

Evaluation of Union Commitment in Public sector Organizations of Pakistan: A Time Lagged study

Sana Aroos Khattak

Sajid Bashir

Department of Management Sciences, Capital University of Science and Technology (CUST)

Abstract

This paper aims to investigate Union commitment in the context of Public sector organizations of Pakistan. Our theoretical contribution is to look into union commitment as a chain of related system rather than a single discrete behavior. Relying on the Affective event theory negative events at workplace act as trigger and may influence different workplace attitudes. This study examined Organizational Cronyism as a negative workplace event. Only those Public sector Organizations were chosen which have active unions. Data collection was made from employees in three Time lags. 415 respondent's were part of the study, who were working in organizations that were influenced by unions. The hypothesized model was tested using Confirmatory factor analysis, structural equation modeling and bootstrapping. Results indicated that Organizational cronyism is a positive predictor of Union commitment, whereas Pro union attitude acted as mediator for this relationship. Practical and theoretical significance is discussed in terms of the relations between Organizational Cronyism and Union Commitment.

Keywords: Organizational Cronyism, union commitment, pro union attitude, Perception of Union instrumentality, unions, Public sector Organizations

Unions have significant power to influence the business environment (Tattersall, 2005). Nisbet (1976) defined unions as a body that exists in social structures at workplace and can be identified with unique needs and values demanding loyalty. They have played their role in safeguarding employee rights since centuries, but many aspects of business environment have changed the role of unions in organizations since last few decades (Horsman, Gallagher, & Kelloway, 2016). The presence of Union's are witnessed in both private as well as public sectors, but public sector is more influenced by the presence of unions (Edward, 2010). Public sector organizations are more susceptible to experience exploitation in terms of organizational politics instruments (Martins, 2010; Asunakutlu & Avci, 2010; Rauh, 2015). Particularly in a developing country like Pakistan, Unions have received limited attention in the public sector organizational context (Nargis, 2013). In 2007, PTCL initialized the Historic voluntary separation scheme and skimmed its employee number despite being dominated by unionization. In the political horizon Pakistan Peoples Party is a pro labour party and has always facilitated and strengthened the unions, but the strength and density of the union's could not flourish in the regime of other political parties (Irfan, 2008). Since few years Unions have lost their strong position which they enjoyed previously because they are not active in

their foremost role of right protection of the working class. In Pakistan, unions are now mainly found in public sector institutions like WAPDA, OGDCL, PTCL, Railways, Postal services and PIA, and are found to be the main reason for the decline of performance in these organizations. The state of industrial relations in Pakistan holds a non-cooperative outlook. Management and the labor unions both are at opposite ends of continuum (Hashmi & Bawa, 2010). The factors that cause union commitment are unique. It was found that hassles are associated with union commitment. Just like threat of loosing job, downsizing and revamping. When employees face these conditions they feel they are in a deprived state, the reassessment of his situation forces him to redress his issues by approaching another body (Malik, Basit & Qazi, 2011).

Union Commitment was defined by Gordon, Philbot, Thompson, Burt and Spiller (1980) as the extent to which an individual has a definite conviction in the underlying values of unionism and has an aspiration to remain part of the union as a member. This effort is in line with future avenue identified by Dawkins (2016) who found out that different attitudes and behaviours of employees can be predicted by considering workplace events around them (Coleman et al., 2016; Cardador, Grant, & Northcraft, 2017).

The role of Affective event theory has been pivotal in determining our attitudinal reactions to events at work (Weiss & Cropanzano, 1996). To study the effect of negative work events at workplace, AET gives us a foundation to incorporate the variables that stem from the work environment and trigger an event. This event eventually derives some attitudinal and behavioural responses. Using the framework of AET, this study attempts to understand the influence of Organizational Cronyism on Employee behaviour. The work environment is the public sector organizations with active unions. Organizational Cronyism is reframed and adapted in to the AET as a negative work event. Pro Union attitude is the workplace attitude, whereas union commitment is the attitudinal response.

Dey (2012) argued that when the employer is ready to meet his employee needs, it cuts the need for unionization. But, if the employer practices fail and they don't honour their word, (Gakovic and Tetrick, 2004; Hassan, 2012; Epitropaki, 2013) employees enhances its bond with the union in anticipation of redressing the negative events. In this paper Organizational Cronyism has been studied to analyze how it can impact the commitment of employees towards unions.

Organizations are not apolitical they are influenced by the politics which takes places at all levels (Ferris et al., 2017). In this Paper Organizational Cronyism has been studied to analyze how it can impact the commitment of employees towards unions. Organizational cronyism is one such phenomenon which is seen as a facet of different kind of politics (Arasli and Tumer, 2008). Considerable attention has been received by positive employee attitudes for decades by researchers.

Positive attitudes like job satisfaction, organizational commitment have been studied since very long (Bashir & Nasir, 2013). On the other hand, recent years have witnessed a shift in this trend and an increased interest is seen in the negative workplace attitude and organizational cronyism is one of them (Arasli & Tumer, 2008; Pearce, 2015). Even though the negative impact of cronyism has been seen on performance, organizational commitment and job satisfaction (Begley et al., 2010; Turhan, 2013; Pearce, 2015; Wated & Sanchez, 2015) so far we have not found any empirical evidence for studying cronyism as having a retribution effect, which is an action against a person or group in response to a grievance. Despite its prevalence in organizations, studies by (Khatri & Tsang 2003; Khatri et al. 2006; Begley et al. 2010) have contributed in explaining its scope and describing cronyism as a construct, but empirical studies are rare in relation to its impact on employees psychological state. These extreme situations, motivates the employees revisit their status and behave in accordance with the new circumstances (Fatima et al., 2017; Karakose, 2014). The affective reactions are usually the result of some negative emotions experienced at the workplace to a perceived wrong doing (Harvey, Martinko & Borkowski, 2016; Thiel, Hill, Griffith & Connelly, 2014).

