

CAPITAL UNIVERSITY OF SCIENCE AND
TECHNOLOGY, ISLAMABAD



**Evaluation of Union Commitment
as an Outcome of Negative
Workplace Events Using the Lens
of Affective Event Theory: A Six
Time Lags Study**

by

Sana Aroos Khattak

A thesis submitted in partial fulfillment for the
degree of Doctor of Philosophy

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Workplace Events Using the Lens of Affective Event Theory: A Six
Time Lags Study**

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My loving children
Shanzay, Arham and Adam



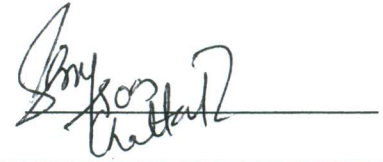
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CERTIFICATE OF APPROVAL

This is to certify that the research work presented in the thesis, entitled “**Evaluation of Union Commitment as an Outcomes of Negative Workplace Events, Using the Lens of Affective Event Theory; A Six time Lags Study**” was conducted under the supervision of **Dr. Sajid Bashir**. No part of this thesis has been submitted anywhere else for any other degree. This thesis is submitted to the **Department of Management Sciences, Capital University of Science and Technology** in partial fulfillment of the requirements for the degree of Doctor in Philosophy in the field of **Management Sciences**. The open defence of the thesis was conducted on **28 January, 2019**.

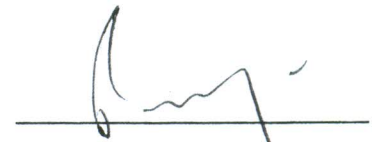
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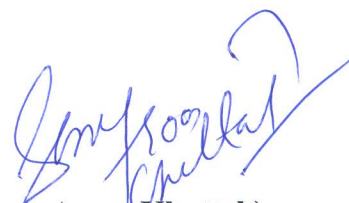
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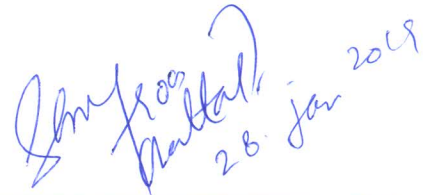
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List of Publications

It is certified that following publication(s) has been accepted out of the research work that has been carried out for this thesis:-

1. Khattak, S.A., & Bashir, S. (2018) Evaluation of Union Commitment in Public Sector Organizations of Pakistan: A Time Lagged Study. *Abasyn Journal of Social Sciences*,11(1)

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Abstract

This study examines union commitment as an outcome of negative workplace events. An integrated framework consisting of AET as an event at workplace was developed using theoretical underpinning of AET. AET describes how events happening at workplace can elicit affect. The basic postulation of AET lies in characteristics of the work environment which contributes in the occurrence of the event. For that purpose the unique context of public sector organizations in Pakistan was used to study the dynamics of union commitment. The model explains the linkage between internal influences and reactions to incidents. The internal influences are the cognitions and emotions involved. The purpose of study was to understand the psychological mechanism of union commitment through discrete cycle of event and emotions. It explores the causes that affect the formation of union among employees.

The data were collected from employees working in public sector organizations throughout Pakistan. These organizations have recognized active employee unions. Data were collected in 6 time lags. The final analyses show results of 415 respondents. Results indicate that existence of cronyism triggers employees interest in unionization. The moderating role of narcissism between organizational cronyism and hatred could not be established. Hatred also proved to be a predictor of breach of psychological contract. The role of breach of psychological contract as mediator between hatred and pro-union commitment was also established. Moreover, contrary to the belief union commitment did not prove to be a predictor of union participation.

This study developed a deeper understanding of union commitment in relation to discrete negative emotions. It has given an insight into how political intolerance in the form of cronyism in a unionized context of public sector organizations can lead to formation of attitudes and behaviors. The multiple manifestation of cronyistic relationships can alert managers and employees equally, managers should be discouraged to minimize on such foundations. Over all, 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 through the emotional reaction of negative affectivity.

Keywords: Affective event theory, Union Commitment, Union Participation, Pro union attitudes, Hatred, Breach of Psychological Contract, Unionization, Cronyism.

Contents

Author's Declaration	v
Plagiarism Undertaking	vi
List of Publications	vii
Acknowledgements	viii
Abstract	ix
List of Figures	xv
List of Tables	xvi
Abbreviations	xvii
1 Introduction	1
1.1 Background	1
1.1.1 GAP Analyses - Organizational Cronyism and Union Commitment	7
1.1.2 Gap Analysis- Hatred as Emotional Reaction to Cronyism	8
1.1.3 Gap Analysis - Potential Mediators	10
1.1.4 Gap Analysis - Application of AET on Union Commitment	11
1.1.5 Gap Analysis - Role of Moderator	12
1.1.6 Gap Analysis - Contextual Significance	14
1.2 Problem Statement	15
1.3 Research Questions	16
1.4 Research Objectives	17
1.5 Significance of the Study	17
1.5.1 Theoretical Significance	17
1.5.2 Practical Significance	18
1.6 Theory Supporting Research on the Topic	19
1.6.1 Affective Event Theory	19
1.6.2 Original AET Framework	21

1.7	Adaptation of AET Variables	22
1.7.1	Work Environment	22
1.7.2	Work Event	23
1.7.3	Affective Reactions	24
1.7.4	Affect-Driven Response	25
1.7.5	Job Attitudes	25
1.7.6	Judgment-Driven Behavior	25
1.7.7	Disposition	25
2	Literature Review	27
2.1	Organizational Cronyism and Union Commitment	27
2.1.1	Examination of Cronyism with Related Concepts	30
2.1.1.1	Nepotism	30
2.1.1.2	Support or Political Favoritism	32
2.1.1.3	Favoritism	32
2.2	Organizational Cronyism and Union Participation	35
2.2.1	Union Participation as a Construct	36
2.3	Organizational Cronyism and Hatred	39
2.3.1	Related Concepts of Negative Emotions	41
2.3.1.1	Fear	41
2.3.1.2	Anger	42
2.3.1.3	Hatred	42
2.4	Narcissism as a Personality Disposition	47
2.5	Hatred and Breach of Psychological Contract	50
2.6	Breach of Psychological Contract and Pro Union Attitude	52
2.7	Breach of Psychological Contract as a Mediator between Hatred and Pro Union Attitude	54
2.8	Pro Union Attitude and Union Commitment	58
2.9	Breach of Psychological Contract and Union commitment	60
2.10	Pro Union Attitude Mediates the Relationship between Breach of Psychological Contract and Union Commitment	61
2.11	Pro Union Attitude Mediates the relationship between hatred and Union commitment	66
2.12	Union Commitment Predicts Union Participation	68
2.13	Perception of Union Instrumentality and Unionization	71
2.14	Research Model	76
2.15	Research Hypothesis	77
3	Research Methodology	78
3.1	Research Design	78
3.1.1	Type of Study	78
3.1.2	Study Settings	79
3.1.3	Unit of Analysis	79
3.2	Population and Sample	79
3.2.1	Population	79

3.2.2	Sampling Method and Sample	79
3.2.3	Sample Size	80
3.2.4	Procedure	80
3.2.5	Data Collection in Six Time Lags	81
3.3	Sample Characteristics	83
3.3.1	Gender	83
3.3.2	Age	84
3.3.3	Qualification	84
3.3.4	Experience/Tenure	84
3.4	Instrumentation	85
3.4.1	Organizational Cronyism	87
3.4.2	Narcissism	87
3.4.3	Hatred	87
3.4.4	Breach of Psychological Contract	87
3.4.5	Pro union attitude	88
3.4.6	Union Commitment	88
3.4.7	Perceived Union Instrumentality	88
3.4.8	Union Participation	88
3.5	Data Analysis	88
4	Results	90
4.1	Validity Analysis	90
4.1.1	Exploratory Factor Analysis (EFA)	90
4.1.2	Confirmatory Factor Analysis	91
4.1.3	Convergent and Discriminant Analysis	92
4.1.4	Competing Models	93
4.2	Descriptive Statistics	97
4.3	Correlation Analysis	98
4.4	Hypotheses Testing	101
4.4.1	Control Variables	101
4.5	Test of Hypothesis 1-2	102
4.6	Test of Hypothesis 3	103
4.7	Test of Hypothesis 4	103
4.8	Test of Hypothesis 5,6 and 7	104
4.9	Test of Hypothesis 8,9,10	105
4.10	Test of Hypothesis 11	106
4.11	Test of Hypothesis 12	107
4.12	Test of Hypothesis 13	107
4.12.1	Mod Graph	108
4.13	Summary of Supported and Unsupported Hypothesis	109
5	Discussion, Conclusion, Limitation and Recommendations	111
5.1	Research Question 1	111
5.1.1	Summary of Results Related to RQ1	111

5.1.2	Discussion of Results Related to RQ1	112
5.1.3	Summary of Results Related to H_2	113
5.1.4	Discussion Related to H_2	113
5.2	Research Question 2	114
5.2.1	Summary of Results Related to RQ2	114
5.2.2	Discussion Related to RQ2	114
5.3	Research Question 3	115
5.3.1	Summary of Results Related to RQ3	115
5.3.2	Discussion Related to RQ3	116
5.4	Research Question 4	116
5.4.1	Summary of Results Related to RQ4	117
5.4.2	Discussion Related to RQ4	117
5.5	Research Question 5	118
5.5.1	Summary of Results Related to RQ5	119
5.5.2	Discussion Related to RQ5	119
5.6	Research Question 6	120
5.6.1	Summary of Results Related to RQ6 and RQ7	120
5.6.2	Discussion Related to RQ6 and RQ7	120
5.7	Research Question 8	121
5.7.1	Summary of Results Related to RQ8	121
5.7.2	Discussion Related to RQ8	122
5.8	Research Question 9	123
5.8.1	Summary of Results Related to RQ9	123
5.8.2	Discussion Related to RQ9	124
5.9	Theoretical and Practical Implications	125
5.9.1	Theoretical Implications	125
5.9.2	Practical Implications	126
5.10	Limitations	127
5.11	Recommendations	128
5.12	Future Studies	129
5.13	Conclusion	130
	Bibliography	132
	Appendices	179

List of Figures

1.1	Weiss and Cropanzano's Affective Events Theory	23
2.1	Evaluation of Union Commitment as an outcome of Negative workplace events, using the Lens of Affective Event theory; A Six time Lags study.	76
4.1	Mod Graph for Perception of Union Instrumentality	108

