. Overall the questionnaire of union commitment and job security shows a high reliability and questionnaire of quality of work life and perceived union effectiveness shows very strong reliability.

4.6 DESCRIPTIVE ANALYSIS

Descriptive analysis is one of the methods to determine the range of answer from the respondent which are expresses in form of mean and standard deviation. In this section, the mean value and independent variables Standard deviation and dependent variable are shown in Table 4.9.

Table 4.14: The Average Score Variables

Variables	Minimum	Maximum	Mean	Std. Deviation
UC	2	5	4.39	.524
QWL	1	5	3.35	.704
PUE	1	5	4.25	.577
JS	1	5	3.25	.845

Table 4.14 present the result of mean and standard deviation of Union Commitment (dependent variable), Quality of Work Life, Perceived Union Effectiveness and Job Security (independent variables). All variable were evaluated based on five point Likert scale. The result shows the mean (M) and standard deviation (SD) for "UC" is

(M=4.39, SD=0.524), "QWL" (M=3.35, SD=0.704), "PUE" (M=4.25, SD=0.577) and "JS" (M=3.25, SD=0.845). The results shows that the highest mean value was recorded are 4.39 for UC and the lowest mean value is recorded 3.25 for JS. In addition, the highest standard deviation is 0.845 for JS and the lowest standard deviation is 0.524 for UC.

4.7 STATISTICAL ANALYSIS

4.7.1 PEARSON CORRELATION ANALYSIS

Pearson correlation analysis describes the strength and direction of a linear relation between two variables. This segment provides inferential analysis results. The analysis of Pearson correlation was used to establish the relationship between variables presented in this study that is quality of work life, perceived union effectiveness, job security and union commitment. Table 4.15 present the result for the correlation analysis result for this study.

Table 4.15: Rule of Thumb about Correlation Coefficient Size

COEFFICIENT RANGE	STRENGTH OF ASSOCIATION
±0.91 - 1.00	VERY STRONG
±0.71 - 0.90	HIGH
±0.41 - 0.70	MODERATE
±0.21 - 0.40	SMALL, BUT DEFINITE RELATIONSHIP
±0.00 - 0.20	SLIGHT, ALMOST NEGLIGIBLE

Source: Adapted from Hair, Money, Samaouel and Page (2007). Research Methods for Business. West Sussex: John Wiley Sons.

4.7.1.1 'Hypothesis 1'

H1: QWL and UC have a significant relationship

Table 4.16 Correlation between QWL and UC

		QWL	UC
QWL	Pearson Correlation	1	.178**
	Sig. (2 tailed)		.001
	N	350	350
UC	Pearson Correlation	.178**	1
	Sig. (2 tailed)	.001	
	N	350	350

**Correlation is significant at the level at the 0.01 level (2-tailed).

Source: Data generated by SPSS version 23

Relationship Direction

From Table 4.16 above, QWL and UC have a positive relationship because the correlation coefficient value is positive. The QWL variable has a 0.178 correlation with the UC variable.

Relationship Strength

The value of this correlation coefficient (0.178) falls just under the $\pm 0.41-0.70$ coefficient. The relationship between QWL and UC is therefore slight, almost insignificant.

Relationship Significance

The QWL-UC relationship is significant. The p-value of 0.001 is lower than the alpha value of 0.01 (2-tailed). Hypothesis 1 is therefore accepted.

4.7.1.2 Hypothesis 2

H2: PUE and UC have a significant relationship

Table 4.17 Correlation between PUE and UC

		PUE	UC
PUE	Pearson Correlation	1	.544**
	Sig. (2 tailed)		.000
	N	350	350
UC	Pearson Correlation	.544**	1
	Sig. (2 tailed)	.000	
	N	350	350

**Correlation is significant at the level at the 0.01 level (2-tailed).

Source: Data generated by SPSS version 23

Relationship Direction

There is a positive relationship between PUE and UC from Table 4.17 above because the correlation coefficient value is positive. The variable PUE has a correlation of 0.544 to the variable UC.

Relationship Strength

The value of this correlation coefficient (0.544) falls below the $\pm 0.00-0.20$ coefficient. The relationship between QWL and UC is therefore moderate.

Relationship Significance

The PUE and UC relationship is important. The p-value of 0.000 is lower than the alpha value of 0.01 (2-tailed). Hypothesis 2 is therefore accepted.

4.7.1.3 Hypothesis 3

H3: JS and UC have a significant relationship

Table 4.18 Correlation between JS and UC

		JS	UC
JS	Pearson Correlation	1	.094**
	Sig. (2 tailed)		.078
	N	350	350
UC	Pearson Correlation	.094**	1
	Sig. (2 tailed)	.078	
	N	350	350

**Correlation is significant at the level at the 0.01 level (2-tailed).

Source: Data generated by SPSS version 23

Relationship Direction

There is a positive relationship between JS and UC from the table above because the correlation coefficient value is positive. The variable JS has a correlation of 0.094 to the variable UC.

Relationship Strength

The value of this correlation coefficient (0,094) falls below the $\pm 0, 00-0, 20$ coefficients. The relationship between JS and UC is therefore slight, almost insignificant.

Relationship Significance

The connection between JS and UC is not important. Because the 0.078 p-value is more than the 0.01 alpha value (2-tailed). Hypothesis 3 is therefore not accepted.

4.7.2 MULTIPLE REGRESSION ANALYSIS

Regression Analysis is used when the value of a variable is predicted on the basis of the value of another variable. The predictive variable is called the dependent variable. The variable uses the independent variable to predict the value of the other variable. Moreover, regression analysis is an additional support to correlation analysis in order to determine whether the variables is possess more on negative or positive relationship and at the same time to test the hypotheses.

Table 4.19: Model Summary

Model Summary^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.572^a	.327	.321	.325	2.014

a. Predictors: (Constant), JS, PUE, QWL
b. Dependent Variable: UC

Source: Data generated by SPSS version 23

Table 4.19 of the output shows the model summary and the overall fit stats. The result found that our model's adjusted R² is 0.321 with the R²=.327, which means that linear regression accounts for 32.7 percent of the data variance. The R value is the simple correlation and is 0.572, indicating a high correlation. The R² value shows how much of the total variation in the dependent variable (UC) the independent variable can explain (QWL, PUE & JS). In this case, only 32.7 percent, which is low, can be explained. R-squared values below 50 percent are considered to be low.