The union's purpose of existence is to stand for the welfare and improved working conditions of its members (Ahlquist, 2017). Zacharewicz, Martínez & Kelloway (2016) suggested union attitudes in determining individual perceptions of the union as a "perceptual filter" (Southwell, 1991). Neuman and Baron (1997) explained that hostile working conditions, which includes downsizing, revamping, excessive pressure for meeting production lines, unrealistic targets may generate organizational responses which will undermine the commitment of employees to the organization. This eventually leads employees at workplace to join and become part of an association which will safeguard their interests (Khatri, Tsang & Begley, 2003; Dasborough et al., 2011). So this depicts the imperativeness to consider the employee attitudinal responses to workplace events (Blader, 2007). Brett (1980) argues that when there is real frustration in the workplace and employees have a strong belief that the way to eliminate that frustration is through collective force, subsequently "employees' interest in unionization is triggered (Fiorito, 2015; Douglas & Martinko 2001; Barclay et al. 2005). Halperin et al., (2012) explains that when negative workplace events occur, employees seek to re-evaluate the current situation. While much of the literature on organizational politics is silent lacking references to redirecting behavior (e.g. Wolak et al., 2001; Marcus, Neuman & MacKuen, 2000), the paper has its focus on the union commitment as a consequence of cronyism in the organization..Public sector of Pakistan have high power distance culture (Hofstede, 2001) having unequal distribution of power and wealth. This speaks of a congenial environment for cronyism to breed and flourish.

Our theoretical contribution is to look into union commitment as a chain of related system rather than a single discrete behaviour. But Researchers cannot exclusively explore union commitment unless the mechanism of development is not taken into consideration. This model thus suggests that the impact of Organizational Cronyism on union commitment may be indirect, mediated by union attitudes. The Paper argues that a public sector perspective is well suited to shed light on unions' commitment. Davis (2013) argued that the psychological effects of unionism has been given relatively little attention in research in the heavily unionized public sector (Hong, 2015; Ahlquist, 2017).

The explanatory path in relation between negative event and union commitment through the mechanism of workplace attitude is not clear. Virtually, no empirical research has been carried out in this regard. This study is a time lagged study, and provide new insights at different time points.

Literature Review

Organizational Cronyism and Union commitment

The word “Cronyism” is originated from the word crony, which was a slang word of Cambridge University during 1960s. The literal meaning of “crony” is “long standing friendship”. Now crony has ingredients of preferential treatment and political corruption in it (Khatri & Tsang, 2003). Aydog (2012) explained in his study that cronyism corresponds with rule of reciprocation, which creates the foundation of cronyistic relations. The present study tries to explore the dynamics of cronyism as a significant possible predictor of Union Commitment. Turhan (2013) has reflected the scenario of public organizations very well by sketching how the exploitation by political figures takes place. All is done to favour a certain group over another to provide opportunities to their supporters in the form of employments (Jones & Stout, 2015; Coleman et al., 2016).

The definition of cronyism lies within the scope of field play of power and politics in the organizations. Begley, Khatri & Tsang (2010) explained how chances of favouritism is always there in organizations. According to them organizations do not exist in isolation they are social institutions with open systems. According to Park (2003) and Bar-Tal (2007), the trend of favoritism, nepotism, and cronyism carries negative vibes which are enough to impede the institutionalization of businesses from a broader perspective and it also spills its effect to the individual psychological well being also (Meisler & Vigoda, 2014).

Political behavior in organizations has long been established as a central dynamic in organizational life. (Mintzberg, 1983; Vigoda-Gadot et al., 2003). It is widely accepted today that organizational politics has both positive and negative organizational implications. One form of political Behaviour is Organizational Cronyism (Bellow, 2003; Keles Özkan & Bezirci, 2011). Much Reliance has been seen on the Weiss and

Cropanzano, (1996) affective events theory, which postulates that employees' attitudes and behaviors cannot be devoid of the experiences at workplace (Erdogan & Bauer, 2014). Rosen, Chang, Johnson, Levy (2009) maintained that the routine disturbances linked cronyism at organizations evoke negative responses that connect the reactions towards a workplace attitude (Conner, Smith & Mcmillan, 2003; McGrath, 2014).

According to AET, events experienced in the workplace evoke reactions among organizational members. These reactions influence short as well as long-term attitudes and behaviors (Weiss and Cropanzano, 1996). Relying on the AET, organizational politics scholars maintained that cronyism under the domain of organizational politics could be seen as triggering events that influence workplace attitudes. Hoobler & Brass (2006) gave an interesting insight into negative events as a redirecting behavior. According to them negative workplace events can redirect you to a more powerful group or even a less influential association. Our arguments propose the given hypothesis that

H1: Organizational cronyism has positive relationship with Union commitment.

Pro Union Attitude Mediates the relationship between Organizational Cronyism and Union commitment

In most studies, pro-union attitude has been consistently shown to explain the construct of union commitment because there is often a positive correlation between the two constructs (Barling et al., 1992; Bamberger et al., 1999; Chan et al., 2006). Union commitment was also studied by Snape and Redman (2012) and significant relationship was found with pro-union attitudes (Iverson & Kuruvilla, 1995).

Over time, members are inclined towards unions and they develop pro union attitude which is predictive of union commitment (Bergmann, Lester, De Meuse & Grahn, 2011; Cialdini & Goldstein, 2004). Although a number of studies (Wiener, 1982; 1990 ; Shore & Newton, 1995) provide indirect, empirical support for such a mediation effect, to date no multivariate test of such a model has been reported (Aydog, 2012; Berkowitz, 1993). This argument is supported by Southwell (1991) who concludes that tensions related to the workplace are associated with prounion attitudes. Freeman & Medoff (1984) have pointed out that members of a union are more likely to speak out their work problems and frustrations through strike behaviour (Heider, 2013; Hodder, 2017). Therefore, the model postulates a relationship between Pro union attitude and union commitment. That is to say, since frustration in the workplace has been shown to be related to the need for collective action, the model predicts that Pro-union attitude will mediate the relationship between Organizational Cronyism and union commitment. The following hypothesis is developed on the basis of above arguments.

