

THE INVESTIGATION THROUGH STRUCTURAL EQUIVALENCE MODELLING: THE EFFECT OF BEING A UNION MEMBER ON WORK VALUES AND BEHAVIOURS

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Abstract

The aim of this study is to put forward the effect of belonging to a labor union on work values and work behaviours. According to a study conducted on 410 workers, the effect of being solely a member of a labor union on work values and behaviours could not be determined. However, the direct and positive effect of loyalty to a labor union on work behaviours and values was detected. Moreover, it was found out that workers who are members of a labor union pay importance to “Creativity”, which is one of the lower dimensions of work values; nevertheless, workers who are not members of a labor union place importance to “Economical Advantage and Supervisory Relations”.

Keywords: *Labor Union, Belonging to a Labor, Union Commitment, Work Values, Work Behaviours.*

Introduction

It could be claimed that labor unions have crucial effects not only on democratization of a society but also processing of labor relations on legal grounds. Moreover, they have effects on preserving benefits and rights of workers together with labor values and behaviours of workers.

Union loyalty includes members’ loyalty, responsibility, willingness, and belief. It, eventually, provides attendance and satisfaction of members. The efficiency, power, and permanence of union activities are related not only members’ quantitative abundance but also members’ qualities and members’ union loyalty.

Work values are the factors which affect work effort as qualities which a worker expects and as satisfaction. Work values that workers have affect some concepts peculiar to work such as performance, indiscipline,

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nonattendance, slowdown, stoppage, over work, and organizational loyalty. In this sense, work values and behaviours are focus of interest not only for unions but also for business managements.

The aim of the study is to put forward the effect of belonging to a labor union on work values and work behaviours. Thus, the necessity of varying activities of unions, which direct workers' values and behaviours positively, will be made clear. Positive perspective change of business managements towards unions will be provided. Through Structural Equation Modelling Approach, it was found out that being a union member, as long as it creates union loyalty, affect work values and behaviours. It has been determined that both workers are able to use creative ideas together with labor development and enrichment and they have an efficient role in union activities and departments especially when there is no conflict between union and business management.

Theoretical Framework

Union Loyalty

As success of unions depends on loyalty of workers, their responsibility, belief in organized labor power, and self-willpower of working voluntarism, a member's loyalty level has a direct effect on unions' success. Therefore, unions place importance to both qualitative and quantitative power. To this end, unions provide their members union activities and improvement of positive attitudes of members. The level of union loyalty is an important sign of workers' adopting a union and their readiness for supporting it (Bilgin, 2003:13-14).

There are similar and complementary definitions about union loyalty. The foremost one among definitions is Michal E. Gordon's. Gordon has defined union loyalty as belief state in which workers are willing to be a member of a union and they have the sense of responsibility (Fullagar, et al, 2004: 730-737).

Willingness of a member to be a part of a union, voluntary efforts, belief in the targets of organized labor force, and information about loyalty level may reflect a member's union commitment. For instance, a member, having high ratio at all four dimensions, is a sign of high commitment. However, if a member having a union loyalty and belief

does not have union responsibility and does not work eagerly, low level of commitment may be concluded.

Even if those four dimensions seem separate from each other, they comprise elements of union loyalty (Hoell, 2004:161-177).

Union loyalty, which is a sub-dimension of union commitment, explains the pride of being a member of a union and advantages of being a union member. Union responsibility is the tendency of preserving union's benefits and conducting duties stemming from membership. Voluntary effort refers to voluntarism level of a member for work. The belief dimension is the behaviouristic element regarding a member's ideological level of belief in union (Bilgin, 2003; Demirbilek and Çakır, 2004:24).

The level of a member's loyalty to union determines the attendance and the satisfaction of union activities. A member having low loyalty level keeps away from union activities and does not have the expected satisfaction from union activities. The attendance, which is assumed to be a behaviouristic element of loyalty, arises from member's activities organized or suggested by the union. Union attendance includes two dimensions: loyalty to union activities with a title of member and loyalty to union administration as an activist. The first dimension is related with attendance of members who have no legal responsibility. The second one is regarding the members who have a legal role in a union. The satisfaction, which is the function of differences between expectations and perceived results, is connected with the perception of union. Satisfaction and attendance reflects various dimensions of union activities. While satisfaction projects union and union's serving abilities, attendance reflects membership and members' effective power in influencing union's decisions. Union satisfaction and attendance are related to needs of individuals regarding decision making process, success, and development. Thus, the level of union satisfaction and attendance is closely related to people's personal traits (Demirbilek and Çakır, 2004: 23-74).

Work Values

Work values comprise of values which appear as a result of socializing process that workers experience from the birth on (Ergenç, 1982: 32).

According to Elizur (1984:379-389), work values as importance given to specific results that an individual gets in his/ her profession. In other words, he has described work values as rewards and targets which keep a person in his/her workplace.

In the opinion of Super (1970:163-175), work values, which are a subset of an individual's total values, are qualities, and satisfaction a person expects from his/ her job.

In the opinion of Knoop (Zedeck, 1997:319-332), work values are the degree of importance, values are the targets that affect labor effort.

Definitions on work values are based on causes and effects that stimulate work behaviours. In the study carried out, belonging to a union was dealt as a cause affecting work values. The effect of belonging to a union on importance given to job, work effort, and satisfaction levels of job are in the very core of the study.

The classification of work values which is used in the study and accepted by many researchers is Super's (1970) Work Values Inventory, which explains differentiation of internal and external work values. This inventory was prepared in accordance with the satisfactory dimensions of job (Twenge et al., 2010:1121; Kubat and Kuruüzüm, 2010:489). In the inventory by Super, 15 basic work values have been described. Internal values are altruism, aesthetics, creativity, intellectual stimulation, independence, achievement, variety, and authority which reflect an individual's perspective towards job. External values include economical dimension of job, security, surroundings, relations with management, colleagues, prestige, and way of life (Sarnswang, 1995:35; Mietus, 1977:63-72).

Work Behaviour

Work behaviour can be assumed as a process that includes perception of work place, decision making, performing behaviour, evaluation of results obtained through behaviour, and re- perception of work place. Work behaviours are all formal and informal behaviour types that are related to conducting the duty in the organization and obtaining the rewards (Tinar, 1988: 2).