Table 4.20: Anova

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17.740	3	5.913	56.019	.000 ^b
	Residual	36.524	346	.106		
	Total	54.264	349			

a. Dependent Variable: UC
b. Predictors: (Constant), JS, PUE, QWL

Source: Data generated by SPSS version 23

This table 4.20 shows that the model of regression significantly predicts the dependent variable. This suggests the statistical significance of the running regression model. In this case, $p < 0.000$, which is less than 0.05, indicates that the regression model statistically significantly predicts the result variable in this study in general.

Table 4.21: Coefficients

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.923	.290		6.642	.000
	QWL	.204	.059	.152	3.435	.001
	PUE	.368	.030	.538	12.183	.000
	JS	.043	.025	.076	1.727	.085

a. Dependent Variable: UC

Source: Data generated by SPSS version 23

The regression coefficients, interception and meaning of all coefficients and interception in the model are shown in Table 4.21. Our linear regression analysis estimates the function of linear regression as:-

$$y = 1.923 + 0.204(QWL) + 0.368(PUE) + 0.43 (JS)$$

It is important to note that all the b coefficients of the variable are positive numbers; QWL, PUE & JS is associated with higher UC. Anyhow only two of the predictor variables are statistically significantly ($p < 0.00$) associated with UC which is QWL and PUE but predictor variable (JS) does not reach statistical significant ($p > 0.00$).



4.8 SUMMARY OF HYPOTHESIS

Table 4.22 below shows the summary of hypotheses for this study based on the analysis that has been conducted before. As an overall, only 2 hypotheses proposed to this study were accepted and 1 other hypothesis was rejected.

Table 4.22: Summary of hypothesis

	Hypothesis	Result
H1	There is a significant influence of Quality of Work-Life on Union Commitment.	Accepted
H2	There is a significant influence of Perceived Union Effectiveness on Union Commitment.	Accepted
H3	There is a significant influence of Job Security on Union Commitment.	Rejected

4.9 SUMMARY

In short, this chapter present the result analysis performed using SPSS 23. The result is derived from analysis like descriptive analysis, factor analysis, reliability analysis, Pearson correlation analysis, multiple regression analysis, and independent t-test and ANOVA analysis. Each of the analysis contributes directly and indirectly for the research to achieve the objective of the research as it can helpful to complete this study successfully. There was about 3 hypotheses tested in order to clarify on the relationship and differences possess by each variables.

CHAPTER 5

CONCLUSION AND RECOMMENDATION

5.1 INTRODUCTION

The major part of this chapter presents the discussion on the findings. The second part of this chapter discusses the recommendation for future studies and suggestions. And the conclusion was finally stated.

5.2 RECAPITULATION OF THE STUDY FINDINGS

This study examines the relationship between work life quality, perceived union effectiveness and job security on union commitment. Moreover the study also focuses about the commitment level among two different generations which is generation X and generation Y. Other than that, the commitment level among different branches of National Union of Bank Employees (NUBE) also has been tested.

This study used the questionnaire as the instrument that helped in identify the relationship among variables and support the hypotheses testing. Member of National Union of Bank Employees from all the regions are the population in this study. From 500 questionnaires which have been distributed, only 350 have received by researcher for this study.

In order to answer the research objectives that include the hypotheses, factor analysis, descriptive analysis, correlation analysis, multiple regressions analysis, independent sample t test and ANOVA analysis were performed by using Statistical Package for Social Science (SPSS 23).

The objective that set up these study were to: i) examine the relationship between quality of work life and union commitment; ii) examine the relationship between perceived union effectiveness and union commitment; iii) examine the relationship between job security and union commitment; iv) examine that the Generation X will have a higher level of union commitment than Generation Y; and v) examine the differences between union branches on the level of the union commitment.

5.3 DISCUSSION OF MAJOR FINDINGS

The study's main focus is union commitment among union member from National Union of Bank Employees (NUBE) Malaysia. Consequently, analyzing members' union commitment is important to know whether they are committed to their union that they engaged with. Quality of work life, perceived union effectiveness and job security is the important element to find out the level of the commitment of the members of NUBE. Moreover, members commitment towards union from different generation especially generation x and generation y and also members from different region of Malaysia has been tested.

5.3.1 Objective 1: Examine the influence of QWL on UC

The findings from this study showed that QWL have a significant influence of UC. Based on regression analysis, the result for the first hypothesis is ($\beta=0.204$ at $p= 0.01$, $p<0.05$). It shows that, the hypothesis is accepted. The finding revealed that even though the correlation between QWL and UC is low but still the result supports the proposed hypothesis that quality of work life is significantly influence the union

commitment. Thus increased in quality of work life among union members was related with increased in union commitment.

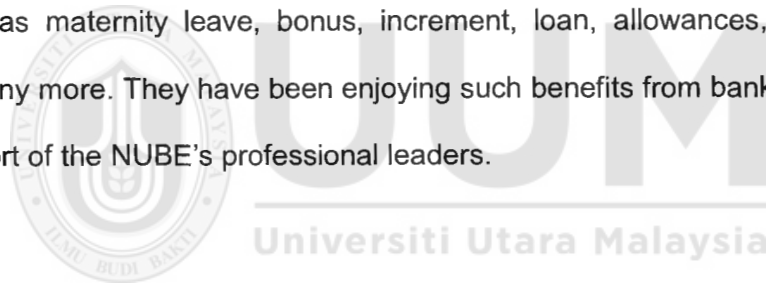
The observed positive influence indicates that union members who experience quality of work life also exhibit positive commitment behaviors and attitudes towards their unions. If they perceive a favorable treatment they will pay back that positive treatment by behaving positively, on the other hand, if they perceive an unfavorable treatment, they will reciprocate with an unfavorable action. Hence a union member's motivation to remain committed to the union is contingent upon the belief or the expectation that effort expended will yield desired outcomes such as an improved quality of work life.

When a member has a good quality of work-life, they can have a trust and confidence on the union's roles. The positive relationship realized between quality of work life and union commitment is a clear indication that factors such as gaining autonomy on the job, having a challenging and supportive work environment as well as a balance between work and family life are equally important to the present day employee as adequate and fair compensations.

Literature also shows some studies that used quality of work life as a predictor of certain union joining behaviors had similar results. For instance, research by Kochan (1986) asserts that, Union members can now seek benefits such as meaningful work from the unions, appreciation of efforts and a sense of belonging to the working situation that requires unions to develop a concept of the working environment and to gain control through collective bargaining.

This study become another additional source of information for previous finding in the literature review that support the quality of work-life in influencing union commitment among members. It can be conclude that this result answer the first research question and objective that have been built for this study. It statistically proved that, quality of work-life really influence slightly their commitment towards union.