H2: Pro union attitudes mediates the relationship between Organizational Cronyism and Union Commitment.

Perception of Union Instrumentality Moderates the relationship between Pro Union Attitude and Union commitment

Union instrumentality was defined by Gordon, Barling, and Tetrick (1995) as a perception that how impactful a union can be on the work conditions that encompasses employees work environment. This study is based on the hypothesis that if the members believes the union is instrumental in meeting their needs, the members will tend to manifest greater level of union commitment. Perception of Union instrumentality is like a stipulation because if the role played by the union is influential in improving the conditions of the workplace only then employees will be committed to a certain Union (Fullagar & Barling,1989;1992; Aryee & Debrah, 1997).Based on the social exchange theory perceived union instrumentality is defined in terms of union support (Fuller & Hester,2001; Fuller, Marler, Hester & Otondo,2015). The theory postulates that the process of member commitment starts with the belief that unions role is instrumental in addressing our grievance.

Union instrumentality does not come only from claims, it is a cognitive assessment of cost benefit evaluation of the union (Newton & Shore, 1992).On this account workers feel bound because of the benefits that the union will secure for them.Many theorist conceptualize instrumentality as an assesment process that is linked with behavioral intentions (Mitchell & Biglan,1971; Latif & Khan, 2016). Instrumentality predicts members intention to stay with the union. This study hypothesizes Perception of Union instrumentality as moderator between Pro union attitude and Union commitment.

H3: Perception of union instrumentality moderates the relationship between Pro union attitude and Union commitment.

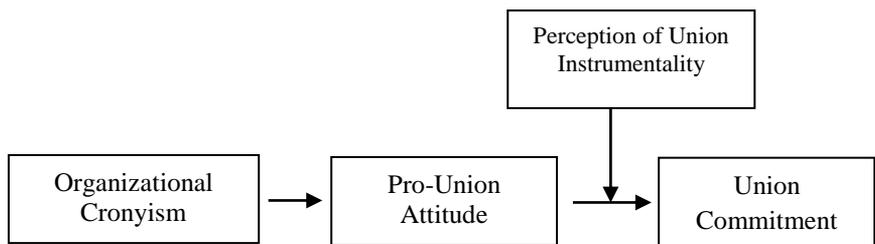


Figure 1. *Theoretical Framework*

Research Methodology

Population and Sample

In developing country like Pakistan the Public sector organizations are characterized by strong and active unionizations. Data

on variables of interest are collected from Public sector organizations with active unions. These organizations include PTCL, OGD, PIA, Pakistan Railways, Power supply company (PESCO) and National bank. Data were collected in the form of printed and online questionnaires from unions' office bearers and employees. It is important to make it clear that workers are divided into several categories in public sector organizations. Practically, only the permanent workers can form unions. That is why only permanent workers were targeted in this study. All questionnaires are self-reported and unit of analysis are individuals. In first phase 700 questionnaires were circulated and 645 filled questionnaires were received back. In phase two the same 645 questionnaire were distributed to same employees and 590 questionnaires were received back after second phase. Among those 590 questionnaires 415 could be approached till last phase of data collection. 415 responses were properly filled and were considered usable responses. The response rate was 59.2%.

Sample size

The sample of 415 is adequate by following the sample size table of Krejcie and Morgan (1970) and Cohen (1969). As they reported if the population size is 250000 then at 95% confidence interval with 5.0% margin of error sample of 415 is appropriate.

Table 1. *Sample Size*

Organization	Total Number of Employees	Sample Size
PTCL	16,000	118
OGDL	11,000	62
PIA	14,771	105
Pakistan Railways	78,031	40
PESCO	15,584	52
National bank	21,710	38

Procedure

Information was collected about active unions in the public sector organizations of Pakistan located in the Peshawar, Islamabad, Faisalabad and Lahore. Access to the organizations were made possible through prior permission.

Data Collection

A time lagged study was conducted to avoid the common method bias that typically occurs in cross sectional applications. Data were collected in 3 Time Lags, Each time Lag of Minimum 3 weeks. The challenge in time lagged study was that data had to be collected in 3 lags, i.e. from same employees. The time lag is defined as the period of time between a stimulus and response or cause and effect (Griffeth, Hom & Gaertner, 2000; Riketta, 2008). The effect of Time lag erodes if the time

lag extends over a longer period (Dormann & Griffin, 2015; Mitchell & James, 2001). In Time lag 1, Organizational Cronyism was measured at Time 1. Organizational Cronyism is the independent variable. Pro union attitude and the moderator PUI was measured at Time 2. Union Commitment was measured at Time 3.

Instruments: Pre developed instruments on Five point Likert scale was used to measure the variables. Details of the measurement of each variable are described below

Table 2. Measures, Data Source(s), and Schedule

Variable	Instrument	No of Items	Reliability	Time 1	Time 2	Time 3
Organizational Cronyism	Turhan (2013)	15	.86	X		
Pro Union attitude	Chacko (1985)	10	.74		X	
Perception of Union Instrumentality	Chacko (1985)	5	.78		X	
Union commitment	Kelloway et al.(1992)	5	.88			X

Data Analysis and Results

Age, gender, and work experience were the demographics that were studied. Age and work experience both were reported in the number of years.