Most simply, if behaviours are related to work, it is named as work behaviour. Work behaviours are the responses that are only related to his

position as a worker. Performance, indiscipline, nonattendance, slow down, stoppage and similar behaviours can be considered in this scope.

Workers performance, work stress, organizational commitment, intention to quit job are sub-dimensions of work behaviours. Performance, which is described as the total qualitative and quantitative contribution to organizational targets, is the result of a worker's work behaviour. It determines how successfully conducts his/ her duties. The common characteristic of performance definitions is that it is a natural result of work behaviour. It appears as a result of relation between worker's talents, his/ her perception of work, and effort (Byars and Rue, 2006:96).

Job stress is a state of mal-adaptiveness together with worker's responses stemming from both a worker's personality and form peculiar to work. The causes of stress include wage, quality of work, conditions, colleagues, age, sex, marital status, education, and title (Erdo an, et al., 2009:449).

Organizational commitment is the name given to the psychological commitment and it is based on the acceptance and self-adaptation of an organization's perspectives. In other words, it is the process in which the aims of an organization and a person integrate and cohere (O'Reilly and Chatman, 1986:493).

The intention of quitting job comes out as a consequence of workers' response stemming from the difference between the expectations and the obtained. Among the causes of workers' quitting job is that they do not think that they get enough as a result of their labor, time, effort, and altruism which they pass their organizations. Mostly, the workers, whose job satisfaction has been determined to be low, have high labor cycle levels and this is the result which summarizes the situation best. (Çakır, 2001:18-44). Quitting job, which is assumed as the last phase among work behaviours, is the response of workers sourcing from not being successful at efforts to satisfy his/ her expectations.

RESEARCH METHOD

Model of Research and Hypotheses

The effect of union commitment on work values and behaviours has been schematized in figure 1.

H1: There is direct effect, meaningful and positive relation between union commitment and work values.

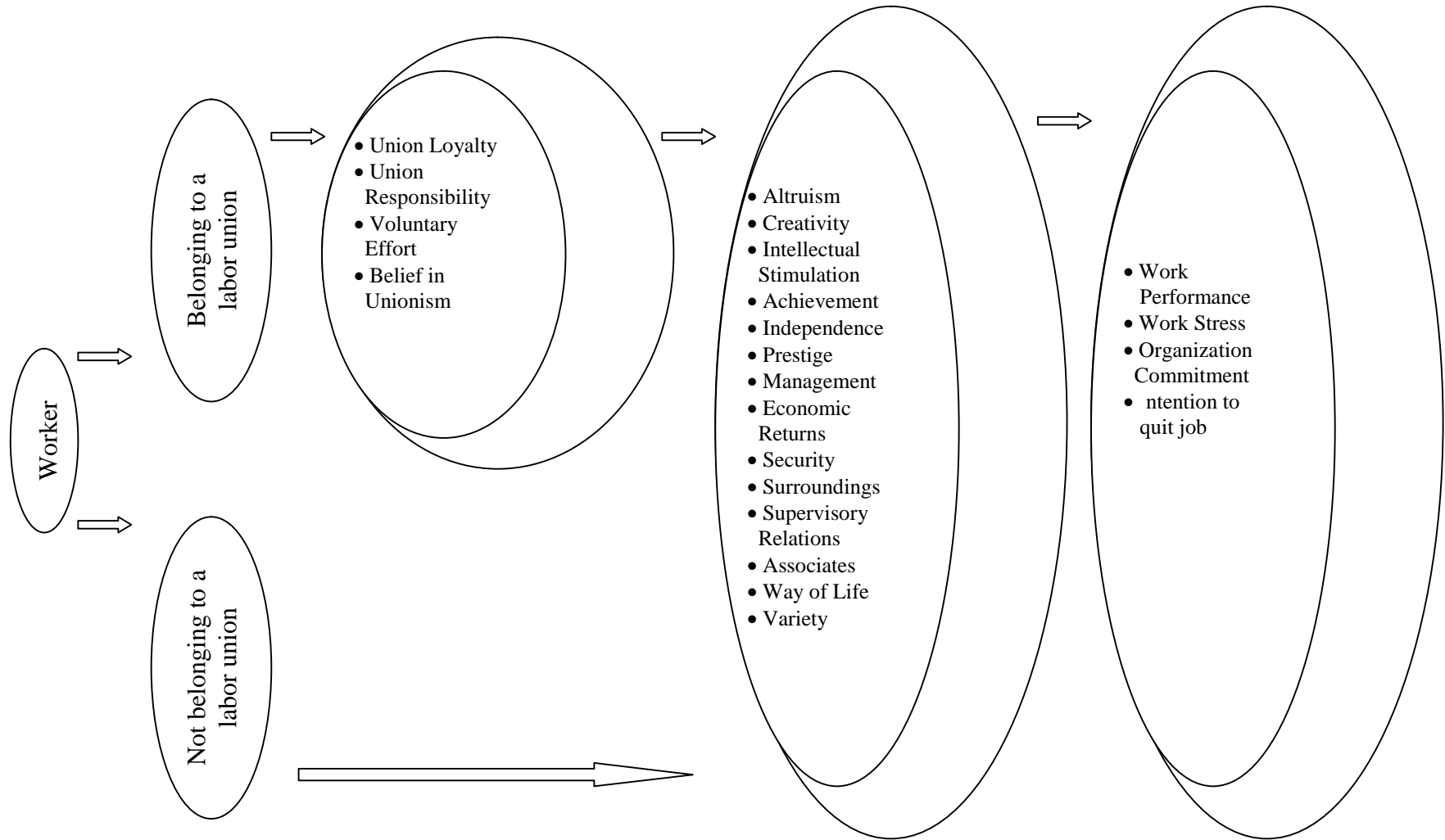
H2: There is direct effect, meaningful and positive relation between work values and behaviours.

H3: There is indirect effect, meaningful and positive relation between union commitment and work behaviours.

H4: There is direct effect, meaningful and positive relation between belonging to a labor union and work values.

H5: There is direct effect, meaningful and positive relation between belonging to a labor union and work behaviours.