List of Tables

3.1	Sample Population	81
3.2	Response rate of Time lags	83
3.3	Gender of Participants	83
3.4	Age of Participants	84
3.5	Education of Participants	84
3.6	Experience of Participants	85
3.7	Reliability Analyses of Instrument	86
4.1	Confirmatory Factor Analysis of the Measurement Model	91
4.2	Convergent and Discriminant Validity of scales	93
4.3	Competing different models with hypothesized 8 factor measurement Model	96
4.4	Descriptive Statistics	97
4.5	Correlation Analysis	100
4.6	Standardized Coefficients for Structural Paths	102
4.7	Standardized Coefficients for Structural Paths	103
4.8	Moderation Analysis	103
4.9	Standardized Coefficients for Structural Paths	104
4.10	Standardized Indirect path coefficients mediation analysis	104
4.11	Standardized Coefficients for Structural Paths	105
4.12	Standardized Indirect path coefficients mediation analysis	105
4.13	Standardized Coefficients for Structural Paths	106
4.14	Standardized Indirect path coefficients mediation analysis	106
4.15	Standardized Coefficients for Structural Paths	107
4.16	Moderation Analysis	107
4.17	Summary of Supported and Unsupported Hypothesis	109

Abbreviations

PTL	Pakistan Telecommunication Limited
OGDCL	Organization Gas Development Company Limited
PIA	Pakistan International Airlines
PESCO	Peshawar Electric Supply Company
NBP	National Bank of Pakistan
UC	Union Commitment
UP	Union Participation
AET	Affective Event Theory
UCB	Union Citizenship Behavior
UC	Union Commitment
EFA	Exploratory Factor Analysis
CFA	Confirmatory Factor Analysis

Chapter 1

Introduction

1.1 Background

Unions have significant power to influence the business environment (Tattersall, 2005; Fossum, 2014; Heery & Fosh, 2016). 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 (Klingner, Nalbandian, & Llorens, 2010). The Concept of unions evolved in 18th century and within hundred years, unions in organizations became so strong that they emerged as the most critical variable to be managed by the organizations (Doucouliagos, Laroche, Kruse & Stanley, 2018). Wilmers (2017) elucidate that unions activism has profound impact on unionized organizations. Firstly, they represent employee in collective bargaining process in order to defend their rights against employers (Donas, 2005). Secondly, unions are powerful and they are used for influencing government rule, regulation and policies regarding employment (Nielsen & Moynihan, 2017).

Primitively, unions were formed to address the workplace conflict. Unions are formed as a result of collective conflict formed between employer and employees. One of the functions of HRM is conflict resolution. Budd and Colvin (2014) in their work has summed up that a consensus is found in the literature of industrial relations that effective HRM practices is contingent upon healthy industrial relation process inside and outside the company (Benassi, Dorigatti & Pannini, 2018).

The human resources have a very different cognitive lens for unions, they consider it as a management failure that needs to be avoided, because it distracts from the mainstream goal of achieving organizational objectives (Currie, Gormley, Roche & Teague, 2017).

Union as defined by Fullagar (2015) is a group of individuals gathered for a common cause or interest and commitment is the binding of an individual to that union (Cristiani & Peiro, 2015). Union commitment is a multidimensional construct as per Gordon et al. (1980), the dimensions that were empirically yielded were union loyalty, belief in unionism, willingness to work for the union and responsibility to the union. Union Commitment as defined by Gordon et al. (1980) is the extent to which an individual is willing to exert effort for the union, has a definite conviction in the underlying values of unionism and has a aspiration to remain part of the union as a member. However, Sverke & Kuruvilla (1995) conceptualized union commitment as two dimensional one based on instrumentality and one based on ideology. Similar findings were also reported by Thacker, Tetrick & Fields (1991). So, there are contradictory points of views about the number of union commitment dimensions regarding the dimension's number. However it has been concluded by Barling and coauthors (1992) in support of Gordon's dimensions that these four dimensions are considered to be valid, stable, operational and generalizable.

It is important to study the difference between organizational commitment and union commitment because the antecedents for organizational commitment and union commitment are not same (Deery, Iverson & Erwin, 1994; Fukami & Larson, 1984). Researchers have used different approaches to know about Union commitment and to know how is it different from organizational commitment (Redman & Snape, 2016; Trivisonno & Barling, 2016). Gordon et al. (1980) derived the definition of union commitment from the studies of organizational commitment of management science literature (Porter, Crampon & Smith, 1976; Dubin, Champoux & Porter, 1975)

Snape & Chan (2018) examined both organizational and union commitment to role related, structural characteristics and work experience. They found that the

factors that cause union and organizational commitment are different. It was found that Uplifts are associated with organizational commitment. Just like Promotion, acknowledgement and leaders support (Evan, 2015; De Witte, 2017). But when the same employee is in a deprived state, the reassessment of his situation forces him to redress his issues by approaching another body (Wunnava, 2016 ; Zhang, 2017).

Aytac (2010) found that commitments are one of the most important rudiments in structuring relations in organizations. Allen and Meyer (1990) in their comprehensive work on commitment indicated the need to broaden our understanding about employee commitment. Many studies (Mayer & Schoorman, 1998; Levy & Williams, 1998; Shore & shore, 1993) have focused employee commitment only towards its organization. Fewer studies have studied employee commitment towards a Union. Among different facets of employee commitment, the less frequently discussed domain of commitment is employee's commitment towards union (Bergmann, Lester, De Meuse & Grahn, 2011).

Prior studies illustrate that different variables are related to union commitment. Fullagar (2015) considered "Job satisfaction and organizational commitment" as the most prevalent explanation for predicting union commitment. A varied series of organization based variables have been used to understand union commitment. Sverke & Kuruvilla (1995) claimed that union participation is a consequence or an outcome of union commitment. Union participation was positively linked with satisfaction with Human resource practices (Marino, Penninx & Roosblad, 2015; Aryee & Debrah, 1997). Fullagar and Barling (1989) by using longitudinal data demonstrated that although a reciprocal relationship is theoretically possible, union commitment causally precedes union participation (e.g., Kelloway, Catano, & Southwell, 1992; Shore, Tetrick, Sinclair, & Newton, 1994).

Huemer & Traxler (2018) augmented that employee dissatisfaction at work is not only the results of tangible benefit evaluation but it's a complex mechanism of psychological process which is involved in different evaluation made by the workers

(Deery, Iverson, Buttigieg & Zatzick, 2014; Gordon & Nurick, 1981). While employee own observation and experience at workplace in pursuit of equity, evaluating same level employees, define their perceptions and attitudes (Currie, Gormley, Roche & Teague, 2017; Albarracin & Shavitt, 2018). Such attitudes are inevitable and unpredictable results of organizational structure and all the processes involved that doesn't properly address the interest of employees and management as well (Schnake, Dumler & Moates, 2016).

De Witte (2017) posits that prounion attitudes are the most critical factor in the emergence of union commitment, and it is consistent with arguments regarding the importance of prounion attitudes in the ideology of union commitment (Bacharach, Bamberger, & Sonnenstuhl, 1996, 1999; Grabelsky & Hurd, 1994). Chan, Tong-Qing, Redman, & Snape (2006) highlighted the importance of collectivist approach as well as individual instrumental beliefs in developing union commitment. Pro union attitudes have direct as well as indirect effect on union commitment. Theoretically, several models (Barling, Fullagar, and Kelloway, 1992; Newton and Shore, 1992) represent attempts to explain the mechanisms through which the antecedents like Responsibility to the union, willingness to work for the union and Union Loyalty, shape the emergence of union commitment. Bamberger, Kluger and Suchard (1999) in their meta-analysis suggest that researcher should shift their attention on complex and different models of union commitment in order to capture group wise variation and situational influence on the concept of union commitment. Employee composition of groups and environmental factor were the key factors that might reflect different results (Doucouliagos et al., 2017). 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, employees consider it as a breach (Gakovic and Tetrick, 2004) and their commitment towards organization is at halt (Hassan, 2012). Subsequently, employees enhance their bond with the union in anticipation of redressing the events and breaches faced at the workplace to seek retribution (Maimane et al., 2018; Chou & Barron, 2016). The word "event" has been explained by Weiss & Cropanzano (1996) from the World book dictionary as an "important happening".

Lazarus, (1966) in its Cognitive appraisal theory explained event as an individual “construal” about the world around him. Basch & Fisher (1998) constructed two event-emotion matrices based on positive and negative emotions. The respondent were asked to recall events involving emotions. Two events act of management and act of colleagues accounted for events causing negative emotions. He also added that the occurrence of the events should also be considered while predicting the discrete emotional experience of individuals at work.

In line with the Fairness theory Freeman, Boxall and Haynes (2007) have highlighted fairness as one of the elements that binds employees in a psychological contract with the organization. According to Goslinga (2017) workers need respect, fairness, meaningful work, prospects for improvement, adequate pay and benefits, Job security, and value of their inputs to the organization . When employees believe that fairness is missing and their demands are not being met they become more inclined towards another group which can address their issues (Mingzheng, Xiaoling, Xubo, & Youshan, 2014; Lapointe & Vandenberghe, 2018). Mitchell & Ambrose (2007) argued that these associations are very informal and increases the functionality of organizational tasks. But at the other hand it fosters negative reactions by proliferating unfairness and inequality among employees (Hegtvedt & Killian, 1999; Evan, 2015).

Considerable attention has been received by positive employee attitudes for decades by researchers (Albarracin & Shavitt,2018). Positive attitudes like job satisfaction, organizational commitment, organizational citizenship behaviour 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 has been seen in attitudes and behaviours that are drawn by events provoking negative emotions (Khan, Quratulain & Crawshaw,2013; Crawshaw, Cropanzano, Bell & Nadisic, 2013; Johnson, Hegtvedt, Khanna & Scheurman, 2016; Kong & Drew, 2016; Carpenter & Berry,2017; Shaheen, Bashir & Khan,2017).