Table 3. Demographic Profile

Variable	Category	Frequency	Valid Percent
Gender	Male	293	70.6
	Female	122	29.4
Age	20-30	72	17.34
	31-40	142	34.21
	41-50	91	21.92
	>50	110	26.50
Education	Intermediate	83	20.0
	Bachelors	165	39.8
	Masters	126	30.4
	Any other	41	9.9
Experience	1-5 years	46	11.1
	6-15 years	204	49.2
	16-20 years	135	32.5
	More than 20	30	7.2

Validity and Reliability Analysis

Convergent validity (correspondence or convergence between similar constructs) and Discriminant validity (discrimination between dissimilar constructs) were tested to assess the reliability and validity of the constructs as shown in Table 4. Our result of Average variance (AVE) conforms to the criteria given by Nuechterlein et al.,(2008) i.e. above 0.5 establishing the convergent validity. The value of AVE is greater than MSV (Maximum Shared Variance) which establishes the discriminant validity. This is in consistence with the standards provided by Fornell & Larcker, (1981).To know if the scale items are internally consistent ,CR should be greater than 0.7.

Table 4. *Convergent and Discriminant Validity of scales*

Construct	CR	AVE	MSV
Organizational Cronyism	0.882	0.591	0.202
Pro Union attitude	0.784	0.651	0.186
Perception of union Instrumentality	0.778	0.613	0.186
Union Commitment	0.888	0.581	0.201

Notes. AVE= Average Variance Explained, CE= Composite Reliability, MSV=Maximum Shared Variance

Confirmatory factor analysis

Confirmatory factor analysis has been performed by using Amos 23 before testing the hypothesis which have been proposed in the current study.The proposed model consist on four variables .However, during confirmatory factor analysis one item from Organizational Cronyism was removed having low factor loading.

Table 5. *Confirmatory Factor Analysis of the Measurement Model*

	Chi Square	Df	CMIN/DF	RMSEA	IFI	TLI	CFI
Initial Model	820.440	813	1.009	0.005	0.998	0.997	0.998
Modified Model	782.216	804	.973	0.002	1.005	1.003	1.001

The CFA of the model presents a good fit as explained in table 5, values given as RMSEA = .005, IFI=.998, TLI=.997 and CFI=.998. The error terms were covaried for achieving better model fitness.The modified model gives an excellent fit having RMSEA=.002 which is less than 0.005 and indicates a good fit, IFI= 1.005 which is closer to 1 illustrates a good fit, TLI=1.003 which also proves excellent fit and CFI=1.001

again represents good fit. The threshold values are given by Hair, Black, Babin, & Anderson (2009).

Table 6. Bivariate Correlations for All Study Variables

Variables	1	2	3	4
1. Org. Cronyism	1			
2. Pro-union attitude	.234**	1		
3. Union commitment	.113*	.337**	1	
4. Per Union Instrumentality	.396**	.308**	.335**	1

Note: * $p < .05$. ** $p < .01$.

As can be seen in Table 6 for the Organizational Cronyism was significantly positively correlated with Pro union attitude ($r = .234, p < .01$), and Union commitment ($r = .113, p < .01$), and significantly correlated with Perception of Union Instrumentality ($r = .396, p < .05$). Pro union attitude was significantly positively correlated with Union commitment ($r = .337, p < .01$) and Perception of Union Instrumentality ($r = .308, p < .01$). Union commitment was significantly correlated with Perception of Union Instrumentality ($r = .335, p < .01$).

Table 7 Standardized Coefficients for Structural Paths

Structural Path	Estimate	SE	C.R	P-value
Cronyism → Pro Union	.234	.047	4.89	.002
Cronyism → Union commitment	.308	.054	6.59	.000

***= $P < 0.001$, β =standardized regression coefficients, B= un-standardized regression coefficients, S.E= Standard Error.

Table 7 The analyses are controlled for the effects of the demographic variables (i.e., age, gender, and work experience as they had insignificant effect of variables). The results of the regression analysis showed that Organizational Cronyism significantly positively predicted the Union Commitment ($\beta = .234, p < .01$), thus supporting Hypotheses 1. Pro Union attitude also predicted the Union commitment ($\beta = .308, p < .01$).

Table 8. Standardized Indirect path coefficients mediation analysis

Indirect Paths	BC 95% CI			
	Indirect Effect	Lower Limit	Upper Limit	P
OC → Pro U → UC	.072	.139	.456	.000

Note: n=415; Bootstrap sample size=2000, BC 95% CI= Bootstrap confidence Intervals

* $p < .05$, ** $p < .01$, *** $p < .000$

Hypothesis 2 proposed a mediating role of Pro Union attitude in the relationship between Organizational Cronyism and Union Commitment. Results of hypothesis revealed that the relationship is significant in presence of Pro Union attitude ($\beta = 0.083, p < 0.001$) Therefore, the meditational Hypothesis is accepted.

Table 9. Moderation Analysis

Structural Path	Estimate	SE	Coefficients	P-Value
Pro U → UC	.697	.188	4.305	.000
PUI → UC	1.099	.203	4.682	.000
INT (PUI × Pro U) → UC	1.897	.059	5.909	.000

Hypothesis 3 proposed a moderating role of PUI such that the relationship of Pro union attitude and Union commitment is strengthened when union instrumentality is perceived high than lower. The significant value of interaction term ($\beta = 1.897, p > 0.001$) proved PUI strengthens the relationship positively between Pro-union attitude and Union commitment. Therefore, hypothesis is accepted.

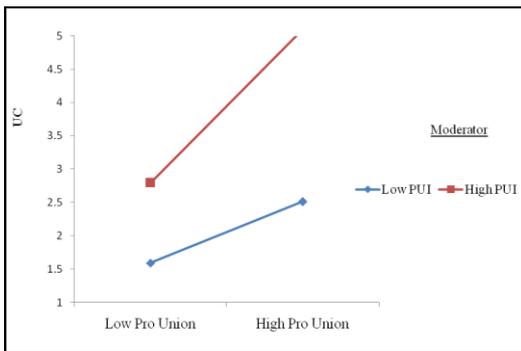


Figure 1. Graphscan of Moderator Perceived Union Instrumentality

PUI strengthens the positive relationship between Pro Union attitude and Union Commitment

In order to understand the nature of interaction, the graphs can be seen as figure 1 in which the dependent variable Union commitment is plotted on y-axis while the independent variable Pro union attitude is plotted on x-axis with low and high values. A positive relationship can be seen, as when Pro union attitude increases, Union commitment also rises (which is depicted by an upward and steep slope). However, it can be observed that this positive relationship between Pro union attitude and Union commitment is stronger when the role of union is Perceived instrumental. Therefore, it can be inferred that if union is perceived as instrumental in benefitting employees rights, it will strengthen the relationship between Pro union attitude and Union commitment.