Figure 1. The Effect Process of Belonging to a Labor Union on Work Values and Behaviours



Method of Research

The effect of belonging to a labor union on work values and behaviours was investigated through data obtained from questionnaires applied on workers. The primary data usage was accepted to be applied towards targets and analysis; accordingly, the questionnaire forms were distributed to workers. The questionnaire was formed with scales of union commitment, work values and behaviours.

Workers who joined the research were elected from unions and work places in zmir. The questionnaires forms were filled by workers, who are not members of unions, individually in workplaces. Workers who are members of unions filled them through union representatives and branches.

Determining the reliability levels of scales used for questionnaire, Cronbach Alpha reliability coefficient was applied. Alpha values below 0, 60 are not assumed as reliable (Uma, 1992:287). According to reliability analysis results, questions, which are not conceived as reliable, should be left out of questionnaire because the basic point of reliability analysis is that each item should be the linear component of the total score and should accumulate in the scale. In other words, there should not be a negative correlation among items (Bayram, 2004:127). Reliable questionnaire items result in coherent results. The reliability analysis of the questionnaire was carried out in order to determine whether there are questions that should be left out from scales used in the research.

Sample of Research

The questionnaire implemented in the research was applied in accordance with notification, with the date July 2009, announced by Ministry of Labor regarding worker number and member of unions as required by Union Code.

The research has been employed within the borders of zmir province. Totally, 448 questionnaires have been filled and 38 forms have been out of evaluation because of missing data or repetitive answers. Data has been obtained through 410 questionnaires that have been correctly answered.

The research was carried out between November 2012 and March 2013.

71% of participants are male (n=410), 69,8% are married (n=410), 45,4% are a high school graduate(n=410), 64,6% are union member. 14,9% of participants are a member of D SK (Confederation of Progressive Trade Unions of Turkey) (n=265), 37,6% are a member of TÜRK- (Confederation of Trade Unions of Turkey) (n=265), and 12,2% are a member of HAK- (another confederation in Turkey) (n=265).

Research Scales

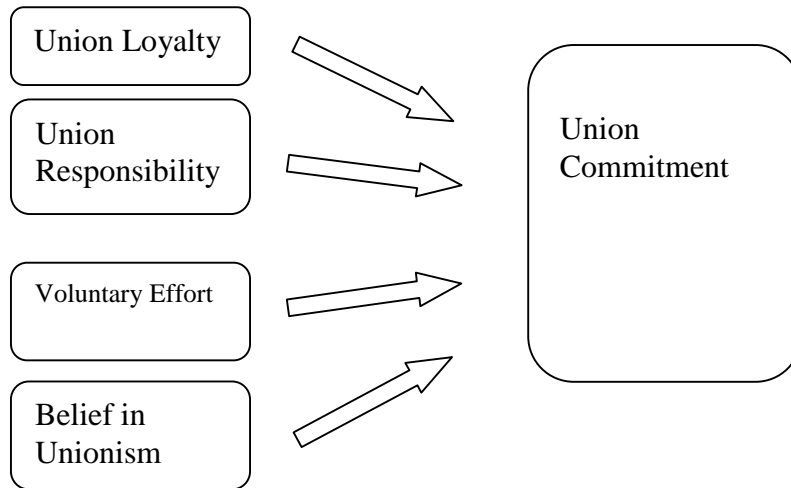
Union Commitment Scale : The scale which was developed as 48 items by Gordon, Philpot, Burt, Thompson, and Spiller (Gordon, et al., 1980:479-499), was shortened by Ladd, Gordon, Beauvais, and Morgan (Ladd, et al., 1982:640-644) as 28 items. This scale is the Turkish adaptation prepared by S. Leman Bilgin (Bilgin, 2003:12). The distribution of questions in terms of factors in the union commitment scale is in Table 1.

There are 28 questions in the scale and they are answered in terms of Likert Scale as 1- Agree, 2- Not sure, and 3- Not agree. The most suitable choice in Likert Scale is quinary. However, there could be misunderstandings because of the respondents' perceptions regarding numbers so a ternary scale may result in more correct answers (Tezba aran, 2008:18). The cause of a ternary scale preference is that respondents, whose education level is generally low, may decide more easily among 3 choices (Bilgin, 2003:15).

Cronbach's Alpha value for Union Commitment Scale has been determined as 0.899. The reliability of the scale for that value can be claimed to be reliable. As there are no questions in the scale, which show negative correlation, there are not any questions out of evaluation. The model developed regarding union commitment is in Figure 2.

Table 1. The Distribution of Items According to Factors in the Union Commitment Scale

Factors	Items
Union Loyalty	3,5,16,18,20,22,23,24,25,27,28
Union Responsibility	1,2,7,10,26
Voluntary Effort	8,11,14,19,21
Belief in Unionism	4,6,9,12,13,15,17

Figure 2. Union Commitment Model

Source: Karaca, 2011:71.

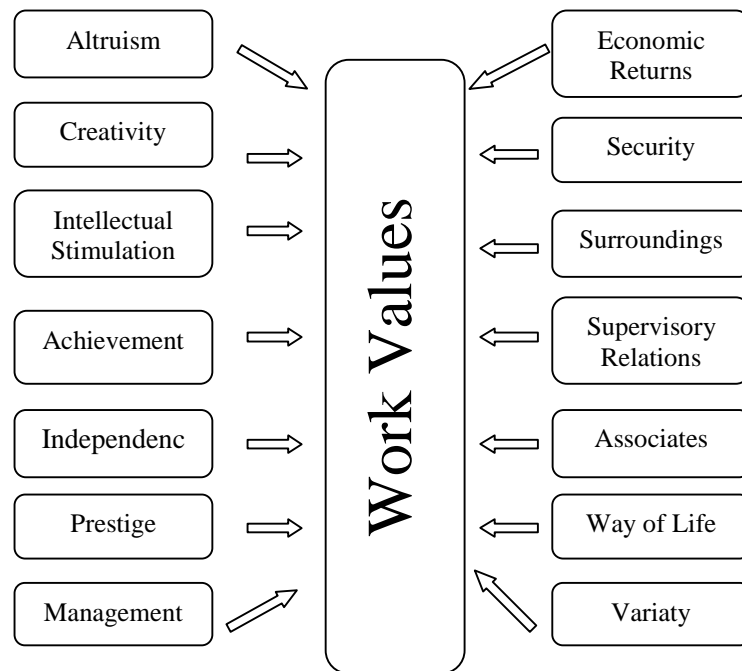
Work Values Scale: The scale applied or implemented in this study is based on Super's Work Values Inventory (1969) and Wu, Lee, and Os's Work Values Inventory. Successful applications and its suitable sample form are among reasons of preference. The questionnaire, which was prepared in English, was translated into Turkish and the number of questions (75) was reduced through Hambleton Method. As a consequence, it is a questionnaire including 42 questions and 14 dimensions (Kubat, 2007:67). The aesthetic dimension has been ignored as our study consists of different sectors. Sub dimensions that comprise of altruism, Creativity, Intellectual Stimulation, Achievement, in commitment, prestige, Management, economic benefits, security, Surroundings, relations with superiors, colleagues, Way of Life, and variety, have been modelled in figure 3 (Sarnswang, 1995:35). The distribution of the questions according to factors in the inventory is in Table 2. 5-Point Likert Scale, consisting the items 1- Never important, 2- A bit important, 3- Quite important, 4- Important, 5- Very important, has been employed.