Organizations are not apolitical (Ferris, Perrew, Daniels, Lawong,& Holmes, 2017) they are influenced by the politics which takes places at all levels. In this Thesis

Organizational Cronyism has been studied to analyze how it can impact the commitment of employees towards unions. Cronyism is defined by Zhang & Gill (2018) as “the appointment of friends and associates to positions of authority, without proper regard to their qualifications”. The potential dysfunction which can come along with organizational cronyism is ought to serve as a signal of warning to the organizations. Organizational cronyism (Arasli and Tumer, 2008) is one such phenomenon which is seen as a facet of different kind of politics. The influence of Cronyism at individual and organizational level is deep and wide (Begley et al., 2010). Cronyism has negative connotations in its folds and it has the potential of escalating the negative emotional states (Pelletier & Bligh, 2008). Khatri (2003) explains cronyism as a phenomenon which is enviable and much sought after; because it brings them in high salary brackets and they are promoted before time. But once it penetrates in organizations its nothing less than what a cancer does to a human body. Cronyism also victimizes employees because they suffer as out group members. Even though the negative impact of cronyism has been seen on performance, organizational commitment and job satisfaction (Turhan, 2013) 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 and Tsang 2003; Khatri et al., 2006; Begley et al., 2010) have contributed in explaining its scope and describing cronyism as a construct and but we can observe a missing empirical study in relation to its impact on employees psychological state.

Turhan (2013) has its focus on the very specific event organizational cronyism. Cronyism is an unusual state of affairs because they severe the relationship between employer and employee and may be more likely to affect the employees attitude towards union (Albarracin & Shavitt, 2018). On the base of affective event theory (Weiss & Cropanzano, 1996), the present study have articulated union commitment is the attitudinal outcome of negative emotions experiences by employees in form hatred and anger. Such hatred and anger is employee response to the workplace event that is cronyism (Turhan, 2013).

The role of work events have been pivotal in determining our reactions to affective

experiences at work (Weiss & Cropanzano,1996). AET provides an appropriate theoretical framework for investigating the effect of negative work events at workplace. Through AET Weiss and Cropanzano (1996) established the importance of variables such as characteristics of the work environment, events in the workplace, individual responses, behavioural drivers, attitudes, and these have implications for understanding the influence of Organizational Cronyism on employee behaviour (Khan, Quratulain & Crawshaw,2013).

1.1.1 GAP Analyses - Organizational Cronyism and Union Commitment

The union's purpose of existence is to stand for the welfare and improved working conditions of its members. For employees union can serve as a release valve from the negativity at workplace and therefore manifest higher levels of union commitment (Southwell,1991). Gupta, Agarwal & Khatri (2016) 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 (Block, 2011). This eventually leads employees to have negative emotions at workplace and they want to join and become part of an association which will safeguard their interests. (Khatri, Tsang & Begley, 2003). Dasborough (2006) looks into emotions as a vital and rampant aspect of organizational life; considerable attention is gained by researchers to study workplace emotions (Ashkanasy and Daus, 2002).Peeters (2002) highlighted a very important point by arguing that employees have a general tendency to recall negative incidents more frequently than the positive ones and contends that a negativity bias prevails when employees account for the emotional incidents they have gone through Stucke & Sporer (2002).So this depicts the imperativeness to consider the employee emotional responses to workplace events. Goslinga (2017) suggests that negative working conditions often lead to frustration. She 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 (Doucouliagos et al., 2017) .These findings advocate that though different events affect different organizational outcomes, the existing literature does not comprehensively explain their link with union commitment. *So, the first gap this thesis attempts to address is to link organizational Cronyism with Union commitment.*

1.1.2 Gap Analysis- Hatred as Emotional Reaction to Cronyism

When dysfunctional organizational Politics run unchecked in an organization negative emotions come into play (Moors & Fischer,2018). As per Halperin, Canetti & Kimhi, (2012) emotions are fundamental to political dynamics. It is imperative to note that any emotional reactions to breach of trust causes detrimental organizational as well as employee outcomes (Padgett & Morris, 2005). Employee negative emotions results in fueling employees turnover intentions, absenteeism and reducing their level of commitment and extra role behaviors like citizenship behaviors (Fida et al., 2018 ; Ambrose & Cropanzano, 2003).Keeping in view these undesirable outcomes in mind, we think of the emotional reactions of those organizational members who have experienced or are affected by the proximity to a negative workplace event. The negative workplace event will create negative emotions among those who end up on the losing side of a political maneuver and will result in anger and disappointment (Drory & Meisler,2016) but the outcome of organizational cronyism as hatred is not discovered yet. The negative affective states are the emotions that are triggered by negative workplace event. (Douglas and Martinko 2001; Barclay et al. 2005).It seems to be particularly relevant, Haidt’s (2003) suggests that the display or feeling of hatred at workplace is hooked with deviance at workplace. But it has not been studied as a trigger for developing a affective reactions of pro-union attitude. Driven by external attributions, anger and hatred is a predominantly tough feeling and has more influence than less intense feelings on behaviours (e.g.Geddes and Callister 2007; Geddes and Stickney 2011). Positive affective work events have always been a subject to delve into, just like a colleague praising a coworker (Dimotakis et al. 2011), will

engender a sense of pride in employees, or will increase promises and expectation from psychological contract theory perspective (Conway & Briner 2002), particularly in terms of evaluating performance (Grandey et al. 2002). Clearly, different labels are used for events, but commonly it is categorized as positive and negative events. Thus, investigating that which and what types of event will generate or produce affective emotions and experiences build up gradually. e.g to investigate that progress at work is an influential affective event will generate desirable effect (Amabile & Kramer 2011), the recognition and control of such complex positive event is necessary. Hence, it's concluded that affective reaction to an event cannot be noticed and analyzed at the same time. Therefore the present study is conducted in different time lags to address all those issues.

Halperin, et al., (2012) explains that when negative workplace events occur, employees seek to re-evaluate the current situation. The assessment of situation escorts the employee to an emotional reaction and sometimes accompanied with hatred reactions if they are victimized or belong to an out-group. These extreme emotional situations, motivates the employees revisit their status and behave in accordance with the new circumstances (Harvey, Martinko & Borkowski,2016).The assessment of situation moves employees to association seeking behaviour which may lead to undermining of previous associations. Research by Maoz & McCauley (2008) has shown that isolated emotions, irrespective of their valences of being positive or negative has an effect on attitude and behavior formation (e.g., Halperin, 2008, 2011). With reference to hatred much of the literature on organizational politics is silent (e.g., Wolak et al., 2001; Marcus, Neuman, & MacKuen, 2000), the study has its focus on the role of hatred as a consequence of cronyism in the organization. In doing so, the thesis targets the study of the underlying mechanism (Weiss and Beal's, 2005) to understand the affective event theory framework. The present study is conducted to investigate and tested different aspects of work events, different attitudinal and emotional reactions to these events and their outcomes in for of effective reactions. The present study is aimed to provide deeper understandings of negative emotional reactions to cronyism. Hence the main objective of the present study is to provide a comprehensive analysis on the results of

negative emotions due to cronyism, in highly political and unionized environment.

This study examines the emotion hatred as an outcome of cronyism.

1.1.3 Gap Analysis - Potential Mediators

Despite the significant relationships already established, a new mediating role of breach of psychological contract is proposed between the emotion of hatred and Pro-Union attitude. There is still more to learn about the emotional experience at workplace and how hatred occurs due to a negative event (Svetieva, Zadro, Denson, Dale, O'Moore, & Zheng, 2015). The study by Quratulain et al., (2018) extends support for the mediating role of breach of psychological contract as they articulate that BPC has emerged as an influential framework for understanding the perceived nature of the employee-employer relationship and the implications of this relationship for important employee attitudes and behavior.

The affective reactions are usually the result of some negative emotions experienced at the workplace to a perceived wrong doing (Harvey, Martinko & Borkowski, 2016). Limited studies have tested the outcomes of employee emotions in form pro union attitude, and the reason behind emotions is when employee perceptions about breach of psychological contracts particularly (Epitropaki, 2003; Conway & Briner, 2005). The present study is responding to the calls, which were made to investigate the relation among employee attributions, emotions and their behavior in organization (Aranda, Hurtado & Topa, 2017; Dasborough et al. 2011; Martinko et al. 2011). With this in mind, ***the model hypothesizes breach of psychological contract as a mediator between hatred and a pro-union attitude that will serve as predictors of union commitment.***

Some authors have stressed the need to gain a better understanding of union commitment through variables more unique to unionization (Fullagar, 2015). This component of the model has at its foundation in the growing body of literature ((Snape & Chan, 2018; Fiorito, 1982; 2015; Snape & Redman, 2007) which lends support to the use of unionization based variables in union research. In previous research (Aryee & Chay, 2001; Metochi, 2002; Bolton et al, 2007) attention has

been paid to examine the relationship between behavioural attitudes and union commitment. A model on union commitment and participation was developed by Shore, Tetrick, Sinclair, and Newton (1994). Furthermore pro-union attitudes have also been studied as the antecedents of union commitment alongwith organizational commitment and job satisfaction.

Zacharewicz, Martnez Inigo & Kelloway (2016) suggested union attitudes in determining individual perceptions of the union as a “perceptual filter”. Our theoretical contribution is to look into union commitment as a chain of related system rather than a single discrete behaviour. The model tests and determine union commitment as a construct that is multidetermined by emotional, contextual, and Leadership factors. We draw our support from psychological research model (Barling, 1996) that looks into employee behaviour from attitudinal and situational perspectives. 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 Hatred and breach of Psychological contract on union commitment may be indirect, mediated by union attitudes. *To bridge this significant gap, this study introduces a mediating variable and comprehensively examines the predictive powers of a pro-union attitude as a mediator towards forming union Commitment in Public sector organizations.*

1.1.4 Gap Analysis - Application of AET on Union Commitment

A new theoretical model is proposed, incorporating affective events theory (AET, Weiss, 2002; Weiss & Cropanzano, 1996) to produce a model of union commitment. As per Cropanzano, Dasborough & Weiss (2016) the integration of AET and with other stream of literature is the demand for future research inquiry and further conceptual growth. *The application of affective events theory into the Union commitment Process is the Fifth Theoretical Contribution of the proposed study.*

1.1.5 Gap Analysis - Role of Moderator

Different characteristics of employees have been taken as moderating factor on union commitment process. Among such characteristics explored are Personal factors like age, gender and race impact on union participation (Kuruviilla et al, 1990; Jinadasa and Opatha, 1999). A significant positive relationship was found by Morrow & McElroy (2006) between satisfaction union loyalty and union leaders. Relatively little research attention has been placed on moderating role of Union instrumentality in the union commitment process. Behrens, Hamann & Hurd (2004) highlighted the struggling position of unions. In many countries union activist are developing turn around strategies, at the same time they are also facing resistance by politicians and academic circle who doubt the need of a instrumental union party (Benassi, Dorigatti & Pannini, 2018).