Discusson

This study gives interesting findings in terms of the relations between Organizational Cronyism and Union Commitment. Organizational Cronyism was found to be strong predictor of Union Commitment. It was observed that for employees union can serve as a release valve from the negativity at workplace and therefore manifest higher levels of union commitment (Schnake, Dumler, & Moates, 2016; Pelit, Dincer & Kiliç, 2015). Drawing on AET (Cropanzano, 1996) our results confirm the fact that people react to negative events at workplace in different forms of attitudes and behaviours. The challenges for unions are not simple and easy to tackle and perhaps other factors which we might have missed out have created an extremely unreceptive environment for unions. Neuman and Baron (1997) explained that hostile working conditions, that includes downsizing, revamping, excessive pressure for meeting production lines, unrealistic targets may generate organizational responses which will undermine the commitment to the organization (Thiel et al., 2014; Jones & Stout, 2015; Adnan & Latif, 2013). This eventually leads employees to join and become part of an association which will safeguard their interests. It is also supported by Cardador, Grant, Lamare & Northcraft, (2017) suggests that negative working conditions often lead to frustration. They argue that when there is real frustration in the workplace and employees have a strong belief that the way to eliminate that frustration is through collective force, subsequently “employees’ interest in unionization is triggered (Laroche, 2016). These findings advocate that though negative events affect different organizational outcomes.

The mediating role of Pro union attitude was established between organizational cronyism and union commitment. Employees that work in Organizations that are unionized have different expectations, values, or frames of reference for evaluating their option than nonunion workers (Saqib & Arif, 2017). Tapia (2013) and James & Karmowska (2016) has posited that unions typically affect a number of job related attitudes and Prounion attitude is one of them. The Moderating role of Union instrumentality was established positively. It can be explained in the context that employees will seek assistance from a union only when they perceive the role of unions instrumental and helpful in safeguarding their rights (Shan, Hu, Zhi, Zhang & Zhang, 2016) in negative work environments (Schnake et al., 2016).

Conclusion

This study is an attempt to bring together a number of psychological determinants as mediators of individual participation of employees in unions. The results of the study also approved organizational cronyism as a negative event strong enough to pursue employees towards indulging in unions. The development and testing of

incorporation of AET into the union commitment framework helped to explain how, and under what circumstances, employees cognitions about cronyism may lead to union commitment

Implications

The analysis of Union commitment as response to Organizational Cronyism has practical implications, especially for Public sector organizations. It can help to revive the lost glory of unions and bring it back in productive role (Snape and Redman, 2004). The understanding of cronyism and its characteristics can warn managers to the downside effects of cronyism. The study strengthens the need for a climate of healthy unionization in organizations

Limitations and Future Directions

Although the findings were significant, but the study also has some limitations. First, the demographic characteristics of the sample, and the job context limit the generalizability of the study. Increased knowledge of the causes and consequences of cronyism should be studied in our culture. Though cronyism as a shade of Politics is considered as a negative factor, but it is perceived as a positive factor in Pakistani context, because it is used as means to achieve favours other than using efforts for it (Bashir, Nasir, Saeed & Ahmed, 2011). Regarding unionization in Public sector Organizations the leadership role is not similar across organizations (Zeb & Ali, 2015), future studies should include Union Leadership as an explanatory variable to understand union commitment (Zacharewicz, Martinez & Kelloway, 2016). Thacker (2015) suggested that union's salience should be taken into consideration to explain how the Power status of union can change the employee's relationship to the organization as unions stakes strengthens.