Cronbach's Alpha coefficient value, which is obtained for work values, has been found as 0.967 and no questions have had negative correlation. The reliability of the work values scale has been provided and any questions have not been out of evaluation.

Table 2. Distribution of the Items in the Work Values Inventory According to Sub- Dimensions

Factors	Items
Altruism	1,2,3
Creativity	4,5,6
Intellectual Stimulation	7,8,9
Achievement	10,11,12
Independence	13,14,15
Prestige	16,17,18
Management	19,20,21
Economic Returns	22,23,24
Security	25,26,27
Surroundings	28,29,30
Supervisory Relations	31,32,33
Associates	34,35,36
Way of Life	37,38,39
Variety	40,41,42

Figure 3. Work Values Model



Source: Kubat and Kuruüzüm, 2010:488.

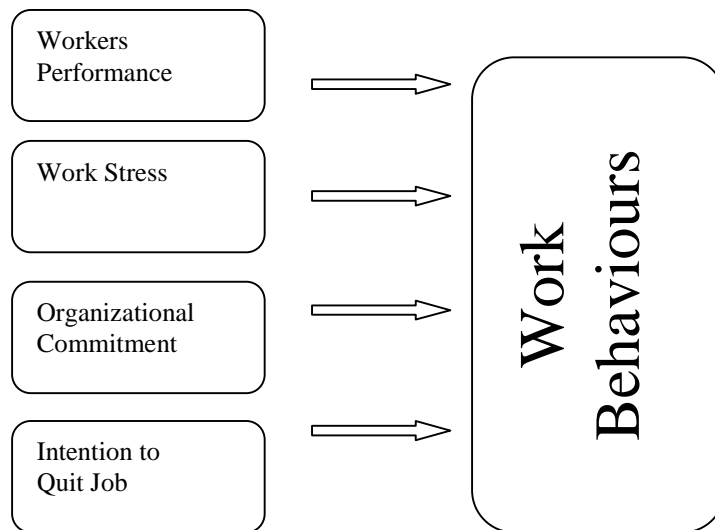
Work Behaviours Scale: The Scale include sub-dimensions namely performance, stress, organizational commitment, and intention of quitting job (Sulu, 2010:78). In choosing the scale, some qualities have been distinctive such as its most common usage, its suitable form in terms of sampling, and its easy understandable form. Individual Work Performance Scale that requires self-performance evaluation was developed by Kirkman and Rosen (1999:58-74). The scale developed by House and Rizzo (1972:467-505) was applied to evaluate job stress. The Affective Commitment Scale developed by Allen and Meyer (1990:1-18) has been employed to measure organizational commitment. The scale regarding the intention of quitting job is an adaptation of the study conducted by Bhuian et al.,(2005:141-150) together with Bedeian et al., (1991:331-343) Figure 4 indicates the model designed for sub-dimensions and work behaviours. Table 3 shows the distribution of the questions in the work behaviours scale according to sub- dimensions. 5-Point Likert Scale including the items 1- Strongly disagree, 2- Disagree, 3- Not sure, 4- Agree, and 5- Strongly agree, has been employed.

Cronbach's Alpha value, which is obtained for work behaviours, was found as 0.839 and no questions had negative correlation. The reliability of the work values scale was provided and any questions were not out of evaluation. Table 3 shows the distribution of the questions in the work behaviours scale according to sub- dimensions.

Table 3. The Distribution of the Questions in the Work Behaviours Scale According to Sub- Dimensions.

Factors	Items
Workers performance	1,2,3,4
Work stress	5,6,7,8,9
Organizational commitment	10,11,12,13,14
Intention to quit job	15,16,17,18,19

Figure 4. Work Behaviours Model



Source: Sulu, 2010:76.

Testing of the Hypothesis

While analysing the research factors, two main methods have been applied namely explanatory and confirmatory. Explanatory factory analysis is to find factors regarding relations among variables and to put forward theories. Confirmatory Factor Analysis is applied either to find out what kind of relations there are among variables and factors or to confirm variables under a factor (Karaca, 2011:71). In this study, CFA method has been implemented to confirm the relations among variables.

Before forming measurement model through Confirmatory Factor Analysis, the suitability of variables to the normal distribution has been checked. To investigate normality with variables, skewness coefficients have been searched. Thanks to results obtained from the study, it has been concluded that the data set does not provide normality with variables (see Table 4). When normality with variables is not concluded, one of the approaches in model prediction is to form normal scores and to study on them. Before analysis in this study, normal scores have been formed regarding the questions in the questionnaire. Firstly, those data whose scores have been changed will be investigated through CFA. Thus, suitable measurement model will be obtained. Next, SEM will be

employed to explain the relations among the latent variables in the measurement model (union commitment, work values and behaviours). H1, H2, and H3 hypothesis have been searched through Structural Equation Modelling; on the other hand, H4 and H5 have been investigated through Levene's Test.