Previous literature provide enough justifications that union commitment of employees will results in union participation at workplace (Bolton et al., 2007; Chan, Snape & Redman, 2004). Fullagar (2015) have also found a significant and positive relationship between union commitment and union participation. Different longitudinal studies were conducted by different researchers to test the relationship between union commitment and union participation and they come with the consistent results that union commitment of employees generates a positive inclination towards active participation in unions (Fullagar, Gallagher, Gordon & Clark, 1995; Fullagar, Gallagher, Clark & Carroll, 2004). Although previous studies (Aryee & Chay, 2001) have hypothesized that perceived union instrumentality as a mediator, these relationships have only been tested cross sectionally. Kuruviilla and Sverke (1995) eliminated the mediating role of union commitment and tested the pro union attitude as a direct antecedent of union participation. Fullagar & Barling (2004) showed that participation is not a predictor of commitment. This means union commitment motivates employees towards union participation. This relationship was also shown to be unidirectional. Drawing on Affective event theory, this study hypothesized that union commitment can be a predictor of union participation. Moreover Zacharewicz, et al., (2016) also calls for a possible influence of the relationship between union commitment and union participation

(Tripti & Ginni, 2015). So this study will examine and explore the potential relationship of union commitment predictive of union participation. This effort is in line with future avenue identified by Snape & Chan (2018) who found out that different attitudes and behaviours e.g. union commitment and participation can be predicted by considering workplace events around.

Dawkins (2016) suggests that member attachment to a union is a process that begins with the establishment of instrumentality beliefs. This means that members commitment towards union is because of how much strength the union has to offer solutions to their problems (Currie et al., 2017). This means that if any modification takes place in the instrumentality of the union, it will effect workers behaviours (Zacharewicz, Martnez–nigo & Kelloway, 2016). Over time, however, building on these instrumentality beliefs, members develop pro union attitudes, and it is these attitudes that are the most directly predictive of union commitment. Although a number of studies (Heshizer, Martin, & Wiener, 1990; Shore & Newton, 1995) provide indirect, empirical support for a mediation effect, but no multivariate test of moderating effect of Perception of instrumentality belief has been reported. ***The seventh contribution is introducing Instrumentality belief as a moderator for the relation between union commitment and Union Participation.***

Unionism is a construct which is context bound. Snape & Chan (2000) purports that contextual factors may be an important aspect in motivating union participation. Cornwell & Harrison (2004) supported the contextual influences that affect both the organization and the union actions, this encourages the employees propensity to organize unions as well as organizations likelihood of unionization. Different countries have their own dynamics of unionism. The US practice of industrial unionism differs markedly from the Japanese system of unionization. The Japanese system of unionization is one of enterprise or 'company' unions. While the unions of Japanese system is by no means free of labor-management conflict, the frequency of strikes have been less as compared to US (Florida & Kenney, 1991). Blacnchflower and Bryson (2007) have stated that employees overall trend about registering themselves with unions have turn down in both private and public

sectors, but unions are considered still influential in public sector. In Pakistan people decreasing interest in joining unions have been witnessed. Rehman (2003) states that employees avoid to join unions because of job insecurity and fear of victimization from the management side, and they also have less knowledge about the benefits they can derive from union membership (Goslinga, 2017). The leadership of unions is also criticized due to lack of knowledge and skills along with the personal rivalries. In Pakistan unions doesn't get support from the political arena because politician are mostly industrialist and they are not in favor of promoting unions.

1.1.6 Gap Analysis - Contextual Significance

The thesis discusses existing analyses of antecedents of union commitment and 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. Even though the influence and power of the unions of the public sector of public sector unions chop and change with time, but still they are an integral and inevitable part of the work environment of public sector (Kearney & Mareschal, 2014).

The public sector organizations are dominated by unions as compared to the private sector (Kearney 1992, 2010). According to Edward (2010), unions are very strong in public sector. They have greater membership from the public sector organizations. Union commitment has received limited attention in the public sector organizational context of a developing country like Pakistan (Nargis, 2013). In 2007, PTCL initialized the Historic voluntary separation scheme and skimmed its employee number despite being dominated by unionization. Irfan (2008) found that union effectiveness in Pakistan is constantly declining. Unions have lost their popularity because they have failed in protecting and defending the rights of unions at different platforms. In Pakistan, unions are now mainly found in public sector institutions like WAPDA, OGDCL, PTCL, Railways and PIA, and are found to be the main reason for the decline of performance in these organizations. In Pakistan the state of industrial relations manifests a primitive outlook. Both management

and the labor unions adopt a non-cooperative and confrontational stance towards each other. This study *addresses the gap in the literature by conducting a comprehensive theoretical and empirical analysis of unionization in Public sector organizations of Pakistan.*

1.2 Problem Statement

Research on Union Commitment is being carried out since many years. Till now union commitment has been studied with variables relevant to unionization. The understanding of psychological mechanism of union commitment is critical, since the essence of union commitment is based on discrete cycle of event and emotion however; antecedents of union commitment as a whole have not been extensively explored. It is equally critical for the employers to comprehend the causes that affect the formation of unions among employees so they are able to manage unions effectually which is one of the jobs of HR system. Affective events theory is the principal theoretical lens through which cronyism has been examined as a negative event and possible predictor of union commitment. In addition, the explanatory mechanisms that explain the relation between cronyism and union commitment are still not clear. Thus, there is a need to identify some robust mediators, which answer many unanswered questions in this area.

The main focus of previous studies has been on various antecedents and outcomes while explanatory path in relation between negative event and union commitment through the mechanism of emotions is not clear. We don't find answer to the question that can employees facing organizational cronyism develop union commitment. This study attempts to resolve the issue in extant literature. In addition the dominant context for studies has been private sector organizations in US/Western contexts. We find limited studies in public sector organizations that too in developing countries like Pakistan.

1.3 Research Questions

The present study plans to seek answers based on the above stated problem statement, for the following questions:

Research Question 1

Does a negative workplace event like cronyism lead employees to develop union commitment and subsequently drive them towards union participation?

Research Question 2

Does negative workplace event cronyism can produce negative affectivity in the form of hatred among Employees?

Research Question 3

Does Personal Disposition of Narcissism Moderate the relation between Organizational cronyism and Hatred?

Research Question 4

How does hatred drive employees to develop a behavioural intention in the form of Pro-union attitude?

Research Question 5

Does Pro union attitude mediate the relationship between hatred and Union Commitment.?

Research Question 6

Does Pro union attitude mediate the relationship between Breach of Psychological contract and Union Commitment.?

Research Question 7

Does Pro-union attitude predict Union Commitment?

Research Question 8

Does Union Commitment predict Union Participation?

Research Question 9

Does Perception of Union Instrumentality moderate the relationship between union commitment and Union Participation?

1.4 Research Objectives

The overall objective of the study is the incorporation of Affective event theory to produce framework of Union Commitment Model of employee reactions to Organizational Cronyism. Specific objectives of the study are as follows:

- To utilize affective events theory (AET: Weiss and Cropanzano 1996) as a framework for linking Organizational Cronyism to emotions and Pro union attitude.
- To Find out the mediating mechanism of Pro union attitude between hatred, Union Commitment and breach of psychological Contract.
- To discover if Organizational Cronyism can lead employees to develop a workplace attitude in the form of Pro-union attitude.
- To find out if Pro-union attitude predicts Union Commitment.
- To discover if union Commitment predict union participation.
- To find out that Perception of union instrumentality moderates the relationship between Pro-union attitude and union commitment.

1.5 Significance of the Study

1.5.1 Theoretical Significance

This study is an incorporation of AET framework to have comprehensive theoretical insight and empirical analysis looking at the impact of negative events at workplace on Union Commitment. It explores the linkage between affective events, Negative emotions and workplace behaviours. The contribution of this study is

to propose an integrative model of the relationship between organizational cronyism, hatred, pro union attitude and Union commitment. A framework for union commitment is suggested as multidimensional determinants and argue that union commitment can also be a result of negative events at workplace.

The second contribution to understand union commitment through the application of affective events theory. As per Cropanzano, Dasborough & Weiss (2016) environment are sources of affective events. Union commitment is being studied in the contextual environment of a public sector unionized organization. Cronyism is intricately intertwined in unionized organizations and lie at the core of Public sector organizations.

Thirdly, the study is a six time lag study and provides new insights to the study of emotions at different time points.

1.5.2 Practical Significance

Apart from different psychological perspectives on the role of union in the organization is introduced to help identify the significance of unions in dynamic environment of organization. But it also holds managerial implications for managers and union members.

- This study has implications for managers and union leaders equally. It is critical for them to understand different motivations in eliciting pro-union attitude among employees.
- The study will help practitioners transform the old and rigid relation to a flexible one between the management and labour. It will give useful insight to managers understand the causes that affect the formation of unions among employees.
- From employees point of view it highlights that cronyism is not exclusively personal level variable. So it unfolds the power which is given to the employer by virtue of the organizational structure.

- The present study provides better understanding of unions and helps in building suitable environment for union commitment in order to encourage people to join union and participate actively in its activities.
- The current dissertation will help employers in identifying those employees who comply with the organizational rules and regulation in the form of not joining unions.

1.6 Theory Supporting Research on the Topic

1.6.1 Affective Event Theory

Affective event theory (Weiss & Cropanzano, 1996) focuses on the role of different events as a proximal cause of our reactions. Employees are not devoid of emotions, anything that happens at workplace, has its influence on employees and employees do react in emotional way towards it. This reaction affects their satisfaction at workplace and performance as well.

Different work events, trigger positive/negative reactions from employees and affects the work attitudes and behaviours. The theory explains different situational and dispositional causes as events that triggers a response at work. It focuses on the causes and consequences of an affective experience at work. These affective experiences have a direct influence on individual attitudes and behaviour. The Affective event theory by Weiss & Cropanzano, (1996) gives a solid foundation in the form of theoretical justification concerning the negative events as predictor of union commitment.