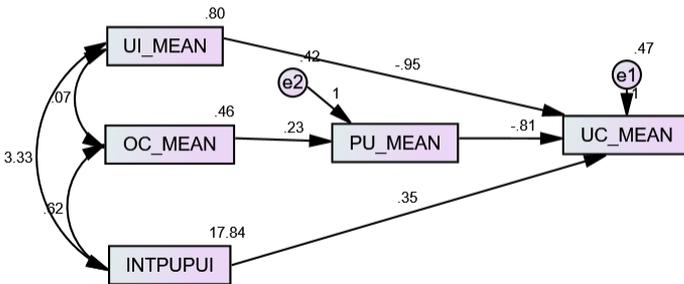


Figure 3: Path Diagram

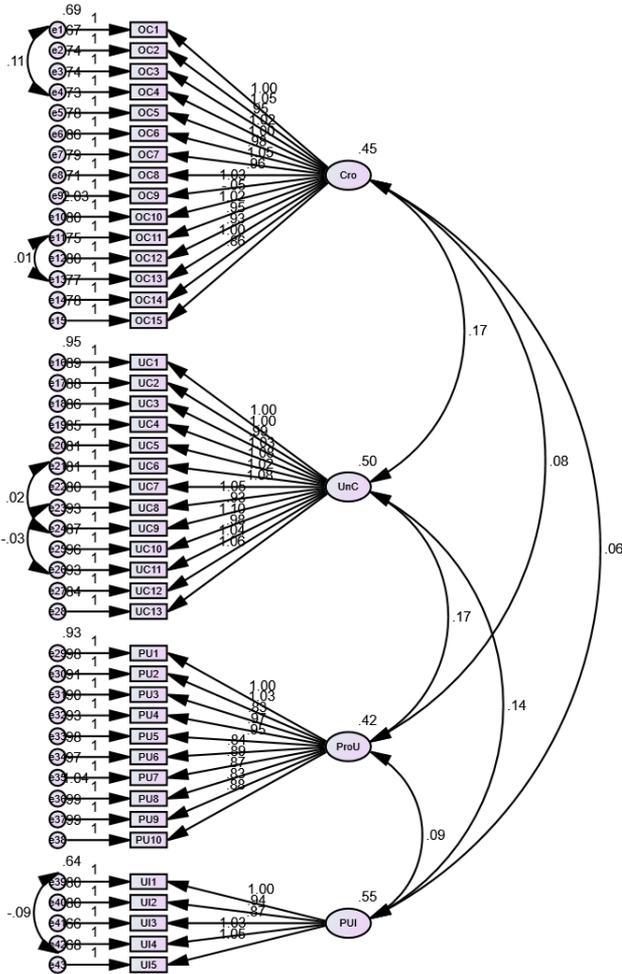


Figure 4. Confirmatory Factor analysis

References

Aydog, I (2012). The existence of favoritism in organizations. *African Journal of Business Management*, 6(12), 4577–4586.

Arasli, H. and Tumer, M. (2008). Nepotism, Favoritism and Cronyism: A Study of Their Effect on Job Stress and Job Satisfaction in the Banking Industry of North Cyprus, *Social Behavior and Personality*, 36 (9),1237-1250.

Aryee, S., & Debrah, Y. A. (1997). Members' participation in the union: An investigation of some determinants in Singapore. *Human Relations*, 50(2), 129-147.

Ajzen, I., & Fishbein, M. (1975). Belief, attitude, intention and behavior: An introduction to theory and research.

Ahlquist, J. S. (2017). Labor unions, political representation, and economic inequality. *Annual Review of Political Science*, 20(1).

- Asunakutlu, T., & Avci, U. (2010). An investigation of the relationship between nepotism and job satisfaction in family businesses. *The Journal of Faculty of Economics and Administrative Sciences*, 15, 93-109.
- Bar-Tal, D. (2007). Socio psychological foundations of intractable conflicts. *American Behavioral Scientist*, 50(11), 1430-1453
- Barling, J., & Fullagar, C. (1991). Predictors and outcomes of different patterns of organizational and union loyalty. *Journal of Occupational Psychology*, 64, 129-143.
- Barling, J., Fullagar, C., & Kelloway, E.K. (1992). The union and its members: A psychological approach. New York: Oxford University Press.
- Barling, J., Wade, B., & Fullagar, C. (1990). Predicting employee commitment to company and union: Divergent models. *Journal of Occupational Psychology*, 63(1), 49-61.
- Bamberger, P. A., Kluger, A. N., & Suchard, R. (1999). Research Notes: The Antecedents and Consequences of Union Commitment: A Meta-Analysis. *Academy of Management Journal*, 42(3), 304-318.
- Bellow, A. (2003). In Praise of Nepotism Americans censure nepotism on the one hand and practice it as much as they can on the other. There's much to be said for "good" nepotism, the author argues which is fortunate, because we're living in a nepotistic Golden Age. *Atlantic Monthly*, 292(1), 98-105.
- Bergmann, T. J., Lester, S. W., De Meuse, K. P., & Grahn, J. L. (2011). Integrating the three domains of employee commitment: An exploratory study. *Journal of Applied Business Research*, 16(4), 15-26
- Berkowitz, L. (1993). Aggression: Its causes, consequences, and control. New York: McGraw Hill.
- Brett, J. M. (1980). Why employees want unions. *Organizational Dynamics*, 8(4), 47-59.
- Bashir, S., & Nasir, M. (2013). Breach of psychological contract, organizational cynicism and union commitment: A study of hospitality industry in Pakistan. *International Journal of Hospitality Management*, 34, 61-65.
- Begley, T. M., Khatri, N., & Tsang, E. W. K. (2010). Networks and cronyism: A social exchange analysis. *Asia Pacific Journal of Management*, 27(2), 281-297.
- Blader, S. L. (2007). What leads organizational members to collectivize? Injustice and identification as precursors of union certification. *Organization Science*, 18(1), 108-126
- Chan, A. W., Tong-qing, Feng., Redman, T., & Snape, E. (2006). Union commitment and participation in the Chinese context. *Industrial Relations: A Journal of Economy and Society*, 45(3), 485-490.
- Chacko, T. I. (1985). "Member participation in union activities: Perceptions of union priorities, performance and satisfaction", *Journal of Labor Research*, 6, 363 - 373.
- Chang, C., Rosen, C.C. and Levy, P.E. (2009). The relationship between perceptions of organizational politics and employee attitudes, strain and behavior: a meta analytic examination. *Academy of Management Journal*, 52(4), 779-801.
- Cialdini, R. B., & Goldstein, N. J. (2004). Social influence: Compliance and conformity. *Annual Review of Psychology*, 55, 591-621
- Conner, M, Smith, N and Mcmillan, B. 2003. Examining normative pressure in the theory of planned behaviour: Impact of gender and passengers
-