NUBE's member shows that they are really committed to their union by participating in all the events, training and even demonstration conduct by the union. They believe that the union is fighting for them to get a better quality of work-life all time. NUBE has defend many good things for their members in the recent years through collective agreement such as maternity leave, bonus, increment, loan, allowances, COLA, insurance and many more. They have been enjoying such benefits from banks which were from the effort of the NUBE's professional leaders.



5.3.2 Objective 2: Examine the influence of PUE on UC

The findings from this study show that PUE have a significant influence on UC. Based on regression analysis, the result for the second hypothesis is ($\beta=0.368$ at $p=0.00$, $p<0.01$). It shows that, the hypothesis is accepted. It shows that the hypothesis is accepted and correlates positively. The finding revealed that the regression result supports the proposed hypothesis that perceived union effectiveness is significantly influence the union commitment. When the member's perception of the effectiveness of their unions in term of their performance and priorities increase, they also will increase their commitments towards their union.

Effectiveness of union in term of bargaining, organizing, politics, member solidarity and many more are the reason for members to stay and committed to their union. The first impression of the union will give impact on the commitment and trust of the member to be a part of the operations to make the union more effective in future venture. Members' satisfaction with union representation is higher where unions are perceived as effective. Union representative role is one of the influential roles in the union which will give impact on the trade union membership.

Bayazit et al. (2009) concluded that union member's perception of leadership priorities is positively correlated with their attitudes and behaviors towards the union. The literature review in this study also support the hypothesis by revealed that union instrumentality perceptions and satisfaction with the union was positively associated with pro union voting behavior. It is suggested that though employee dissatisfaction may attract interest in union representation, it does not necessarily result in pro union vote from union members, instrumentality perceptions will be the major determinant of the direction of union vote.

NUBE members have a good perception towards their union and the leaders of the union because the collective bargaining function towards a role dominated by the voice and representation of workers appears to have taken place against the background of unionism of high density. Protecting employees against unfair work practices and encouraging employee training is one of NUBE's main responsibilities. One of the factors related to union success in organizing is having a good leader is because a strong leader certainly will give confidence to the member in the union. In return members will show a relative strong support in the union (Solomon, 2005).

Many members has benefited from joining the union and also gained knowledge from the union by participating in union activities.

5.3.3 Objective 3: Examine the influence of JS on UC.

The findings from this study show that the influence of JS on UC hypothesis is not supported. Based on regression analysis, the result for the third hypothesis is ($\beta=0.043$ at $p= 0.85$, $p>0.05$).It shows that, the hypothesis is not accepted. This finding explained that members did not really feel secure in their job but committed to the union.

Unions protect employees from arbitrary employer actions and provide them with legal assistance in the event of a workplace problem that could lead to discipline or dismissal, such as sexual harassment or complaints from customers. Before an employee can be fired, he or she can proceed with a grievance process and arbitration if necessary. In recent years, however, it has become increasingly difficult for trade unions to keep jobs safe, because many industries have had to make mass redundancies. Market forces like globalization, changing technology and using robotics instead of people to perform tasks have also helped to reduce job security. As a result, membership of the union has declined. The tendency among most workers, especially younger ones, not to remain in the same job or workplace for their entire career is also contributing to the decline in membership of the Union. This has been highlighted by many unions worldwide, but there is still no final word for this issue.

More generally, Members need to fully understand what union job security actually means. What is meant to be certain about a union job is that members can not normally be fired without just cause. Unless otherwise stated in a contract, employers may fire workers for any reason or for no reason. In their agreements, unions typically negotiate that terminations can only be caused by misconduct and only after the employee has been properly warned and taken through a progressive disciplinary process. In this case, many cases of dismissal occurred in banking industries where the union cannot interrupt and help its members because of the economic crisis and changing technology.

NUBE has managed to settle many issue regarding job loss and layoff but still there is a condition where situation and law favors to employer more than union. This makes NUBE members feel insecure sometimes which make their commitment towards union reduced but this doesn't means that union did not work effectively. This kind of circumstances occurs because of the activities which is not involved union but other entity.

5.4 IMPLICATIONS OF STUDY

This research study might be useful for National Union of Bank Employees (NUBE) due to its significance especially among members and representatives of NUBE. Thus, the finding provided contribution and implication that are classified in the following section.

5.4.1 Theoretical Implication

Theoretical implication from this study can be additional contribution for the study on union commitment which related to quality of work-life and perceived union effectiveness. Social Exchange Theory by Blau (1964) has been used to support this study. First of all, in term of social exchange theory, self-interest drives people's social exchanges (Blau, 1964). Therefore, depending on their judgment, people enter and leave relationships with regard to the benefits and costs of the relationship. So in this research, the result shows that quality of work-life and perceived union effectiveness is believed to influence the union commitment positively. When NUBE is playing their roles effectively in term of negotiation on member's rights and benefit with their employers thus, members feel secure to be with their union.

Other than that, this theory also urged that the NUBE members see the union as showing concern for their needs and well - being generates a sense of duty and reciprocity through positive union attitudes and attitudes and a general commitment to the union as described in the Theory of Social Exchange by Blau (1964) in this study. When the union gives positive outcomes to the members, the members will give their hundred percent commitments and participate in union activities as recompense. It is suggested that, though unions would still continue to provide "traditional" collective

bargaining related services, they also should also seek to enhance their attractiveness to their member by advocating employees' participation and representation in workplace. In conclusion, If the member's quality of work life, job security is been taking care and the members having good perception on the union effectiveness then the members will be more committed to the union and the problem of declining can be overcome by the union representatives.

5.4.2 Practical Implications

In this context, the practical implication improving and solving particular issue as relate to area of the study. This study giving a real picture for union members and change their perspective towards the importance of union commitment. From this study, we got to know that NUBE is a strong and effective union compare to other unions in Malaysia because the commitment level among members are significantly positive. The reason is they have active participation from members, they have done proper preparation for further negotiations before hand, they are highly involve in political and civil activities, they have a strong union mentality and most of all the have a professional leader. Even though NUBE is having professional attitude in bringing up the union and member but they are experiencing declining of membership past few years.