Underappreciated we can say, as we prepare an argument is the critical role played by the affective experiences of employees and leaders at the workplace. AET, with its strong focus on events, affective changes, discrete emotions, and so forth, is a strong framework for articulating the role of negative affect (cf., Weiss & Beal, 2005) in driving commitment to unions. AET is a model of Anything that happens at workplace, describing within-person changes in affective states, the affective states

has its roots in events of both stochastic and regular nature, and it has its influences on concurrent changes in affect related behaviors (Weiss & Beal, 2005). When AET was presented initially, there was a growing interest in studies of emotions at workplace along with its relation with employee's psychology. AET was offered as a framework for organizing existing literature on work related to emotional experiences, as well as for guiding future research (Weiss & Beal, 2005). A few key conceptual ideas form the core of the AET framework. Most organizational theories look at the relationship between features of the work environment (such as reward structure or role clarity) and work outcomes. AET argues that using stable environmental features of work settings to explain and predict changeable affective states represents a mismatch of construct type. Changing states need causal variables that are themselves changing. To be sure, features may make certain types of events more frequent, but in the final analysis, events are the proximal causes of affect states. As such, the core of AET is the relationship between workplace events and changes in affective states (Weiss & Cropanzano, 1996).

Real time emotions and moods are involved in affective events, which helps us in creating links between attitude and its outcomes in the form of behaviour in the organizational context. Certain type of situations or work environment features prompt affective events, which instigate affect either positive or negative in the form of moods and emotions. Emotions has an inevitable mediating role between attitudes and behaviours. Most of the empirical tests of AET have been conducted on organizational commitment, turnover intention and job satisfaction. These studies (Ashkanasy, Zerbe, & Hartel, 2002; Jordan, Ashkanasy & Hartel, 2002; Weiss, Nicholas & Daus, 1999) showing that emotion influences the employee experiences at work. The present research extends the empirical investigation of AET by investigating how negative affect can influence employees behaviour, the role of emotions in driving their choice of registering their grievance to a body, and the consequences of these emotional experiences on the outcomes of a Union. Limited studies have focused on the basic assumptions of affective event as a mechanism between work environment characteristics and employee job attitudes

and behaviours (Weiss and Beal 2005). The main reason behind this scarcity of studies is the silent feature of AET about explanation of the nature of these events. There are not sufficient proofs to support that assumption that which type of event will triggers emotion or attitudes. AET is known as macrostructure theory due to above mentioned reasons (Weiss and Beal 2005).

1.6.2 Original AET Framework

Affective Events Theory (AET; Weiss & Cropanzano, 1996) is one of the important theories relevant to emotions in the workplace. AET describes how events happening at workplace can elicit affect. The affect is influenced by individual disposition which then further influences individual attitudes and behaviors. Weiss & Cropanzano (1996) explain it as “the role of emotion and evaluative judgment in the relationship between an individual’s experiences and his or her behaviors”. Rosen et al., (2009) explains the basic premise of AET that it is the affective response to events at workplace that will determine one’s attitude and subsequent behavior. The basic postulation of AET lies in the characteristics of the work environment, and it is related to the affective “episodes or events”. These events charged with affect are reason for the affective reactions which subsequently act as mediators, causing attitudes and behavior that is affect-driven.

Cropanzano and Dasborough (2015) explains the model as a “linkage” between internal influences and reactions to incidents. The internal influences are the cognitions, emotions involved and mental states. All this affects the work outcomes (e.g. performance, organizational commitment, and job satisfaction). The theory proposes that affective work behaviors are explained by employee mood and emotions, while cognitive-based behaviors are the best predictors of job satisfaction. The theory proposes that positive-inducing (e.g., uplifts) as well as negative-inducing (e.g., hassles) emotional incidents at work are distinguishable and have a significant psychological impact upon workers’ job satisfaction (Weiss & Beal, 2005).

AET emphasizes the role of affective response in the formation of work attitudes. While affect refers to employees' moods and emotions, an attitude is an evaluative, cognitive judgment based on affect (Wegge, Dick, Fisher, West & Dawson, 2006). Empirical research has supported the basic tenets of AET, as studies have demonstrated that emotional experiences explain how a number of workplace events influence employees' job attitudes and behaviours. Martocchio and Jimeno,(2003) explain that negative events at work, however, are likely to cause negative mood in employees, resulting in negative work behaviours such as work slowdowns, work withdrawal, and absenteeism. Negative affect experienced through events at work may be related to changes in work performance, such as work withdrawal and absenteeism, as well as job satisfaction, but it does not seem to be the deciding factor on whether or not an employee will leave the organization. The decision to continue working for an organization, however, does not seem to be dependent upon negative affect (Meyer, Stanley, Herscovitch, & Topolnytsky, 2002). There is also some indication that individuals may be predisposed to perceive events that occur at work as either negative or positive.

1.7 Adaptation of AET Variables

1.7.1 Work Environment

The role of situation features cannot be ignored because it has an impact on the likelihood of triggering an event and developing the affective reaction. The work environment has certain features which are different from others (Weiss and Cropanzano, 1996; Humphrey, 2000). Belk (1975) identified situational factors as a feature of work characteristics of the environment. Context can also be used to broaden the application of AET framework to the workplace. The definition of context given by Oxford Dictionary (Soanes & Stevenson, 2004) is "the circumstances surrounding an event, statement, or idea." These surroundings (Belk, 1975) include the physical surrounding, social surrounding; it can even be the temporal perspective as well as an antecedent state (i.e. such as provision or lack of anything

Cronyism. So, the focus is on the annoying and aggravating situations. So Organizational Cronyism is reframed and adapted in to the AET as a negative work event.

1.7.3 Affective Reactions

Affective reaction is the third variable in AET. Whatever events takes place they do have an affective reaction, which is seen in the form of employees experiencing emotions. By affect Weiss and Cropanzano's mean emotions and moods both. Our concern is long term focus, so moods are not in the scope of our study. So the appropriate focus is long term feeling which is emotions. Affect in this context is linked to an event, so the affective reaction is the response to that event (Lazarus, 1991). Consequently, in our incorporation of AET for the workplace, we relabel this variable as emotional response.

According to Stephens and Gwinner's (1998) cognitive emotive process, emotional response has three components. The first response is the physical response which involves palpitation, change in heart rate, body temperature and sweating (Frijda, 1993). The next component is the evaluative one called as primary appraisal. It is the initial assessment of the situation where you become aware of the feeling, specifically about the valence (Positive or negative) of the feeling. Being expressive (such as joy, anger, hatred, guilt etc) about your feeling becomes part of the secondary appraisal process (Friedrich & Wstenhagen, 2017). This study consider Hatred as secondary appraisal process as a response to the negative event.

Negative emotions are evoked by Organizational Cronyism when an expectation, whether a target, goal or something of value is dying out or disenchanted (Paterson & Hartel, 2002). There are different negative emotions that flow from Political favouritism which include disappointment, self-pity, discontent, anger, guilt (Smith & Bolton, 2002; Bechwati & Morri, 2003). The only way to for the negative emotion to settle down is to develop a coping mechanism that helps in expressing the emotion itself or resolve the problem.

1.7.4 Affect-Driven Response

The term affect driven behaviour is substitute of response based upon emotions; the present study is exploring the effect of specific emotions on developing attitude. An emotional response explains the link between attitudes and behaviours. Pro union attitude is influenced by the evaluation of the negative workplace event and employees coping response. (or lack of).

1.7.5 Job Attitudes

Job attitudes are the workplace attitudes, which is the fifth variable in AET. The most known workplace attitudes are employee's job satisfaction, employees commitment towards their organizations, intentions to leave the organization etc. In this thesis we have labelled Job attitude as a workplace attitude which is "held views about an object based on both beliefs and affective experiences with that object" (Weiss & Cropanzano, 1996). This is rephrased in the current context as employee attitudes towards joining union in the organization.

1.7.6 Judgment-Driven Behavior

Judgment-driven behavior is the sixth variable in AET. This behaviour is based on a well thought and planned out decision. It requires time for information collection and research. In an organizational context, the term is extended to judgment-driven reaction in the form of translating the attitude into behaviour. The variable has been relabelled as participative behaviour towards unions.

1.7.7 Disposition

One of the important variable is AET is named as dispositional factors of employees (Weiss & Cropanzano, 1996). The term disposition is something beyond the range of employee affect and response, the present study adds employee's personality under the label of employee narcissism that effect employee perception

regarding interpretation of workplace events and influence the response to these events. Thus, the variable has been relabelled as individual Personality disposition.

Chapter 2

Literature Review

2.1 Organizational Cronyism and Union Commitment

The word Cronyism was originated after the term crony, it was considered slang word in Cambridge University during 1960s. Its literal meaning of “crony” is “long standing friendship”. Cronyism then appeared in 1840 and it meant the ability to make friends. Its use in the political arena was in 1952 when Truman administration was picked for taking friends on board of government posts irrespective of their match to the job. A Journalist used this word in 1989 and it lost its innocence and neutrality (Oxford English Dictionary, 1989). Now crony has a flavor of friendship but in a derogatory sense with ingredients of preferential treatment and political corruption in it (Khatri and Tsang, 2003). The term favouritism is concerned with the individual undue favour and better treats an individual employee or a group of employee. The concept of favouritism changes its name with its exercising domain like nepotism, political favouritism and cronyism (Turhan, 2014). Indicating support to someone among the members from in-group is a concept talked about and has been examined through years. In-group individuals may possibly originate from kith and kin, association, bureaucratic gathering, ethnic origin. The idea of partiality clarifies that people support some person over others in a group. Preference has various distinctive names relying upon the setting it

is worked out: preferential treatment, cronyism, bureaucratic partiality (support) (Turhan, 2014). 'Nepot' is the word of latin and the idea was generated by the same word as nepotism which implies people support someone in close kith and kin or relatives over others (Abdalla et al., 1998; Salvato et al., 2012) without hierarchical equity, work fulfillment. This idea particularly was introduced in the literature to mention people who were elevated by the fondness as opposed to their capacity or potential (Barnett, Yandle & Naufal, 2013; Keles et. al., 2011; Turhan, 2015). Much of the literature regarding nepotism involves family firm as subjects (Garih, 2000; Begley et al., 2010 ; Asunakutlu and Avci, 2010). Contrary to the previous notion there are few researchers who look into the idea positively to encourage firm maintainability, commitment to achievement of firm, congruity of relatives and so forth (Daskin et al., 2015; Bellow, 2003). Cronyism actually compiles it up as a reciprocal exchange, but what is important is the substance which is being exchanged during this process. The matter which is being exchanged should be of value and worth to both parties, so that the relationship remains viable (Hollibaugh, 2014).