Table 4. Skewness Coefficients of Mardia for Manner Questions

Skewness			Kurtosis			Skewness and Kurtosis	
Coefficient	Z-Value	P-Value	Coefficient	Z-Value	P-Value	Chi-Square	P-Value
4299.384	118.700	0.000	9368.800	26.671	0.000	14801.148	0.000

At the beginning, the model, which has quite bad criteria, was available for the all scale questions. Hence, the questions, whose relations with latent variables are nonsense (regarding t statistic), have been left out the observation model. Next, some other questions were removed as required by model correction indexes. The questions left for union commitment scale are 1,3,4,5,10,11,14,15,26; the questions used for the work values scale are 2,5,7,10,12,14,16,20,21,26,31, and the questions employed for the work behaviours scale are 2,4,10,11 and 18. Figure 5 and 6 indicate standardized coefficients and t statistical graphics regarding the best and the last obtained model.

Figure 5. Path Diagrams and Standardized Coefficients Regarding Measurement Model

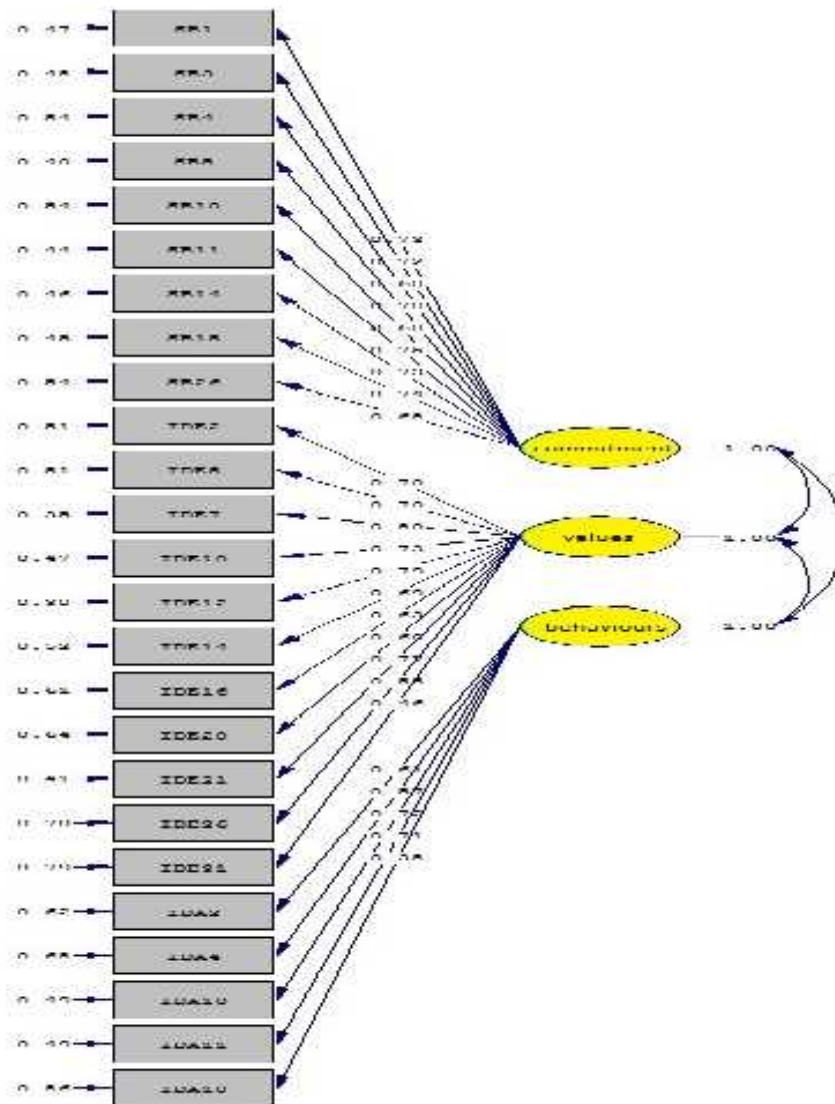


Figure 6. T- Statistics Regarding Measurement Model

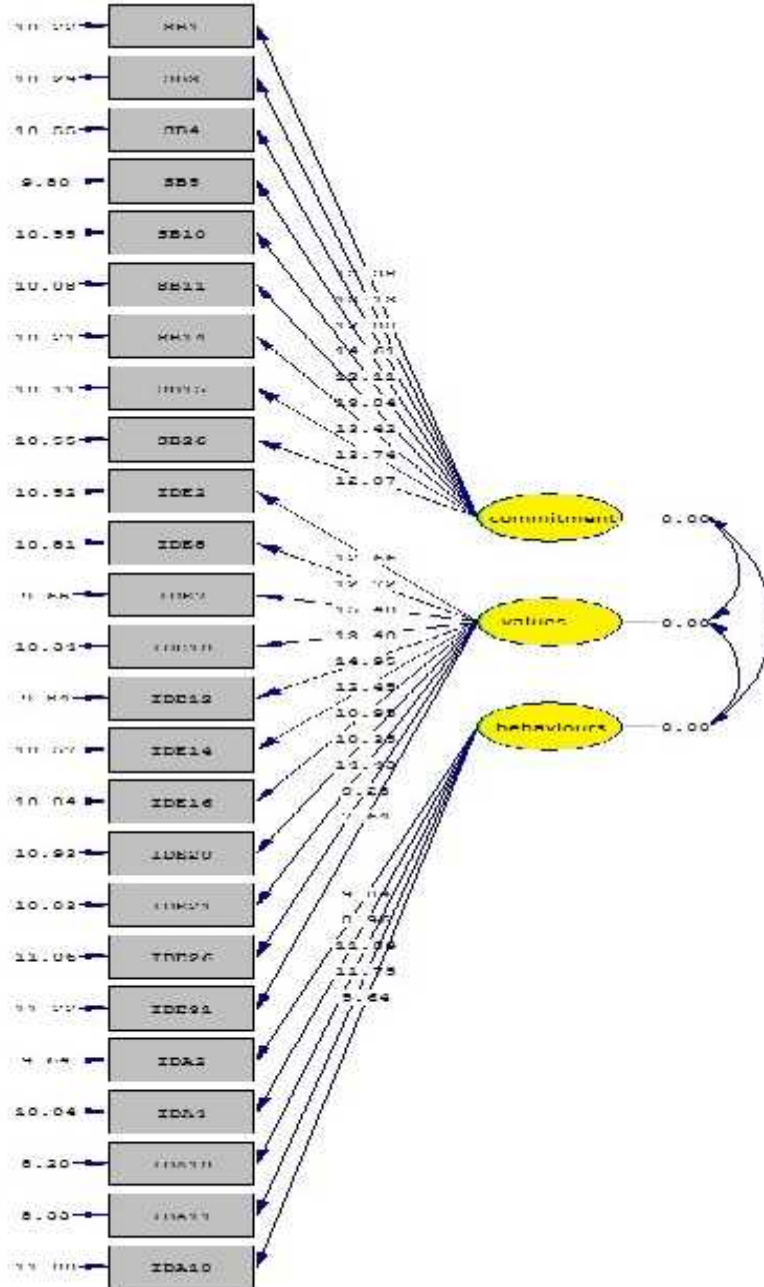


Table 5 indicates the coherence of measurement model with concurrency criteria. When the concurrency criteria are observed, RMSEA (.071) model is acceptable and CFI (.96) is highly coherent. Hence, the values obtained show that the measurement model is usable.

Table 5. SEM Concurrency Criteria

Concurrency Criteria	Value	Coherence
Model sd.	272	Acceptable
t^2	643.23	Acceptable
t^2 / sd	2.36	Acceptable
RMSEA	0.071	Acceptable
SRMR	0.070	Acceptable
NFI	0.93	Acceptable
NNFI	0.96	Acceptable
PNFI	0.85	Acceptable
CFI	0.96	Acceptable

There are 28 questions in the union commitment scale while there are 9 questions in CFA. 11 questions out of 42 were removed. The same situation has also been observed for work behaviours scale and only 5 questions out of 19 have been in the model. Thus, latent variables, which are explained via those questions, have come out.

After testing acceptability and high coherence of the model, the following step is examination of relations among scales. For this purpose,

structural model has been designed and the results have been given in figures 7,8, and 9.