The declining of NUBE membership for past few years is because of the management or employer attitude rather than union itself or member's attitude. According to Salamon (2000) and Maimunah (2007), most banks try to show their power to their employees. The tactics employed by employers to control the workforce included the application for union recognition indefinitely delayed, victimizing or promoting the members to remove them from the shop-floor and

forming in-house union which forced the NUBE member to join them. For example, Maybank has formed an in-house union called MAYNEU for clerical and non-clerical employees to join at the same time forced them to resign from the National Union of Bank Employees in the year 2012. Not only that, mutual separation scheme (MSS) and voluntary separation scheme (VSS) also play an important role in declining membership in National Union of Bank Employees.

5.5 LIMITATION OF THE STUDY

Several limitations were present in this study. One of the limitations is the sample size which is considered a small number of respondents because they represent a large population. Overall, 500 questionnaire has been distribute to all the branches but only 350 questionnaire has been returned for this study. It is because of time constrain that experience by the researcher.

Other than that, the survey was conducted only using one way method which is distributing the questionnaire to member by hand. However, if the researcher conducts the survey by email to the respondent will give more impact on sample size.

Next, this study was limited to quantitative method using survey or questionnaire, which didn't give chance to the respondent to express their views due to time constrain. Qualitative methods such as interviews will give more details, broaden the topic and enhance the data collection.

Lastly, the researcher did not receive the questionnaire equally from all the branches. Only one branch manages to send back the entire questionnaire to the researcher compare to other branches. This may create a bias result because different region will have different perspective about their union and their commitment towards union.

5.6 RECOMMENDATIONS

5.6.1 Recommendations for future research

The purpose of the study was to investigate employees' quality of work-life; perceived union effectiveness and job security on union commitment in addition the study focus on generation differences and branch differences on the level of union commitment. Based on the study, only QWL and PUE are significantly related to UC compare to JS which is not significantly related to UC. The researcher needs to consider providing broader and comprehensive research to measure the JS scale. JS scale must be more reliable and accurate to predict their member's commitment to their union.

Next, trade union has very broad roles in shaping the future of work force. So, it is important for the researcher to analyze deeper on the history and also the factor affecting the union commitment in recent years. Hence, to get accurate data on the unions; the researcher need to do qualitative analysis which researcher required to face to face interview with the union member and at the same time with the management of the union or the representative of the union. This may give different perspective on the future study about trade unions and union commitment.

Moreover, future research with larger sample sizes and longitudinal research styles would enhance the claims that the research findings are valid, generalizable and reliable. (Sinclair & Tetrick, 1995). Small sample of respondent will produce bias result which can't define the exact problem face by union in declining the membership.

Lastly, it is suggested that future studies look more deeply into the predictors of union commitment in different work environments by comparing the participation behavior of clerical/non-clerical members and executive level union members towards their union. This can define the actual effort made by the union to attract and sustain their member in this field.



5.6.2 Recommendations for unions

Firstly, the trade union should focus more on how to promote the union to non-union workers. The union needs to improve on their knowledge of their target employees in order to understand how best they can contribute to the union values and union goals. The best way to promote the trade union to workers is using the communication medium such training, newsletter, educational videos, marketing and many more. This can contribute to the increase of union participation and membership in future.

Secondly, job security variable does not meet the significant relation with union commitment. Hence, union must give more attention to this part where the necessity of negotiations must be more detailed with the employer. This can give big impact on members who feel insecure in their work. Unions need to do more research on job

insecurity among members of NUBE. This is to understand more about the practice of the employer on their workers dismissal.

Lastly, the union should more focus on union branches which having low level of commitment towards union. This is based on the result for hypothesis 5 which can conclude that East Coast Region showing least mean score compare to other branches in the level of commitment. Union should approach more their members from East Coast Region in term of training, gathering, events and many more. Union should encourage them to participate in the decision making process.

5.7 CONCLUSION

This correlation and regression survey design was basically used to explore the relationship between QWL, PUE and UC among union employees of the National Union of Bank Employees, Malaysia. Moreover, the generation differences and branch differences on the level of union commitment was conducted using Independent t-test and one-way ANOVA analysis.

The study examined the variables among 350 union members from different bank and different region in Malaysia. Participants consisted of clericals and non-clerical in the banking industries. The social exchange theory served as the main theoretical underpinning for the research. The theoretical framework from the theory proposed that QWL, PUE and JS will predict UC. Respondents were given Likert type questionnaires to answer after which their responses were subject to analysis.

The study revealed that quality of work life and union effectiveness predicted union commitment but job security does not predict the union commitment. These relationships are an indication that a union member's psychological attachment to the union is a likely determinant of his or her behavioral engagement in the activities of the union. Unions may be considered effective based on how they relatively bargain for and also how responsive they are to their members in terms of their commitment to them.

Practically, the finding suggests that if unions want to influence membership commitment as well as positive attitudes and behaviors, maximum attention should be given to improving the quality of work-life of its members which requires unions to take practical steps in collaborating with management to improve the welfare of employees as well as solving their work related issues. Moreover, it can reduce the number of declining of membership in future.

Based on the study, it can be understandable that not only union and members of unions playing major role in declining of membership in recent year but the employers and government laws are the main cause of the unwanted condition happening in trade union history.

The hope of the researcher is that observations made in this research will not only be useful to the unionization literature but it will go a large extent to aid organizations and government agencies interested in improving the welfare of employees by providing them with strategies for satisfying those needs.

REFERENCES

- Adams, J.S. (1965) Inequity in Social Exchange. *Advances in Experimental Social Psychology*, 2, 267-299.
- Allen N J and Meyer J P (1990), "The Measurement and Antecedents of Affective, Continuance and Normative Commitment to the Organization", *Journal of Occupational Psychology*, Vol. 63, pp. 1-18.
- Allvin, M., & Sverke, M. (2000). Do new generations imply the end of solidarity? Swedish unionism in the era of individualization. *Economic and Industrial Democracy*, 21(1), 71–95.
- Aminuddin, M. (2008), Human Resource Management: *Principles and Practices*, Oxford University Press, Kuala Lumpur.
- Bain, G. and R. Price. 1983, Union growth: dimensions, determinants and density, in: G. Bain, ed., *Industrial Relations in Britain* (Blackwell. Oxford).
- Bamberger, P. A., Kluger, A. N., & Suchard, R. (1999). The antecedents and consequences of union commitment: A meta-analysis. *Academy of Management Journal*, 42, 304-346.
- Barber, B. (2003) 'The future of trade unions', City University Vice Chancellor's Lecture, 12 June <http://www.hrmguide.co.uk/relations/future-of-trade-unions.htm>
- Barling, J., Fullagar, C., & Kelloway, K. (1992). The union and its members: A psychological approach. New York: Oxford University Press
- Bayazit, M., Hammer, T. H., & Wazeter, D. L. (2004). Methodological challenges in union commitment studies. *Journal of Applied Psychology*, 89(4), 738-747.
- Blau, P. M. (1964). Exchange and power in social life. New York: Wiley. Bluen, S. D., & Edelstein, I. (1993). Trade union support following an underground explosion. *Journal of Organizational Behavior*, 14, 473– 480.
- Bolton, D., Bagraim, J. J., Witten, L., Mohamed, Y., Zvobgo, V., & Khan, M. (2007). Explaining union participation: The effects of union commitment and demographic factors. *S A Journal of Industrial Psychology*, 33(1), 74–79.
- Bryson, A. (2003). Employee Desire for Unionization in Britain and its Implications for Union Organizing, *Research Discussion Paper No. 12*, London: Policy Studies Institute.
- Bryson, A. (2005). Union effects on employee relations in Britain. *Human Relations*, 58(9), 1111–1139. Retrieved from: <https://doi.org/10.1177/0018726705058912>
- Burchielli, R. (2004). It's not Just Numbers: Union Employees Perception of Union Effectiveness. *Journal of Industrial Relations*, 46 (3), 37-344
- Carillon, J. W. & Sutton, R. I. (1982). The relationship between union effectiveness and quality of worklife. *Journal of Occupational Behaviour*, 42(3), 171-179.