The range of cronyism varies across different cultures. The scope may be as limited as an informal relationship with the boss and it can be as complex as achieving big favours like perks, promotions etc. Cronyism is one of the shades of the downside of social networks. The dynamics of cronyism is a widespread phenomenon and has been widely studied in networks but its impact on the psychological contract has been neglected by organizational researchers. Johns (1992) explained that the string of informal relationships becomes instrumental in gaining strength. Aydog (2012) explained in his study that in organizations we may favour others because of many reasons which we practice unknowingly just like sharing same political views, having same religious faith and ideology of life. Mendras (2008) finds reciprocity not only in social terms but in authority relationships as well. It is always a matter of balancing the accounts. The notion corresponds with rule of reciprocation, which creates the foundation of cronyistic relations. Cronyism is a wide idea in correlation with nepotism as far as its degree; because bias is appeared towards not only family or relative individuals but favoritism

is shown towards associates, companions, nationals and likeminded people. In this manner, cronyism is examined with greater extent inside societal, lawful, bureaucratic and hierarchical structure of organization (Turhan, 2014). Cronyism of employees have been studied in different population while taking samples from teachers, political workers and minority group members (Arasli & Tumer, 2008; Chang et al., 2014; Hong, 2015). However the term cronyism refers to the distinguished and favorable treatment by the supervisor towards specific individual or group of employees because of personal relationship or association not based on the performance criteria or organizational policies from the employee view point (Turhan, 2014). What's more, hierarchical cronyism is appeared to offer reward, advancement, as well as great working conditions, empowering employees, giving authorization effortlessly to workers by administrators. Khatri and Tsang (2003) characterize this idea regarding authoritative cronyism by means of " unfair use of organizational power and authority " and subdivide the concept as horizontal and vertical cronyism. Horizontal cronyism is characterized from workers at higher level than those besides on a similar level (peers, companions and so on). Then again, vertical cronyism was distinguished as directors' supporting few of the workers over others.

We are trying to explore the dynamics of cronyism as a significant possible predictor of Union Commitment. Reciprocity is defined by Gouldner (1960) as social rule to return favours and it was considered as an obligation to give back the favour to protect your interest by Cialdini and Goldstein (2004). The opposite of this relationship is also possible. If the superior is at the end of accepting then it is you (employee) expecting a return because the employee has initiated the favouring relations. 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. This is informally termed as String-pulling.

Organizational members contribute to the organizations by virtue of the qualifications and knowledge they possess and the interaction with other employees takes place through the characteristics they have inherently or by environmental influence.

As a result of this interaction informal groups are formed (Baumeister and Leary, 1995) .When power struggles takes place among informal groups, cronyistic relations within the organization may emerge.

The member who is near and dear to the leader will be favoured but at the expense of the rights of others.We can observe many behaviours stemming from superiors who are favouring some subordinates over others giving them gains through their organizational and personal powers in virtue of the position they are holding.

Authoritative and legislative issues related with aggregate dealing has been referred to as an essential wellspring of union part work disappointment since it unreasonably raises work desires, alarms individuals to less attractive work components, and gives a discussion to unionized representatives for expressing dissatisfaction (Freeman and Medo? 1984; Berger, Olson, and Boudreau 1983; Budd & Wilkinson, 2010). Researchers have given rich information on how administrators' reliance on individual connections is utilized as a proactive upper hand that they call "state catch," in which effective business elites utilize their own associations with government authorities for actually positive laws and requirement (Hellman, Jones, and Kaufmann, 2003; Kaufmann and Kraay, 2002; Pearce, 2015).The work of Pearce (2001) has concentrated on how nepotism has influenced attitudes and perceptions. Whenever work is organized on the basis of personal relationships and when the perception that reward is based on performance undermined, it brings more distrust among employees, cheating of employees is reported more, employees adopt every tactic to become supervisor favourite (Pearce, Branyczki & Bigley,2000; Borjas 1979).

2.1.1 Examination of Cronyism with Related Concepts

2.1.1.1 Nepotism

Abdalla et al., (1998) explained the origin of the word nepotism from Latin which means nephew. Jones and Stout (2015) alluded the term to "nepotismo".It is an Italian word, and was used to characterize few "popes". The distinguishing fact was that they favored their relatives who were related by blood to them. It is

misuse of power for the advantages of closed ones absolutely in view of relations as opposed to the rights of the deserving. The extraordinary benefit to blood relations is transpired in enlistment, advancement and remuneration simply on the premise of being related to the one who is in superior position. In this sort of partiality capability, abilities, mastery and information, skills are compromised and relations take a priority (Hudson & Claasen, 2017; Wated and Sanchez, 2015).

Karakose (2014) augmented that nepotism has antagonistic effect on all practices of an organization which are related to the personnel function. Nepotism influences the level of job satisfaction and it is emphatically connected with negative practices, turnover intention and negative behaviours (Malisetty & Kumari, 2017; Arasli et al., 2006; Pearce, 2015). Researchers have highlighted the advantages and inconveniences of having relatives working in same organization (Daskin et al., 2015; Pearce, 2015; Padgett and Morris, 2005; Abdalla et al., 1998). According to the definition posited by Solomon (2016) nepotism has some unquestionable benefits also, for example, it is useful for little family possessed business, which is used as strength and support of each other to give opportunity to flourish. Moreover, nepotism is understood as most simple approach to draw in a committed, devoted and efficient workforce by Lentz and Leband (1988).

Then again, another group of research highlights drawbacks of nepotism as Pelit, Diner, and Kili (2015) expressed where nepotism has a few favorable circumstances in surprising cases; it also bears some extreme burdens in the majority of the cases which basically can't be disregarded. Nepotism is a major source of contention at work place and this conflict emerges when merit is surpassed for an inept relative (Abdalla et al., 1998). Hayajneh, Dwairi & Udeh (1994) state nepotism bring down the confidence of worker, it makes a feeling of imbalance and segregation at work. So, it can be attributed from this discussion that such feeling produces negatives negative practices. Nepotism is additionally a source to offer ascent to clashes when one relative is given high status by the ones in control as contrast to others. Along these lines, absence of certainty creates in workers who are not from administration's family circle (Zhai et al., 2013).

A study conducted by Karakose (2014) conducted a qualitative study to investigate usage of cronyism, preference and political bias, among doctors and furthermore determine the outcomes of such practices. It was found that the political biasness antagonistically influences employees' feeling of reasonableness and leads toward unprincipled conduct. The effect of cronyism was found on organizational as well as individual performance. Individual performance was affected in terms of low motivation levels because employees perceive inequity and their morale to work with team spirit is damaged.

2.1.1.2 Support or Political Favoritism

As organizations are made of people and it is impractical that managers will act equitably, preference might be shown and it is to some degree natural (Ozsemerci 2003; McGrath, 2014). Whereby, only on the basis of political affiliations the supporters are furnished with unfair advantages. In organizations the administration may have political perspectives that can impact employing choices particularly out in the public service (Firfiray, et al .,2017). In addition, political preference is profoundly installed in organization polices and structure. Associations where control battle amongst managers and subordinates is imbalanced, such organization structure give promising condition to thriving political partiality (Kramon & Posner,2013; Zhang, 2015).

2.1.1.3 Favoritism

Favoritism came into limelight , when General Jackson in 1994 sighted the presence of bias as well as highlighted the negative outcomes of partiality at work environment. Different definitions of favoritism were given. Favoritism was defined as unethical and deceptive act, whereby a few individuals are favored in light of associations and affiliations and the rest are segregated as outgroup (Aydog, 2009). Blader & Rothman (2014) expressed different reasons of preferential treatment e.g. ususally people enjoy preferential treatment due commonality which might be in political perspectives, sharing same home town or having same alumni. All

these may serve as basis of relations. Preference is additionally characterized as exceptional treatment and the meaning of favoritism is twofold 1) general emotions to favour one worker or a group over others 2) giving special treatment to those whom you have affiliations and relations, for example, companions, partners, schoolmates and neighbors (Loewe et al.,2007; Bute, 2011). As standard meaning of favoritism, the who is favored is given better work opportunities, more chances of advancement and helping them in professional success (Keles et al., 2011).

Pearce and Huang (2014) revealed in their research studies that once the perception of cronyism prevails in organization, it is very difficult to remove it. Even though the organization may introduce formal frameworks to eliminate it, still employees could not forego the perception of a favoritism based system. Nepotism and cronyism may not always result in negative outcome in real work environment and it also become impervious to change once settled. Jones & Stout (2015) concluded that may not always result in negative outcome in real work environment, they are aversive for those employees who have negative perception and think badly about the work environment and for organizational functioning as well.

The conception of cronyism comes from the activities which creates groups through associations, whose identity is established by favoring one group over another at the cost of neglect of other group who may have a superior or equal claim over it (Khatri and Tsang 2003).The definition of cronyism lies within the scope of field play of power and politics in the organizations. James (2006) has also corresponded to the same point as well. For James (2006), cronyism flourishes through group of people who work together to derive their personal benefits through circumvention of the rules and procedures.

Khatri, Tsang, & Begley (2006) attempted to explain the different shades of cronyism that exist across cultures. They have raised a point that some medium or conditions are required for cronyism to exist. The role of this medium is to provide a conducive environment for cronyism to flourish. Organizational culture can serve as good medium for cronyism. Guanxi is a concept similar to cronyism that exist in Chinese culture. In Russian cultures it is called blat. The concept of guanxi is an native Chinese construct used by Chinese management research scholars.

According to Chen & Chen (2004), *guanxi* shares some attributes akin to cronyism. For example *guanxi* is defined as a unique relationship with implicit return of favours to each other (Pye,1992).This is in sync with the concept of cronyism. Cronyism has been studied in relation to institutional weakness .Both the variables were found linked (Sherwood, 2007). Cronyism is a wide social marvel, and described it in terms of associations vertically and horizontally. Horizontal cronyism alludes to connections in view of partiality between employees at a similar level (companions, associates, and so forth.); vertical cronyism alludes to the connections amongst administrators and workers. Vertical cronyism is seen from the superior eye with partiality to his or her subordinate (e.g., advancement, reward, increase in salary, or better employment task) which is reciprocated for personal loyalty (e.g., target execution, skill, or qualifications of the subordinate) (Khatri and Tsang,2003). The performance criteria is ignored in view of the non performance. On the base of previous literature cronyism is misuse of authority and power. Cronyism is based on person level factors not based on performance criteria. But cronyism is not exclusively personal level variable it's also organizational factor too, because the power which is misused is given to the perpetrator by the organizational structure and hierarchy.