Figure 7. T Statistics Regarding Structural Model

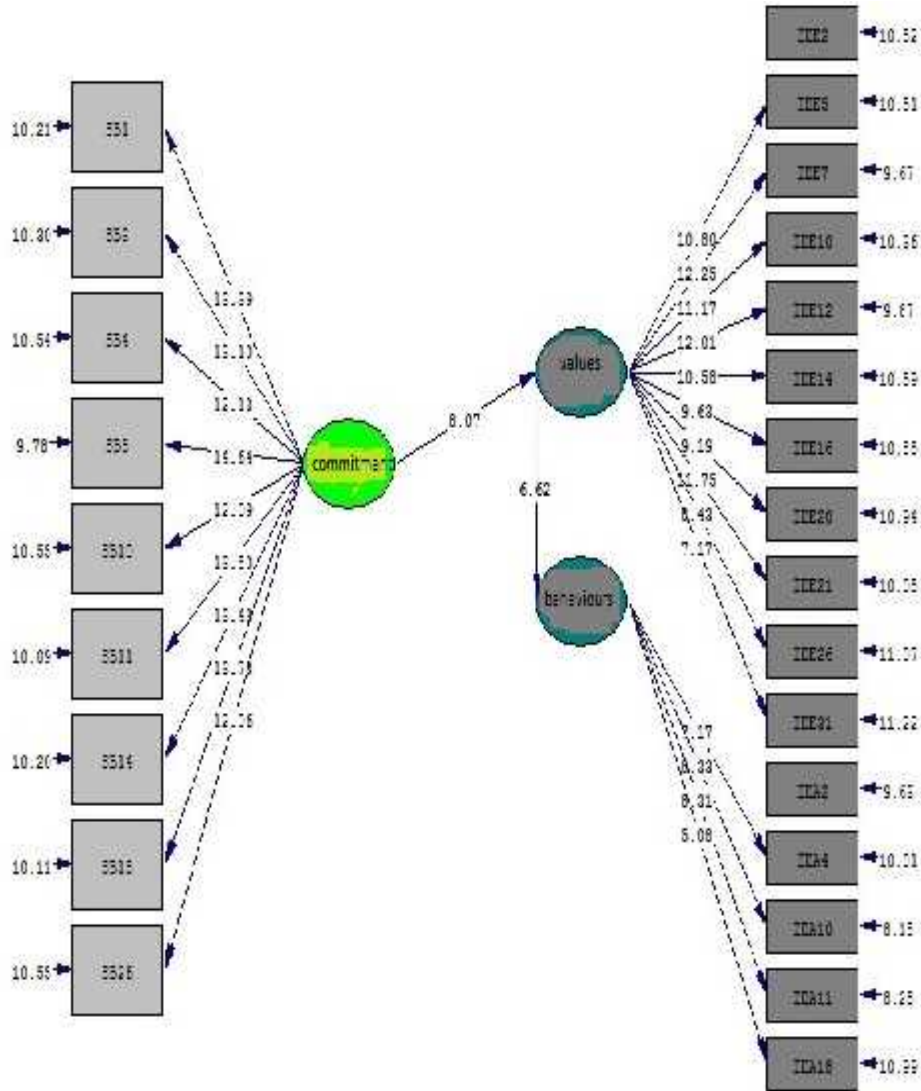


Figure 8. Standardized Coefficients Regarding Structural Model

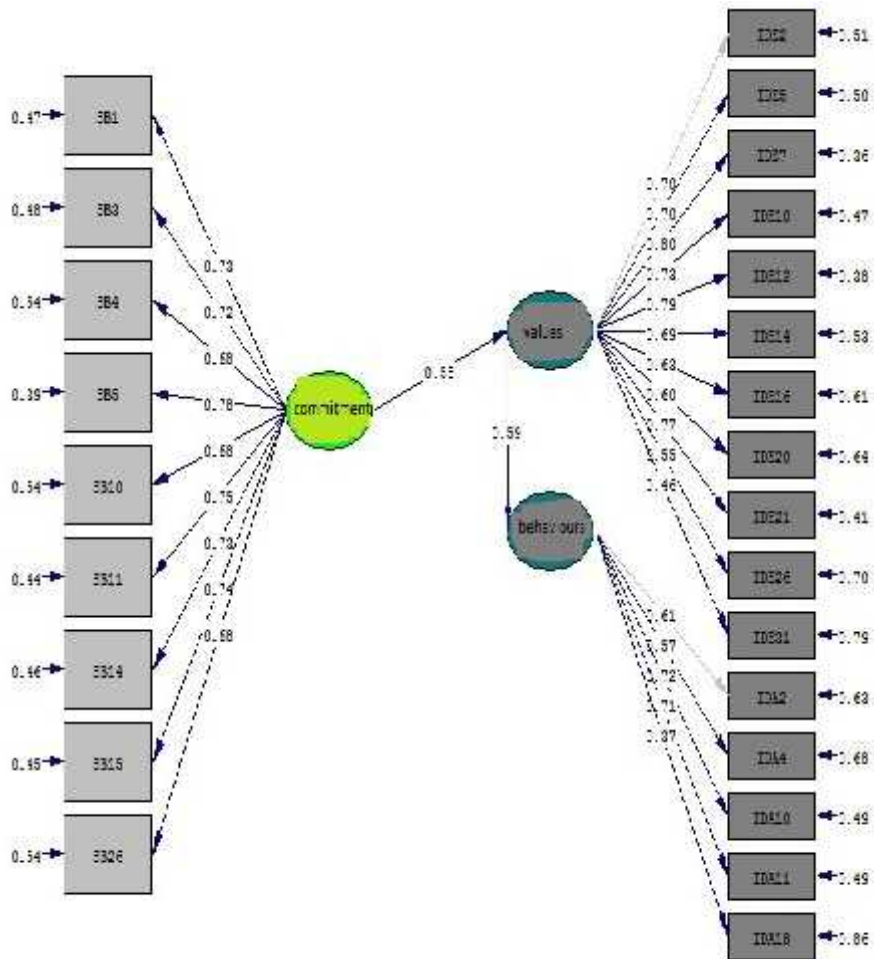


Figure 9. SEM Concurrency Criteria

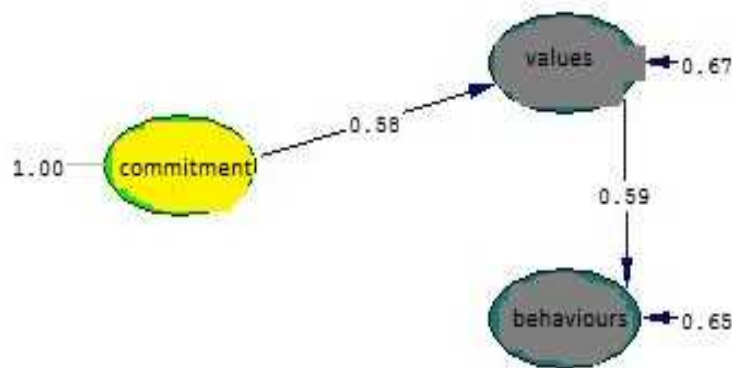


Table 6. Sem Formulas of Union Commitment Work Values

Work Values = 0.58*Union Commitment, Errorvar.= 0.67 , R ² = 0.33	
(0.057)	(0.087)
8.07	7.67

Table 7. Work Values and Work Behaviours Sem Formulas

Work Behaviour = 0.59*Work Values, Errorvar.= 0.65 , R ² = 0.35	
(0.072)	(0.11)
6.62	5.78

Table 8. Union Commitment and Work Behaviours Sem Table

Work Behaviour = 0.34*Union Commitment	
(0.06)	
5.81	

The critical values in interpreting effect magnitude of standardized coefficients are as below:

Values below .10 represent little effect,

Values about .30 represent moderate effect,

Values above .50 represent intense effect (Kline, 1998:149).

The relation values, which have been searched through SEM (Structural Equivalence Modelling), between union commitments, work values and behaviours are shown in tables 7 and 8.

H1: There is direct effect, meaningful and positive relation between union commitment and work values

The coefficient between work values and union commitment was determined as 0.58 in our model. As a result, there is a high degree and meaningful positive relation (+0.58) between union commitment and work values. Union commitment explains 33% of the variation on work values. H1 is accepted.

H2 : There is direct effect, meaningful and positive relation between work behaviours and work values

There is a high degree and meaningful positive relation (+0.59) between work values and work behaviours. Work values explain 35% of the variation on work behaviours. H2 is accepted.

H3 : There is indirect effect, meaningful and positive relation between union commitment and work behaviours

There is indirect meaningful and positive (+0.34) moderate effect of union commitment on work behaviours. H3 is accepted.