- Carter, Bob and Rae Cooper. 2002. "The Organizing Model and the Management of Change: a Comparative Study of Unions in Australia and Britain," *Relations Industrielles*, vol. 57, no. 4, 712-742
- Chacko, T. (1985). Member participation in union activities: perceptions of union priorities, performance and satisfaction'. *Journal of Labor Research*, 36 (6), 636-673
- Charles Hector (2017). Continued weakening of labour movement in post-independence Malaysia. Retrieved from <https://aliran.com/aliran-csi/aliran-csi-2017/continued-weakening-labour-movement-post-independent-malaya/>
- Cohen, A. (1994). An empirical assessment of the multidimensionality of union participation. *Journal of Management*, 19, 749 –773.
- Danna, K., & Griffin, R. W. (1999). Health and well-being in the workplace: A review and synthesis of the literature. *Journal of Management*, 25(3), 357-384.
- Davis, M. H. (1983). Measuring individual differences in empathy: Evidence for a multidimensional approach. *Journal of Personality and Social Psychology*, 44(1), 113-126.
- Davy, J. A., Kinicki, A. J., & Scheck, C. L. (1997). A test of job security's direct and mediated effects on withdrawal cognitions. *Journal of Organizational Behavior*, 18(4), 323-349.
- Duyan, E. C., Aytaç, S., Akyıldız, N., & Van Laar, D. (2013). Measuring work related quality of life and affective well-being in Turkey. *Mediterranean Journal of Social Sciences*, 4(1), 105-116.
- Fiorito, J., Jarley, P., & Delaney, J. (1995). National Union Effectiveness in Organizing: Measures and Influences. *Industrial and Labor Relations Review*, 48(4), 613-635.
- Fuller, J. B. & Hester, K. (2001). The effect of labor relations climate on the union participation process. *Journal of Labor Research*, 14 (1), 171-187.
- Gallagher, Daniel G. and George Strauss, 1991, "Union Membership Attitudes and Participation," in *The State of the Unions* (edited by George Strauss, Daniel Gallagher and Jack Fiorito), Madison, WI: *Industrial Relations Research Association*.
- Gordon, M. E., Philbot, J. W., Burt, R., Thompson, C. A., and Spüler, W.E., (1980), Commitment to the Union: Development of a Measure and an Examination of its Correlates, *Journal of Applied Psychology*, 65, pp.479- 499.
- Gouldner, A. (1960). The norm of reciprocity. *American Sociological Review*, 25(2), 161-178. University of Ghana
- Greenhalgh, L., and Rosenblatt, Z. (1984). Job insecurity: Toward conceptual clarity. *Academy of Management Review*, 3, 438-448.
- Hackman, J. R., & Oldham, G. R. (1976). Motivation through the design of work: Test of a theory. *Organizational Behavior & Human Performance*, 16(2), 250-279.

- Hartley J, Jacobson D (1991) Mapping the context. In: Hartley J, Jacobson D, Klandermans B, and Van Vuuren T (eds) *Job Insecurity: Coping with Jobs at Risk*. London: Sage, 1–23
- Hair Jr., J.F., Black, W.C., Babin, B.J. and Anderson, R.E. (2010) *Multivariate Data Analysis: A Global Perspective. 7th Edition, Pearson Education*, Upper Saddle River.
- Hair, Money, Samaouel and Page (2007). *Research Methods for Business*. West Sussex: John Wiley Sons
- Hammer, T.E., & Wazeter. , D. L. (1993). Dimensions of Local Union Effectiveness. *Industrial and Labor Relations Review* 46 (2): 302–319.
- Hemmasi, M., & Graf, L. A. (1993). Determinants of Faculty Voting Behaviour in Union Representation Elections: A Multivariate Model. *Journal of Management*, 19 (1), 13-32.
- Huang, T. C., Lawler, J., & Lei, C.Y. (2007). The Effects of Quality of Work Life on Commitment and Turnover Intention. *Social behavior and personality*, 35 (6), 735-750
- Hian, C. and Einstein, W. (1990), "Quality of Work Life (QWL): What Can Unions Do?" *S.A.M. Advanced Management Journal*, 55(2), pp. 17-22.
- Hyman, R. (1975). *Industrial Relations: A Marxist Introduction. MacMillan Publishers Ltd., Basingstoke, Japan*, pp. 169-86.
- Hyman, R. (1994) 'Changing trade union identities and strategies' in R. Hyman and A. Ferner (eds.) *New frontiers in European industrial relations*. Oxford: Basil Blackwell Limited
- Ingwer Borg, Dov Elizur, (1992) "Job Insecurity: Correlates, Moderators and Measurement", *International Journal of Manpower*, Vol. 13 Issue: 2, pp.13-26,
- Ivancevich, J. M. (2001). *Human Resource Management. (8th Ed.)*. New York: The McGraw-Hill Companies, Inc.
- Iverson, R., & Kuruvilla, S. (1995). Antecedents of union loyalty: The influence of individual dispositions and organizational context. *Journal of Organizational Behavior*, 16, 557–582
- Jessor, R. (1991). Risk behavior in adolescence: A psychosocial framework for understanding and action. *Journal of adolescent Health*, 12(8), 597-605.
- Joshi, R. (2007). Quality of Work Life of Women Workers: Role of Trade Unions. *Indian Journal of Industrial Relations*, 42(3), 355-382. Retrieved from <http://www.jstor.org/stable/27768080>
- Kelloway, K. M. & Barling, J. (1993). Members' participation in local union activities: Measurement, prediction, and replication'. *Journal of Applied Psychology*, 78, 262-279.