Scott (2002) highlighted the factors that let cronyism survive and grow in the organizations. Inane, defective, conflicting, flawed, too rigid, or overly flexible restrictive rules at the workplace many managers practice cronyist exchanges. This in itself is a signal that cronyism is a part of faulty and imperfect system, where individuals use cronyism to cultivate their relationships. According to Park (2003) cronyism has a socio cultural dimension, without understanding its socio cultural implications, its meaning remains vague. From an ethical perspective a practice should result in a greatest good. Deontologically cronyism violates an individual's basic right to fair and equitable handling. When there is unfair treatment, the balance of reciprocal relationship is disturbed leading to breach of psychological contract (Liang, 2017; Dunfee & Warren, 2001).

Araslı and Tumer (2008) found links of unproductiveness due to prevalence of organizational cronyism. The bunch which is working in the organization has its

foundation in favoring relationship rather than pure qualification and sufficient knowledge. So they cannot keep pace with high performers. As a Result they cannot perform upto mark in comparison to those who have proper qualifications. Thus, contributing to unproductivness in the organization. The motivation, organizational Justice and harmony is damaged and such effects can make the productive employees leave the organization and bring bad name to the image of organization by sharing their experiences to others (Araslı and Tumer, 2008).

Heidenheimer (2002) asserted that cronyism is deeply seated in complex social exchange relationships, to carry our implied, undetermined, two way exchanges within a time frame during which the return is expected. 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. Therefore, there are chances to face a treatment towards employees with a degree of difference like cronyism within organizations. 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 spills its effect to the individual psychological well being also

Our arguments propose the given hypothesis that

H₁: Organizational cronyism is positively associated with Union commitment.

2.2 Organizational Cronyism and Union Participation

Based on Affective event theory a causal relationship has been developed between Organizational Cronyism and Union Participation. Kickul, Lester, and Belgio (2004) divide the outcomes of organizational cronyism in attitude and behavior, and also recommend studying it with different hypothesis and propositions. This categorization proceeds and guide the literature to include emotions and reation based on affect in the studies (Barclay, Skarlicki, & Pugh, 2005; Ashkanasy &

Daus, 2002). This hypothesis has been developed keeping in view as an extension to the outcomes in the form of work behaviours. Such work behaviors are employee's actions at job. Along with affection responses and attitudes, behaviors have also a strong impact on the workplace.

Behaviors have a more tangible impact on the workplace as compared to affective reactions and attitudes. The behavioral outcome of cronyism has been taken as union participation. Some studies have looked upon union participation as an individual discretionary and voluntary behavior. Due to its voluntary nature it has been termed as "union citizenship behavior". (Fullagar et al. 1995; Tan and Aryee 2002). There are behaviours which are beneficial to the union as a whole and behaviours which are focused on helping fellow members. The distinction can be made such as giving away union information talking about unions serving the union committee and volunteering for union activities (Chawla et al., 2018). These are referred as activities benefitting the overall union and is called UCB organizational. Learning other members climb the new ropes assisting them with their work helping them out are behaviors befitting individuals (Skarlicki and Latham, 1996).

2.2.1 Union Participation as a Construct

To understand union participation as construct it is imperative to understand all the definitions given by different researchers. The early research on union participation was considered by Barling et al. (1992) of poor conceptualization of the construct, incoherent and was characterized by lack of empirical evidence. Barling (1992) maintained that participation in unions fluctuates and is not constant, There are periods of long stretches of dormancy and sometimes periods of high activity also.

Union participation is based on the employee role of action in the union and such participation differs from union to union (Snape & Chan, 2018). The participation is also based on the availability of opportunities and resources to participate (McLean Parks et al., 1994). The definition given by Gordon et al. (1980) was

given in terms of past and present activities which included: voting, serving in elected offices, attendance at meetings, filing a grievance and knowledge of the union contract. Researchers like Portwood et al., (1981) was of the opinion that union participation should not be treated as a composite but has to be broken down. Participation in union voting is related to the job context needs (Duncan,2015). He identified different forms of union participation depending upon the nature of the participating activity. The three types were classified based on the contribution in administering the union participation in union voting and attending the meetings of unions. Those who take part in the administrative activities of unions and make themselves available for union meetings have been linked to have a high need for affiliation.

Nevertheless, as per Goslinga & Klandermans (2018) taking part in one kind of activity is not determinant of participation in other activities. According to Goslinga & Klandermans (2018) union participation is a composite of two things, whether you are motivated to participate or not and is there any opportunity to do. Motivation is a function of union member's willingness to participate and union related attitudes.

Barling et al. (1976) looked upon the dimensionality issue in a different way. He argued that distinction should be made between the formal and informal activities of the union rather using the uni-dimensional or a multi-dimensional approach (Mcshane,1986). Formal participation was defined as activities which are necessary for unions survival and functionality such as holding a position in union, attendance at meeting, knowing the contract, know-how of filing the grievance. They defined Informal participation as "the activities which are supportive for the union but not necessarily important for survival. Delivering informal talks about union with friends, having interest in unions newsletter referring it to others (Barling et al., 1992).

There is model named a three factor model by McLean Parks et al. (1995) in which union participation is conceptualized as a three factor model. The administrative factor, the supportive factor and the intermittent factor. The first factor is the administrative one which is characterized the activities including administrative

work of the union, running the office of union and representing union as a union warden. All the activities which are supportive for the union, like interaction with other members explaining to people how unions can help them and interacting with other union members. The third factor is the intermittent participation which reflect participation in union activities as per scheduled calendar and voting activities.

Paquet and Bergeron (1996) gave a four-dimensional model of union participation. These are regular membership meetings, union members tasks, befitting the services and negotiation. The negotiation on matters of mutual interest was termed as collective bargaining and the attendance of union meetings was characterized by participating regularly in membership meetings. Taking account of the newsletter and reading material of unions, taking advantages such as grievances, complaints, sought advice or help from a shop steward are called individual union activities (Paquet & Bergeron, 1996). They postulated more that employee attitudes towards participating in union activities is important indicator of actual participation. Attitude towards union participation further composed of two important dimension one functional and other affective (Paquet & Bergeron, 1996). As far as functional is concerned it is dependent on employee perception of union instrumentality and affective is concerned about attitude towards joining union (Paquet & Bergeron, 1996). Hence it is proved that behavioral consideration of unions is the outcome of union instrumentality and attitude towards union. Nel et al., (2005) divided the participation in two broad categories i.e direct and indirect. Direct participation was defined as when employees are personally involved in decision making of unions. While, indirect participation is referred to when employee participate on base of their voting rights by appointing their representatives. Therefore, union strength is dependent both on commitment and participation of their members too (Organ, 1988; Goeddeke,& Mueller, 2010).

Gordon et al., (1980) articulated that employee's commitment towards union can characterized in four dimensions these are, employees loyalty towards unions, their responsibilities, willingness to work in favor of union and belief in the unity of

unions. One of the four dimensions given by Gordon et al. (1980) was union loyalty. Loyalty of its members is considered as the effectiveness of the union. They postulated that appreciation of loyalty to labour organisations gives greater insight into psychological processes involved in union participation. Research conducted by Fullagar & Barling (1986) hypothesized "that attitudes can be predictive of the participation". Attitudes which display loyalty is a better predictor of participation in union activities. It was concluded from their results that loyalty towards union is directly and positively linked to union participation. Goslinga & Klandermans (2018) stated that loyalty can be promoted to increase the efficiency of union.

Metochi (2002) in his study identified three basic components of union participation ; these are i) leadership, ii) employees attitudes like employee loyalty towards union, perception about union instrumentality, unity of members and iii) employee willingness to participate in union activities. Employees loyalty towards union is the potential predictor of employees participation in union activities. Tetrick, (1995) stated that according to Meyer and Allen union loyalty is based on reflection of employees commitment towards union. Tetrick (1995) called for including all four dimension of organizational commitment consideration in union literature. Union participation was studied under the umbrella of contextual performance because it's not included in the job description of employees to participate in union activities (Goslinga & Klandermans (2018). Union Participation can be measured as a behavioral outcomes of workers' reactions to organizational cronyism. That it is hypothesized that,

H₂: Employees are more likely to engage in union participative activities when they perceive organizational cronyism.

2.3 Organizational Cronyism and Hatred

Affective reactions are employees' emotional experiences following a significant workplace event. As Per Young & Daniel, (2003) when negative events are experienced the affective component is more dominant in it. AET. contends. that

researchers must distinguish between affective reactions and work attitudes, and should recognize that affective reactions are not necessarily objective or rational. In fact, Weiss and Cropanzano argue that after a negative workplace event, individuals will not develop rational appraisals of the situation immediately. Instead, individuals usually respond in terms of negative affect or emotional arousals such as anger or fear, and research in neural system and brain functions has supporting evidence for that assumption (LeDoux, 1995). Once triggered, the affective reactions may overwhelm the individual, and the importance and relevance of the event to personal goals will determine the intensity of the negative affect.

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. However, political behavior often takes the form of negative influence tactics such as coercion, intimidation, ingratiation and manipulation (see Ferris et al., 2017; Gandz and Murray, 1980; Mintzberg, 1983, 1985). One form of political behaviour is Organizational Cronyism (Keles zkan & Bezirci, 2011). The emotional implications of organizational politics have only recently attracted some academic and research interest. For example, some scholars have presented negative emotions as a consequence of perceived organizational politics (Liu et al., 2006; Albrecht, 2006; Rosen et al., 2009), while others have suggested that inappropriate political behavior (see Gallagher et al., 2016) evokes negative emotions among its targets (Nagy et al., 2011; Yukl et al., 1993; Yukl and Tracey, 1992). Emotions are characterized as a person's investment of resources. Which is created in response to an intellectual evaluation of an outside or inner trigger and continues to make an inspiration to move until there is an arrival to the "adjusted" connection between the individual and his/her condition (Frijda, 1986). Most contemporary researchers of emotions consider it to be a multidimensional procedure which includes cognizant or unconscious evaluation, an essential part of affect behavioral aspects (Scherer, 2004). It offers verbalization to people's adjusted response for

any change and serves as a motivation to the whole process (see Frijda, 2004; Frijda, Kuipers, and terschure, 1989). Arnold (1960) explained every feeling has its own can particular reaction propensity.

2.3.1 Related Concepts of Negative Emotions

Every single negative feeling are identified with the eagerness to make some sort of change in the environment (Lench, Tibbett & Bench,2016). Still negative feelings vary from each other in the particular sort of change they bring. Past research investigations have indicated the different individual have different response propensities and emotional goals of disruptive feelings (Mackie, Devos, and Smith, 2000; Thomas, 2014; Roseman, 2002; Cottrell and Neuberg, 2005). Subsequently, it can be accepted that negative emotions do have similarities ,few are more identified with political intolerance and prejudice. To understand the differential impacts, a more profound understanding related concepts of emotions is required.