H4 : There is direct effect, meaningful and positive relation between belonging to a labor union and work values

Table 9. The Effect of Belonging to a Labor Union on Work Values

		Levene's Test for Equality of Variances		t-test for Equality of Means			
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference
Work Values	Equal variances assumed	,686	,408	-,432	408	,666	-,03607
	Equal variances not assumed			-,424	281,360	,672	-,03607

Table 9 indicates the effect of belonging to a labor union on work values. According to table 9, our H4 is refused. ($0,666 > 0,05$). To put it more clearly, direct effect and meaningful relation between belonging to a labor union and work values has not been determined.

The effect of belonging to a labor union on sub- dimensions of work values is indicated in Table 10 through Levene Test. Statistically meaningful relation has been determined between belonging to a labor union and sub- dimension of work values “*Creativity, Economic Returns, and Supervisory Relations*”.

Table 10. The Effect of Belonging to a Labor Union on Sub- Dimensions of Work Values

Work Values Dimensions		Levene's Test for Equality of Variances		t-test for Equality of Means			
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference
Altruism	Equal variances assumed	,316	,574	1,678	408	,094	,18556
	Equal variances not assumed			1,707	311,419	,089	,18556
Creativity	Equal variances assumed	,766	,382	2,105	408	,036	,23357
	Equal variances not assumed			2,067	280,955	,040	,23357
Intellectual Stimulation	Equal variances assumed	8,289	,004	1,794	408	,073	,18417
	Equal variances not assumed			1,700	253,432	,090	,18417
Achievement	Equal variances assumed	,318	,573	-,795	408	,427	-,08653
	Equal variances not assumed			-,806	308,748	,421	-,08653
Independence	Equal variances assumed	4,734	,030	,380	408	,704	,04264
	Equal variances not assumed			,366	265,882	,714	,04264

