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



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MASTER OF HUMAN RESOURCE MANAGEMENT

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**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,
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Master of Human Resource Management (MHRM)**



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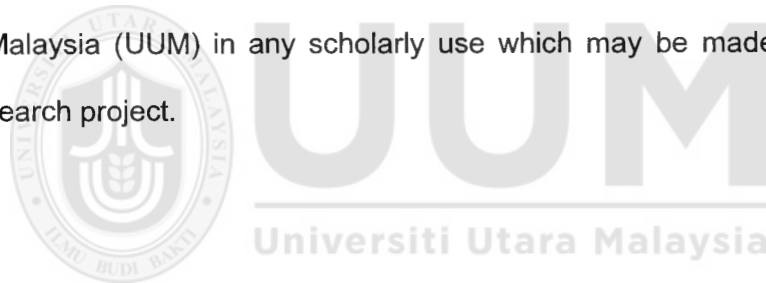
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ABSTRACT

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

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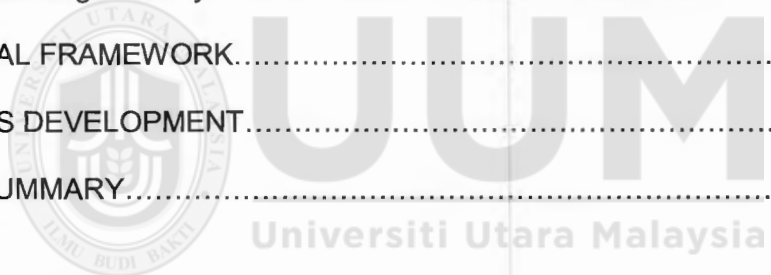
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TABLE OF CONTENT

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



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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
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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



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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).

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APPENDIX 1



UUM

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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



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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