- Klandermans, B., (1989) Union Commitment: Replications and Tests in the Dutch Context, *Journal of Applied Psychology*, 74, pp.869-875.
- Kochan, T. A., Lipsky, D. & Dyer, L. (1975). Collective bargaining and the quality of work: The views of local union activists. *Proceedings of the Twenty-Seventh Annual Meeting*, Industrial Relations Research Association, Madison, Wisconsin
- Kochan, Thomas A., KATZ, Harry C., and McKERSIE, Robert B. (1986) The Transformation of American Industrial Relations. New York: *Basic Books*.
- Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities. *Educational and Psychological Measurement*, 30, 607-610
- Kuruville, S., Das, S., Kwon, H., & Kwon, S. (2002). Trade union growth and decline in Asia. Retrieved from Cornell University, ILR School site: <http://digitalcommons.ilr.cornell.edu/articles/215/>
- Kuruville, S., & Iverson, R. D. (1993). A confirmatory factor analysis of union commitment in Australia. Retrieved from Cornell University, ILR School site: <http://digitalcommons.ilr.cornell.edu/articles/1092>
- Lartey Doreen Karle (2013). The Relationship between Perceived Union Effectiveness, Quality of Work Life and Union Commitment. *A Thesis Is Submitted to the University of Ghana, Legon In Partial Fulfillment Of The Requirement for the Award of Mphil Psychology Degree.*
- Lawler, J. J., & Hundley, G. (1983). Determinants of certification and decertification activity. *Journal of industrial Relations*, 22, 335-348.
- Lazaro Mwanyenza (2015). Examining the Role of Trade Unions in Solving Employees the Problems: A Case of Mwanza City Council. *A Dissertation Submitted In Partial Fulfillment of Requirements for The Degree Of Masters Of Human Resource Management Of The Open University Of Tanzania.*
- Lazarus, R. S., & Folkman, S. (1984). Stress appraisal and coping. New York: Springer
- Lim Xtn Yi (2014). Factors that Affect Generation Y Workers' Organizational Commitment. *A research project submitted in partial fulfillment of the requirement for the degree of Master of Business Administration. Universiti Tunku Abdul Rahman.*
- Lois E. Tetrick, Lynn M. Shore, Lucy Newton McClurg, Robert J. Vandenberg (2007). A Model of Union Participation: The Impact of Perceived Union Support, Union Instrumentality, and Union Loyalty. *Journal of Applied Psychology* 2007, Vol. 92, No. 3, 820–828.
- MacCallum, R. C., & Austin, J. T. (2000). Applications of structural equation modeling in psychological research. *Annual Review of Psychology*, 51, 201-226.
- Maimunah Aminuddin. Malaysian Industrial Relations and Employment Law. Malaysia: *McGraw-Hill*, 1999

- Malaysian Trade Union Congress (2014). Memorandum Calling For an End of All Forms of Union Busting and Violation of Worker Rights. Retrieved at September 15, 2018 from website: <http://www.mtuc.org.my/>
- Martel, J. P. & Dupuis, G. (2006). Quality of Work Life: Theoretical and Methodological Problems, and Presentation of a New Model and Measuring Instrument, *Social Indicators Research*, 77, 333-368.
- Maslow, A. H. (1954). *Motivation and personality*. Oxford, England: Harpers
- Md. Zohurul Islam & Sununta Siengthai (2009). Quality of work life and organizational performance: Empirical evidence from Dhaka Export Processing Zone. *International Labour Office, Geneva* during July 8-10, 2009.
- Mishra, A. K., & Spreitzer, G. M. (1998). Explaining how survivors respond to downsizing: The roles of trust, empowerment, justice, and work redesign. *The Academy of Management Review*, 23(3), 567-588.
- Mowday, R. T., Porter, L. W., and Steers, R. M., (1982), *Employee- Organizational Linkages*, Academic Press, New York
- Nagiah Ramasamy (2008). *The Future of the Trade Union Movement in Malaysia*. University Putra Malaysia.
- National Union of Bank Employees, Malaysia (2018). History of NUBE. Retrieved at September 15, 2018 from website: <https://www.nube.org.my/>
- National Union of Bank Employees. (2016, Oct 12). Retrieved from <https://studymoose.com/national-union-of-bank-employees-essay>
- Newton, L. A. & Shore, L. M. (1992). A model of union membership: Instrumentality, commitment, and opposition. *Academy of Management Review*, 17(2), 275-298.
- Newstrom, J.W. and Davis, K. (2005) *Organizational Behavior at Work*, McGraw Hill Book Company, New York.
- Oldham, G. R., Kulik, C. T., Stepina, L. P., & Ambrose, M. L. (1986). Relations between situational factors and the comparative referents used by employees. *Academy of Management Journal*, 29, 599-608.
- Paragshil, S, (2013). Railway employees' perception towards working condition and the role performed by trade unions. *International journal of social sciences and inter-disciplinary research*.
- Raduan Che Rose, Naresh Kumar & Nagiah Ramasamy (2011). Trade Unions in Malaysia: Perspectives of Employers & Employees of Unionized Companies. *The Indian Journal of Industrial Relations*, Vol. 46, No. 3, January 2011.
- Reed, C. S., Young, W. R., & McHugh, P. P. (1994). A Comparative Look at Dual Commitment: *An International Study. Human Relations*, 47(10), 1269–1293.
- Rethinam, Guna Seelan and Ismail, Maimunah (2007) Constructs of Quality of Work Life: A Perspective of Information and Technology Professionals. *European Journal of Social Sciences*, 7 (1). pp. 58-70. ISSN 1450-2267