- on intentions to break the speed limit. *Current Psychology: Developmental, Learning, Personality, Social*, 22: 252-263.
- Coleman Gallagher, V., Coleman Gallagher, V., Meurs, J. A., Meurs, J. A., Harris, K. J., & Harris, K.J. (2016). Political skill reduces the negative impact of distrust. *Career Development International*, 21(5),442-458.
- Cropanzano, R., Dasborough, M., & Weiss, H. (2016). Affective events and the development of leader member exchange. *Academy of Management Review*, 42(2), 233-258
- Dey, T. (2012). Predictors of Organizational Commitment and Union Commitment: Conceptual Study. *IUP Journal of Organizational Behavior*, 11(4),62-75
- Edward, C. (2010). Public-Sector Unions. Tax & Budget bulletin no 61.
- Erdogan, B., Bauer, T. N., & Walter, J. (2015). Deeds that help and words that hurt: Helping and gossip as moderators of the relationship between leader-member exchange and advice network centrality. *Personnel Psychology*, 68(1), 185-214.
- Epitropaki, O. (2013). A multi-level investigation of psychological contract breach and organizational identification through the lens of perceived organizational membership: Testing a moderated mediated model. *Journal of Organizational Behavior*, 34(1),65-86.
- Fatima, T., Ilyas, M., Rehman, C. A., & Imran, M. K. (2017). Empirical Investigation of Relationship between Workplace Ostracism and Employee Silence: A Test of Mediating Effects of Self-Esteem and Meaningful Existence in Context of Public Sector Universities in Punjab. *Abasyn University Journal of Social Sciences*,10(1).
- Fornell, C., & Larcker, D. F. (1981). Structural equation models with unobservable variables and measurement error: Algebra and statistics. *Journal of marketing research*, 382-388.
- Ferris, G. R., Perrewé, P. L., Daniels, S. R., Lawong, D., & Holmes, J. J. (2017). Social Influence and Politics in Organizational Research: What We Know and What We Need to Know. *Journal of Leadership & Organizational Studies*, 24(1), 5-19.
- Freeman, R., Boxall, P. F., & Haynes, P. (2007). Introduction: the Anglo-American economies and employee voice. *What Workers Say: Employee Voice in the Anglo-American Workplace*.1-24
- Ferris, G.R., Frink, D.D., Galang, M.C., Zhou, J., Kacmar, M.K. and Howard, J.L.(1996). Perceptions of organizational politics: prediction, stress-related implications and out-comes. *Human Relations*,49(2), 233–66.
- Fiorito, J. (2015). Recent Events and Future Unions. *Members-only Library*.
- Fuller Jr, J. B., & Hester, K. (2001). A closer look at the relationship between justice perceptions and union participation. *Journal of Applied Psychology*, 86(6), 1096.
- Griffeth, R. W., Hom, P. W., & Gaertner, S. (2000). A meta-analysis of antecedents and correlates of employee turnover: Update, moderator tests, and research implications for the next millennium. *Journal of management*, 26(3), 463-488.
- 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(4), 479-499.
- Hair, J. F., Anderson, R. E., Babin, B. J., & Black, W. C. (2010). *Multivariate data analysis: A global perspective*, 7. Upper Saddle River, NJ: Pearson.
- Hashmi, W. H., & Bawa, R. (2010). Labor Unionization in Pakistan—History & Trends. *Pakistaniaat: A Journal of Pakistan Studies*, 2(2), 78-82.
- Hayes, A. F. (2013). *Introduction to mediation, moderation, and conditional process analysis: A regression based approach*: Guilford Press.
- Heider, F. (2013). *The psychology of interpersonal relations*. Psychology Press
- Hofstede, G. (2001). Culture's consequences: Comparing values, behaviors, institutions, and organizations across cultures.
- Horsman, P., Gallagher, D. G., & Kelloway, E. K. (2016). The rise, decline, resurrection, and growth of union commitment research. *Handbook of Employee Commitment*, 165.
- Hoobler, J. M., & Brass, D. J. (2006). Abusive supervision and family undermining as displaced aggression. *Journal of Applied Psychology*, 91(5), 1125.
- Hodder, Andy, Mark Williams, John Kelly, and Nick McCarthy. "Does strike action stimulate trade union membership growth?". *British Journal of Industrial Relations*, 55(1), 165-186.
- Irfan, M. (2008). Pakistan's Wage Structure. Pakistan Institute of Development Economics, 1- 47.
- Iverson, R. D., & Kuruville, S. (1995). Antecedents of union loyalty: The influence of individual dispositions and organizational context. *Journal of Organizational Behavior*, 16(6), 557-582.
- Jones, R. G., & Stout, T. (2015). Policing nepotism and cronyism without losing the value of social connection. *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 8(1), 2-12.
- Karakose, T. (2014). The effects of nepotism, cronyism and political favoritism on the doctors working in public hospitals. *Studies on Ethno-Medicine*, 8(3), 245-250.
- Khatri, N., Tsang, E. W., & Begley, T. M. (2003). Cronyism: The downside of social networking. In *Academy of Management Proceedings*, C1-C6, *Academy of Management*.
- Kelloway, E. K., & Barling, J. (1993). Members' participation in local union activities: Measurement, prediction, and replication. *Journal of Applied Psychology*, 78(2), 262.
- Khatri, N., & Tsang, E. W. (2003). Antecedents and consequences of cronyism in organizations. *Journal of Business Ethics*, 43(4), 289-303.
- Khatri, N., Tsang, E. W., & Begley, T. M. (2006). Cronyism: A cross-cultural analysis. *Journal of International Business Studies*, 37(1), 61-75.
- Keles, H. N., Özkan, T. K., & Bezirci, M. (2011). A study on the effects of nepotism, favoritism and cronyism on organizational trust in the auditing process in family businesses in Turkey. *The International Business & Economics Research Journal*, 10(9), 9-16
- Kochan, T. A. (1979). How American workers view labor unions. *Monthly Lab. Rev.*, 102, 23.
- Kochan, Thomas A. 1980. *Collective Bargaining and Industrial Relations: From Theory to Policy and Practice*. Homewood, IL: Richard D. Irwin.