Bayar / The Investigation Through Structural Equivalence Modelling: The Effect of
Being a Union Member on Work Values and Behaviours

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Prestige	Equal variances assumed	,387	,534	1,034	408	,302	,12305
	Equal variances not assumed			1,032	294,730	,303	,12305
Management	Equal variances assumed	,025	,875	,120	408	,904	,01488
	Equal variances not assumed			,120	293,103	,905	,01488
Economic Returns	Equal variances assumed	3,186	,075	-2,157	408	,032	-,26489
	Equal variances not assumed			-2,099	273,714	,037	-,26489
Security	Equal variances assumed	,035	,853	-,303	408	,762	-,03405
	Equal variances not assumed			-,303	297,229	,762	-,03405
Surroundings	Equal variances assumed	,626	,429	-,529	408	,597	-,06177
	Equal variances not assumed			-,524	287,965	,601	-,06177
Supervisory Relations	Equal variances assumed	1,279	,259	-4,575	408	,000	-,51564
	Equal variances not assumed			-4,716	323,474	,000	-,51564
Associates	Equal variances assumed	5,353	,021	-1,464	408	,144	-,15316
	Equal variances not assumed			-1,417	269,109	,158	-,15316
Way of Life	Equal variances assumed	1,864	,173	-1,239	408	,216	-,13789
	Equal variances not assumed			-1,211	277,558	,227	-,13789
Variety	Equal variances assumed	3,876	,050	-,320	408	,749	-,03496
	Equal variances not assumed			-,313	275,507	,755	-,03496

H5 : There is direct effect, meaningful and positive relation between belonging to a labor union and work behaviours

Table 11. The Effect of Belonging to a Labor Union on Work Behaviours

		Levene's Test for Equality of Variances		t-test for Equality of Means			
		F	Sig.	t	df	Sig. (2- tailed)	Mean Difference
Work behaviours	Equal variances assumed	4,196	,041	,379	408	,705	,02341
	Equal variances not assumed			,365	265,948	,715	,02341

According to Table 11 which examines the effect of being a union member on work values, being a member of a union does not have a positive effect on work behaviours. H5 is refused ($0,705 > 0,05$).

Conclusion

The effect of belonging to a labor union on work values and behaviours was searched in this study.

No effect of belonging to a labor union on work values and behaviours was determined. However, relation between belonging to a labor union and sub- dimensions of work values namely “*Creativity, Economic Returns, and Supervisory Relations*” was determined. Union members give more importance to Creativity sub- dimension than workers who are not members of a union. However, workers who are not members of a union give more importance to Economic Returns and Supervisory Relations than union members. Such a relation is a sign of satisfaction regarding Economic Returns and Supervisory Relations as unions protect the rights of their members, they improve principle of worthy in the institution, and they have good Supervisory Relations.

Workers who are not members of a labor union direct towards those dimensions as they do not own an institution which preserve and develop their economical rights and benefits, and they do not have an institution which organizes their Supervisory Relations. Because workers who are

not members of a union keep the idea of not having satisfactory wage and being fired, they only wish to have good and permanent wage. On the other hand, union members develop more creative ideas than workers who are not members of a union and they can perform their talents regarding improvement and work enrichment. In this sense, workers who belong to a union direct towards Creativity sub- dimension since they assume that they pass their ideas about Economic Returns and Supervisory Relations through collective representation authorization used by unions.

The relation between belonging to a union and sub- dimensions (Creativity, Economic Returns, and Supervisory Relations) is also important in terms of employers. The fear of guaranteeing of salary and providing its continuity hinders workers from extra working regarding organization's targets and aims. Workers try more to have Supervisory Relations, they see their colleagues as rivals, and they cannot activate their creative regarding improvement and work enrichment mind as they focus on the work itself. A relation without conflict and a congruent relation between employers and unions results in a member with commitment regarding a union, and a productive staff concerning an employer. Therefore, both employers and unions should develop positive relationships with each other.

According to findings, there is no effect of belonging to a labor union on work behaviours. Unions should improve and vary their activities such a way that they have positive effect on workers' work behaviours. The frequency and the quality of professional, technical, social, and cultural activities which are held by unions for members cause performance boosts and increase in organizational commitment. They also reduce job stress of workers and the intention of quitting job. A way of being a powerful union is to both direct and manage workers towards union activities together with activities concerning work. Accordingly, unions should increase training activities regarding their work.

Union commitment affects work values positively and directly. When the relation between union commitment and work values is examined, the questions 1, 3, 4, 5, 10, 11, 14, 15, 26 which belong to union commitment scale affect the work values given in questions 2, 5, 7, 10, 12, 14, 16, 20, 21, 26, 31. To put it more clearly, workers who regard union commitment as suitable, workers who are willing to voluntary

effort for union, and workers who have union responsibility together with belief in unionism are the workers who have creative thinking in problem solving. They are also eager to be successful. Moreover, they like their work and having authority in terms of their work. They feel secure and they feel like carrying out good job. If unions improve their members' belief in unionism and responsibility, members are more probable to be willing to be successful, and be creative; in addition, they like their work and they feel secure.

Union commitment affects work behaviours indirectly and positively. As long as unions create union commitment for members, they have an effect on work behaviours. A very important conclusion was made in this study. There is not direct effect relation between variance of belonging to a union and work behaviours; whereas, there is positive relation between union commitment and work behaviours. If unions create loyalty among members through union commitment, union responsibility, belief in unionism, and voluntary effort, they may cause change in workers' work behaviours. In other words, unions should improve their members' commitment to cause change in their work behaviours.

The crucial input affecting companies' profitability is human resource. Recently, despite the increase in production underdeveloped countries where cheap labor is common, shoddy products and low profit margin proves the human resource to be easily the most important factor. When a worker is left alone in terms of wages, professional and technical development, and social rights, the value that a worker attributes to work is only concerned with Economic Returns and good Supervisory Relations. Whereas, if unions take over those efforts from workers, workers may give more importance to Creativity dimension of his/ her job. The professional and technical power of human resource regarding productivity and quality may bring profitability. Therefore, administrations of companies should encourage belonging to a union instead of hindering union activities. They should direct unions towards professional, technical, social and cultural activities and they should cooperate with unions.

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