- Robbins, S.P. (1989), *Organizational Behavior: Concepts, Controversies, and Applications*, Prentice Hall, Englewood Cliffs, NJ.
- Saklani D.R., (2004), "Quality of Work Life in the Indian Context: *An Empirical Investigation*", *Decision*, vol. 31, no. 2, July-December, pp. 101-135.
- Salamon, M. (1992), *Industrial relations: Theory and practice*, London. Prentice Hall.
- Sarkar, Santanu and Charlwood, Andy, Do Cultural Differences Explain Differences in Attitudes Towards Unions? Culture and Attitudes Towards Unions Among Call Centre Workers in Britain and India (January 2014). *Industrial Relations Journal*, Vol. 45, Issue 1, pp. 56-76, 2014
- Sasser, W.E., Olsen, R.P. and Wyckoff, D.D. (1978), *Management of service operations*, Allyn and Bacon, Boston, MA
- Sharma, B. "Industrial Relations in Asean: A Comparative Study. Kuala Lumpur: *International Law Book Services*, 1996.
- Shore, L. M., & Coyle-Shapiro, J. A.M. (2003). New developments in the employee-organization relationship. *Journal of Organizational Behavior*, 24, 443-450.
- Siegrist, J. (2002). Effort-reward imbalance at work and health. In P. L. Perrewé & D. C. Ganster (Eds.), *Research in occupational stress and wellbeing: Vol. 2. Historical and current perspectives on stress and health* (pp. 261-291). US: *Elsevier Science/JAI Press*.
- Singh Tripti and Chawla Ginni (2015). Antecedents and Consequences of Union Participation: A Review. *Journal of Advanced Management Science* Vol. 3, No. 1, March 2015.
- Sirgy, M. J., Efraty, D., Siegel, P., & Lee, D.-J. (2001). A new measure of quality of work life (QWL) based on need satisfaction and spillover theories. *Social Indicators Research*, 55(3), 241-302.
- Snape, E.D., Redman, T., and Chan A.W. (2000). Commitment to the Union: a Survey of Research and the Implications for Industrial Relations and Trade Unions. *International Journal of Management Review*, 205-230
- Sverke, M., Hellgren, J., & Näswall, K. (2002). No security: A meta-analysis and review of job insecurity and its consequences. *Journal of Occupational Health Psychology*, 7, 242-264.
- Sverke, M., Hellgren, J., Näswall, K., Chirumbolo, A., De Witte, H., & Goslinga, S. (2004). Job insecurity and union membership: *European unions in the wake of flexible production*. Brussels: P.I.E.-Peter Lang.
- Sverke, M., & Kuruwilla, S (1996). A new conceptualization of union commitment: Development and test of an integrated theory. Retrieved from Cornell University, ILR School site: <http://digitalcommons.ilr.cornell.edu/articles/1065>

- Sverke, M., & Sjöberg, A. (2001). Instrumental and ideological union commitment: Longitudinal assessment of construct validity", *European Journal of Psychological Assessment*, 17 (2), pp. 98-111.
- Taylor J C (1979). The quality of Working Life in Western and Eastern Europe. ABP
- Tetrick, L. E., Thacker, J. W., and Fields, M. W., (1989), Evidence for the Stability of the Four Dimensions of the Commitment to the Union Scale, *Journal of Applied Psychology*, 74, pp.819-822
- Thacker, J.W., & Fields, M.W., & Barclay, L.A. (1990). Union Commitment: An Examination of antecedent and outcome factors. *Journal of Occupational Psychology*, 63, 33-48.
- Visser, J. (2002). Why Fewer Workers Join Unions in Europe: A Social Custom Explanation of Membership Trends. *British Journal of Industrial Relations*, 40 (3) 403-430.
- Walton, R. E. (1975). Criteria for Quality of working life. In L. E. Divis, A. B. Cherns & Associates (eds). The Quality of Working. New York: *The Free Press, Life*, 1, 91-104
- William J. Schroer (2008). Generations X, Y, Z and the Others, *The Journal of the Household Goods Forwarders Association of America, Inc*, Vol. XL, pp. 9-11.
- Wyatt, T.A. & Wah, C.Y. (2001). Perceptions of QWL: A study of Singaporean Employees Development, *Research and Practice in Human Resource Management*, 9(2), 59-76.
- Zikmund, W. G. (2013). Business research methods. Mason, OH: South-Western.

APPENDIX 1



UUM

Universiti Utara Malaysia

SURVEY QUESTIONNAIRE ON THE RELATIONSHIP BETWEEN QUALITIES OF WORK LIFE, PERCEIVED UNION EFFECTIVENESS AND JOB SECURITY ON UNION COMMITMENT "A STUDY ON NATIONAL UNION OF BANK EMPLOYEES (NUBE) IN MALAYSIA"

Dear Respondent,

I am a Master of Human Resource Management student at the University Utara Malaysia. As part of the requirements for the award of an MHRM master, I am conducting research on the relationship between qualities of work life, perceived union effectiveness and job security on union commitment "a study on National Union of Bank Employees (NUBE) in Malaysia". I will therefore need your help to -make this possible. Your role is to complete this questionnaire as honestly as possible. It should require approximately 15 minutes in completing it. The information provided will be treated as private and confidential and will be used only for the purpose of this study.

Thank you for your valuable time, attention and cooperation.

SECTION A: DEMOGRAPHIC INFORMATION

This study require demographic factor of respondents.

Please choose the appropriate choice with a (✓)

- 1) **NUBE BRANCH:** () KLSP () PKP () SMJ () IPOH
() KT

2) Sex

- () Male
() Female

3) Age

- () 22-37 years old
() 38-45 years old
() 46-55 years old
() 55 years old and above

4) Ethnic Group

- () Malay
() Chinese
() Indian
() Others

5) Range of Born Year

- () 1946 - 1964
() 1965 - 1980
() 1981 - 1996
() 1997 and above

SECTION B – UNION COMMITMENT

This measure evaluates the extent to which an individual is committed to the union.

Please indicate the extent to which you agree or disagree. Write the number in the space provided using the following rating scale.

- 1 – Strongly Disagree** **2 – Disagree** **3 – Neither** **4 - Agree**
5 - Strongly Agree

N O	ITEM	1	2	3	4	5
1	I feel a sense of pride being part of the union					
2	The record of this union is a good example of what dedicated people can get done.					
3	There is a lot to be gained by joining the union					
4	Deciding to join the union was a smart move on my part.					
5	I have a confidence and trust in most members of my union					
6	My values and unions' are very similar					
7	I feel loyalty to the union.					
8	The union adequately represents the interests of all members.					
9	I talk up the union to my friends as a great organization to be a member of.					
10	If asked I would serve on a committee for the union					
11	I trust that I would do any special work to help the union					
12	Every union member must be prepared to take the risk of filing a grievance					
13	It is every member's duty to support or help another member use the grievance procedure.					

SECTION C – QUALITY OF WORK LIFE

This measure evaluates how you perceive your quality of work life. Please indicate the extent to which you agree or disagree. Write the number in the space provided using the following rating scale.