- Latif, T., & Khan, M. M. (2016). Consumers' Purchase Intentions towards Global Brands Psychological Underpinnings. *Abasyn University Journal of Social Sciences*, 9(2),310-328
- Laroche, P. (2016). Meta-Analysis of the Union–Job Satisfaction Relationship. *British Journal of Industrial Relations*, 54(4), 709-741.
- Malik, M. S., Basit, A. B., & Qazi, A. K. (2011). Unions and Management: A Case Study of Pakistan Telecommunication Corporation. *Pakistan Journal of Social Sciences(PJSS)*,31(1), 185-199.
- McGrath, M. (2014). Political Patronage. *The Encyclopedia of Criminology and Criminal Justice*.
- Martins, P. S. (2010). Cronyism, Bonn: IZA, Discussion Paper no: 5349.
- Meisler, G., & Vigoda-Gadot, E. (2014). Perceived organizational politics, emotional intelligence and work outcomes: empirical exploration of direct and indirect effects. *Personnel Review*,43(1),116-135.
- Mintzberg, H. (1983). The case for corporate social responsibility. *Journal of Business Strategy*,4(2), 3-15.
- Nargis.S (October,2015). Citizens' Periodic Reports on the Performance of State Institutions: Pakistan International Airlines Performance analysis 2014-2015 (Retrieved from www.pildat.org)
- Neuman, J. H., & Baron, R. A. 1997. Aggression in the workplace. In R. A. Giacalone & J. Greenberg (Eds.), *Antisocial behavior in organizations*: 37-67. Thousand Oaks, CA: Sage.
- Newton, L. A., & Shore, L. M. (1992). A model of union membership: Instrumentality, commitment, and opposition. *Academy of Management Review*, 17(2), 275-298.
- Nisbet, Robert A. 1976. Public Unions and the Decline of Social Trust. In *Public Employee Unions: A Study of the Crisis in Public Sector Labor Relations*,13-33
- Pearce, J. L. (2015). Cronyism and Nepotism Are Bad for Everyone: The Research Evidence. *Industrial and Organizational Psychology*, 8(01), 41-44.
- Pelit, E., Dincer, F. İ., & Kiliç, İ. (2015). The Effect of Nepotism on Organizational Silence, Alienation and Commitment: A Study on Hotel Employees in Turkey. *Journal of Management Research*, 7(4), 82-110.
- Riketta, M. (2008). The causal relation between job attitudes and performance: A meta analysis of panel studies.*Journal of Applied Psychology*, 93(2), 472-481
- Rosen, C. C., Chang, C. H., Johnson, R. E., & Levy, P. E. (2009). Perceptions of the organizational context and psychological contract breach: Assessing competing perspectives. *Organizational Behavior and Human Decision Processes*, 108(2), 202-217.
- Rauh, J. (2015). Predicting political influence on state ethics commissions: Ofcourse we are ethical nudge nudge, wink wink. *Public Administration Review*, 75(1), 98-110.
- Saqib, A., & Arif, M. (2017). Employee Silence as Mediator in the Relationship between Toxic Leadership Behavior and Organizational Learning. *Abasyn University Journal of Social Sciences*, 10(2).
- Schnake, M. E., Dumler, M. P., & Moates, K. N. (2016). The Effect of Union Protest Behavior on Attitudes Toward Unions: An Experimental Analysis. *American Journal of Management*, 16(2),90-97

- Shan, H., Hu, E., Zhi, L., Zhang, L., & Zhang, M. (2016). Job satisfaction and employee's unionization decision: The mediating effect of perceived union instrumentality. *Journal of Industrial Engineering and Management*, 9(1), 110-128
- Snape, E. D., & Redman, T. (2012). Industrial Relations Climate and Union Commitment: An Evaluation of Workplace-Level Effects. *Industrial Relations: A Journal of Economy and Society*, 51(1), 11-28.
- Sverke, M., & Kuruvilla, S. (1995). A new conceptualization of union commitment. *Journal of Organizational Behavior*, 16 (6), 505-532.
- Southwell, R. R. (1991). The dimensionality, antecedents and consequences of union commitment: a study of a civil service union.
- Tattersall, A. (2005). There is power in coalition: a framework for assessing how and when union community coalitions are effective and enhance union power. *Labour & Industry: a journal of the social and economic relations of work*, 16(2), 97-112.
- Tapia, M. (2013). Marching to different tunes: Commitment and culture as mobilizing mechanisms of trade unions and community organizations. *British Journal of Industrial Relations*, 51(4),666-688.
- Tetrick, L. E. 1995. Developing and maintaining union commitment: A theoretical framework. *Journal of Organizational Behavior*, 16: 583-596.
- Thacker, R. A. (2015). The application of social exchange to commitment bonds of pro-union employees: Cognitive calculations of reciprocity. *Human Resource Management Review*, 25(3),287-297.
- Thiel, C. E., Hill, J., Griffith, J. A., & Connelly, S. (2014). Political tactics as affective events: Implications for individual perception and attitude. *European Journal of Work and Organizational Psychology*, 23(3), 419-434.
- Turhan, M. (2014). Organizational cronyism: A scale development and validation from the perspective of teachers. *Journal of business ethics*, 123(2), 295-308.
- Turan, A. (2015). Does the Perception of Organizational Cronyism Leads to Career Satisfaction or Frustration with Work? The Mitigating Role of Organizational Commitment. *Research in Applied Economics*, 7(3), 14-30.
- Weiss, H. M., & Beal, D. J. (2005). Reflections on affective events theory. In *The effect of affect in organizational settings*, 1-21, Emerald Group Publishing Limited.
- Weiss, H. M., & Cropanzano, R. (1996). Affective events theory: A theoretical discussion of the structure, causes and consequences of affective experiences at work, 18, 1-74
- Wiener, Y. (1982). Commitment in organizations: A normative view. *Academy of Management Review*, 7(3),418-428.
- Zacharewicz, T., Martínez-Íñigo, D., & Kelloway, E. K. (2016). A Longitudinal Study of Shop Stewards Union Commitment and Perceptions of Union Instrumentality and Support. *Applied Psychology*, 65(1), 160-182.
- Zeb, A., & Ali, F. (2015). Exploring Barriers Inhibiting the Effectiveness of leadership in Public Sector Organizations in Khyber Pakhtunkhwa, Pakistan. *Abasyn University Journal of Social Sciences*, 8(2).