1 – Strongly Disagree 2 – Disagree 3 – Neither 4 - Agree
5 - Strongly Agree

NO	ITEM	1	2	3	4	5
1	My current job does not interrupt my family					
2	The overtime of my current job is reasonable					
3	The work load of my current job is reasonable					
4	My job permits me to decide on my own how to go about the work					
5	My job is creative and meaningful					
6	My supervisor instructs me how to improve my job					
7	My supervisor provides me assistance to solve my job related problems					
8	My supervisor acknowledges me when I perform well on my job					
9	I am fairly rewarded compared to similar jobs outside my organization					
10	My organization cares about employee welfare.					

SECTION D – PERCEIVED UNION EFFECTIVENESS

This measure evaluates how you perceive the effectiveness of your union. Please indicate the extent to which you agree or disagree. Write the number in the space provided using the following rating scale.

- 1 – Strongly Disagree 2 - Disagree 3 – Neither 4 – Agree
5 - Strongly Agree

NO	ITEM	1	2	3	4	5
1	The union makes every effort to help get workers a say in how they do their work.					
2	The union helps to make my job more interesting					
3	The union helps in getting workers a say in how their employer runs the business or organization					
4	The union helps in negotiating for better wages					
5	The union makes every effort in getting better fringe benefits for members					
6	The union is committed to improving safety and health on the job					
7	The union grants members a say in how the union is run					
8	The union tells members what the union is doing					
9	The union is effective in handling member grievances					

SECTION E – JOB SECURITY

This measure evaluates how you perceive the job security. Please indicate the extent to which you agree or disagree. Write the number in the space provided using the following rating scale.

1 – Strongly Disagree

2 - Disagree

3 - Neither 4 – Agree

5 - Strongly Agree

NO	ITEM	1	2	3	4	5
1	I will be able to keep my present job as long as I wish.					
2	My current organization will not cut back on the number of hours I work each week					
3	I am confident that I will be able to work for my organization as long as I wish.					
4	My job will be there as long as I want it.					
5	If my job were eliminated, I would be offered another job in my current organization.					
6	Regardless of economic conditions, I will have a job at my current organization.					
7	I am secure in my job.					
8	My current organization would not transfer me to another job if I were laid off from my present job.					

APPENDIX 2

Reliability Test

Reliability Statistics for JS

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.873	.876	8

Reliability Statistics for PUE

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.935	.937	9

Reliability Statistics for QWL

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.920	.931	10

Reliability Statistics for UC

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.883	.901	13

Frequency Table

NUBE BRANCH

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid KLSP	100	28.6	28.6	28.6
PKP	75	21.4	21.4	50.0
SMJ	60	17.1	17.1	67.1
IPOH	50	14.3	14.3	81.4
KT	65	18.6	18.6	100.0
Total	350	100.0	100.0	

GENDER

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid MALE	163	46.6	46.6	46.6
FEMALE	187	53.4	53.4	100.0
Total	350	100.0	100.0	

AGE

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 38-55 YEARS OLD	175	50.0	50.0	50.0
22-37 YEARS OLD	175	50.0	50.0	100.0
Total	350	100.0	100.0	

ETHNIC GROUP

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid MALAY	209	59.7	59.7	59.7
CHINESE	66	18.9	18.9	78.6
INDIAN	66	18.9	18.9	97.4
OTHERS	9	2.6	2.6	100.0
Total	350	100.0	100.0	

RANGE OF BORN YEAR

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1965 - 1980	174	49.7	49.7	49.7
1981 - 1996	175	50.0	50.0	99.7
4	1	.3	.3	100.0
Total	350	100.0	100.0	

Descriptive Table

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
UC	350	2	5	4.39	.524
QWL	350	1	5	3.35	.704
PUE	350	1	5	4.25	.577
JS	350	1	5	3.25	.845
Valid N (listwise)	350				

Factor Analysis Table

KMO and Bartlett's Test for UC

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.937
Bartlett's Test of Sphericity	Approx. Chi-Square	3114.600
	df	78
	Sig.	.000

KMO and Bartlett's Test for QWL

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.857
Bartlett's Test of Sphericity	Approx. Chi-Square	1483.851
	df	45
	Sig.	.000

KMO and Bartlett's Test for PUE

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.888
Bartlett's Test of Sphericity	Approx. Chi-Square	2490.857
	df	36
	Sig.	.000

KMO and Bartlett's Test for JS

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.901
Bartlett's Test of Sphericity	Approx. Chi-Square	1955.311
	df	28
	Sig.	.000

Correlation Table

Correlations

		UC	QWL	PUE	JS
UC	Pearson Correlation	1	.178**	.544**	.094
	Sig. (2-tailed)		.001	.000	.078
	N	350	350	350	350
QWL	Pearson Correlation	.178**	1	.037	.082
	Sig. (2-tailed)	.001		.492	.128
	N	350	350	350	350
PUE	Pearson Correlation	.544**	.037	1	.010
	Sig. (2-tailed)	.000	.492		.846
	N	350	350	350	350
JS	Pearson Correlation	.094	.082	.010	1
	Sig. (2-tailed)	.078	.128	.846	
	N	350	350	350	350

** . Correlation is significant at the 0.01 level (2-tailed).

Regression Table

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	1.923	.290		6.642	.000		
QWL	.204	.059	.152	3.435	.001	.992	1.008
PUE	.368	.030	.538	12.183	.000	.999	1.001
JS	.043	.025	.076	1.727	.085	.993	1.007

a. Dependent Variable: UC



UUM
Universiti Utara Malaysia

Indeendent Sample t-Test Table

			UC	
			Equal Variance Assumed	Equal Variance Not Assumed
Levene's Test for Equality of Variances	F		3.956	
	Sig		0.47	
t-test for Equality of Mean	T		1.106	1.106
	Df		348	345.605
	Sig. (2-tailed)		0.270	0.270
	Mean Difference		0.47	0.47
	Std. Error Differences		0.42	0.42
	95% confidence Interval of the difference	Upper		-0.36
	Lower		0.129	0.129

One-way ANOVA Table

Descriptives

UC

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
					KLSP	100		
PKP	75	4.66	.401	.046	4.56	4.75	4	5
SMJ	60	4.48	.392	.051	4.38	4.58	4	5
IPOH	50	4.46	.372	.053	4.36	4.57	4	5
KT	65	4.38	.394	.049	4.28	4.48	3	5
Total	350	4.52	.394	.021	4.48	4.56	3	5