2.3.1.1 Fear

Gray (1987) defined Fear as an aversive feeling which emerges in circumstances of perceived risk or threat to individuals and empowers them to react to these dangers adaptively. It is characterized by low adapting potential and weakness (Roseman, 1984) with physiological side effects in the form increased pulse with sweat (Ford, Myrden & Kelloway, 2016). The behavioral part in fear is reflected in making a more secure environment and to distancing oneself or removing inclination. It extends upto finishing any social contact with the fear initiator (Frijda et al., 1989; Cottrell and Neuberg, 2005). Therefore, it is contended that the specific behavioral aspect doesn't suggest an immediate connection amongst fear and political intolerance. Fear and uneasiness has been a vital part of political cognitive processing and decision making (Huddy, Feldman and Cassese,2007). Fear has also been identified with negative hazard assessments and ingroup change (Skitka et al., 2004; Lerner and Keltner, 2001)

2.3.1.2 Anger

Anger comes in the category of high arousal and approach-oriented emotion (Buss & Perry, 1992; Mhlberger et al., 2017). The driving force of getting angry can be an action against an individual for revenge sake or when a person observes an unjustifiable act, deviations from accepted societal norms can also be motivation to be angry (Allred, 1999; Averill, 1982;1983). Including relative strength and great adapting potential the physiological symptoms are increased body Temperature and Palpatation (Mackie et al., 2000; Roseman and Evdokas, 2004). Much of the time anger is related with forceful conduct (Berkowitz, 1993) or aggressive inclinations (Roseman, 2002). Thus, making it evident to be associated with political intolerance intuitively (e.g., Skitka et al., 2004). In addition, a current observational investigation led by Fischer and Roseman (2007) has demonstrated that the hidden motive behind anger is to pick up a superior result or enhance the conduct of the object in question, and not really for offending (see likewise Roseman, Copeland, and Fischer, 2003). As per the point of view of Halperin (2008), forceful activity propensities related with anger are just a single not part of gathering. It appears that outrage prompts political narrow mindedness just in certain cases. Skitka et al. (2004) establish the impact is intervened for the most part through ethical moderation and out-group criticism.

2.3.1.3 Hatred

Another emotional factor is being introduced which has been overlooked in the organizational context i.e. Hatred. We argue that hatred is key to the understanding any affiliation with unions. We do not argue that other negative emotions anger and fear are irrelevant but instead that they have a constrained ability to represent political relationship with unions; they will be conducive when hatred comes into play as a mediator. Hatred is an intense and long term feeling resulting in rejection of individual, idea or a system (Hoffmann, 2016). It has a cognitive spectrum

, which is stable and has a limited undesirable feeling. It creates partition/separation in-between out-group individuals and in-group individuals (Shnabel & Ullrich, 2016). Hatred is an outcome of regular offenses conferred against people or group: These acts are seen as purposeful, and stems from a victim (Sternberg, 2003; Ortony et al., 1988; Halperin, 2008; Royzman, McCauley, and Rosin, 2005). Along these lines, not at all like fear or anger, which are focused at particular activities, hatred is focused at the principal qualities of the individual or group (Kristeva, 2011). Thus, hatred offers articulation to the rejection of any attempt to change the detested individual or gathering; without a doubt, hatred results in readiness of bringing harm (Bar-Tal and Teichman, 2007; Halperin, 2008; Ohly and Schmitt, 2015).

According to AET, the experience of a positive or negative work event (e.g., Cronyism) can elicit affective reactions (e.g., anger) that contribute to the formation of work attitudes and behaviors (Mignonac & Herrbach, 2004; Judge, Scott, & Ilies, 2006; Rupp & Spencer, 2006). Affective states impact work attitudes and thus the affective states and attitudes determine behavioral reactions. From extant literature it is evident that researchers have examined different events which bring uplift or hassle to the individual at workplace. Anger and pride boosting occasions (Brotheridge & Grandey, 2002), constructive interpersonal relations (Grandey et al. 2002; Dimotakis et al. 2011), unpleasant events (Elfering et al. 2005), goal enhancing and goal disturbing occasions (Zohar et al. 2003).

Khatri, Tsang and Begley (2006) contended that cronyism comes in different pretenses emerging from various motivational bases and power reliance relations. It is a type of corruption with various progression from different structures. We characterize cronyism as an equal trade exchange when Party 1 express support for Party 2 in view of mutual enrollment in an informal organization. The exchange is for some equivalent or better claim than the esteemed asset. For cronyism to take place, Initial, a proportional trade exchange must take place (Cook et al., 1983). This includes a demonstration by party A to give something of significant worth to party B without knowing when or if B will respond. At the time of demonstration response is not explicit, and it is required to occur at some future point. Second,

support must be demonstrated with the end goal that receiver B gets something of significant worth from party A, regardless of whether intangible or tangible. Third, shared exchange of two parties must be based on family relationship, kinship, ethnicity, religion, school, working environment, common intrigue, or another gathering class frames the reason for the bias. At the end of the day, cronyism is a sort of preference in light of informal organization ties. At long last, a cronyist exchange takes place between parties A and B includes some significant pitfalls as party C is denied despite having equal or better claim than it.

Ferris et al.'s model (1996), documents negative correlations between any activity rooted in politics and desirable work outcomes such as commitment to the organization, job satisfaction and task performance. Positive correlations are found between undesirable outcomes and political behaviours such as stress, job burnout, negligent behavior and turnover intentions (Ferris et al., 1996; Brouer et al., 2006; Chang et al., 2009; Hochwarter et al., 2006; Miller et al., 2008; Vigoda, 2001, 2002). The potential contribution of emotion to both the implications and perceptions of organizational politics has have begun to acknowledge by organizational sciences researchers lately. Hochwarter and Treadway (2003) relied on evidence showing that those who scored high on negative affectivity were more vulnerable to negative affective reaction i.e. anxiety-provoking stimuli (McCrae and Costa, 1991). Other studies (Meisler & Vigoda-Gadot, 2014) have amalgamate emotion in organizational politics from a different perspective. They have taken it beyond the level of felt emotion and focused on the interaction of emotions and Perception of Politics. They explained that it is unavoidable that the emotional experience will arouse intense emotions towards those who are part of the political game and to those who are a witness to it. Much Reliance has been seen on the Weiss and Cropanzano, (1996) affective events theory, which postulates that emotional experiences at workplace influence employees' attitudes and behaviors. Rosen, Chang, Johnson, & Levy (2009) maintained that the routine disturbances linked cronyism at organizations evoke negative emotional responses that connect the reactions towards a workplace attitude. Ammeter, Douglas, Gardner, Hochwarter & Ferris (2002) suggested that the use of inappropriate political behavior by leaders evokes

negative emotional reactions among their subordinates. It is difficult to imagine that organization politics does not exist, it exist in different forms and facets evoking intense emotions and undesirable consequences. It is realistic assuming if cronyism arouses sensations like frustration as well as anger. Particular involvement in interpreting emotions (Salovey and Mayer, 1993; Mayer and Salovey & Caruso, 2004), it is surprising that the effects of cronyism on the emotional responses have not been studied yet. Despite of the fact that cronyism might be endured in a few societies, it raises societal expenses by creating wasteful aspects from unjust competition. It diminishes confidence in societal establishments and limit self-enthusiasm among employees. Dunfee and Warren (2001) explained cronyism in moral terms. He augmented that cronyism damages utilitarian morals by falling flat the necessity that a demonstration should reach to the maximum number. In deontological terms, it disregards individuals' entitlement to reasonable, unbiased, and fair treatment.

If Employees have a feeling that the workplace is dominated by any kind of politics, it creates an aversive environment from which employees want to withdraw. According to Hoy and Tarter (2004), if organizational interest is compromised because of the personal interest it will have harmful effects for the organization. Webster's 3rd Fresh Globals Thesaurus (Merriam-Webster, 2000) describes nepotism as favoritism shown to nephews as well as to further families, providing roles in light of their connection as opposed to their capabilities. Cronyism is characterized for example providing inclination especially to sidekicks (dear companions of long standing), particularly confirming arrangement regarding holders in workplace as lacks regarding their capability. Preference implies in arrangement regarding exceptional benefit towards companions, partners and associates, regarding in regions of business, job and work force choices (Arasli and Tumer, 2008). Any relation based on favouritism will develop into cronyistic relationship between subordinates and managers. Therefore, the views of those who witness such practice or fall victim to it should be taken into consideration to understand cronyism and its effects.

Cronyism can also be explained through cultural clusters (House et al., 2002). Relational cronyism and Instrumental cronyism has different acceptance in West and Asian countries. For instance, since limited quest for self-intrigue is socially worthy in the West, but instrumental cronyism is not looked upto in the East. Infact, much writing in the West backers long range interpersonal communication decisively to propel self-intrigue related proficient and individual objectives. Then again, social cronyism might be seen as prototypical cronyism, an unscrupulous conduct. On the other hand, since dealing with relatives and companions is socially satisfactory as well as regularly expected in our culture, social cronyism might be viewed as an unavoidable truth while instrumental cronyism is seen as unethical and corrupt.

According to the affective events theory (AET) presented by Weiss and Cropanzano almost two decades ago, events experienced in the workplace evoke emotional reactions among organizational members. These reactions influence short as well as long-term attitudes and behaviors (Weiss and Cropanzano, 1996). Empirical evidence supports this theory, showing that emotional experiences in the workplace affect job satisfaction, turnover intentions and performance evaluations (Mignonac and Herrbach, 2004; Zhao et al., 2007). Relying on the AET, organizational politics scholars maintained that organizational politics episodes could be categorized as emotionally triggering events that influence work outcomes. While employees who are members of unions may look up for help from a union to straighten the relationship between employees and management in negative workplaces. At the point when employees believe that the organization is supportive, employees also start relating to their organization in a positive manner (Gibney et al., 2011; Eisenberger et al., 1986). They will see unity within the organization and may see the union as a risk to their own personality. In such a way they won't be part of the union since helping the union would mean harming themselves mentally to such an extent that negative explanations about the organization could be translated as negative articulations about themselves. Rather than searching for help in amending a negative work relationship, employees seeing a positive work relationship are probably not going to feel committed to help the union. As opposed

to discouraged employees, these employees will separate themselves from union with the purpose not to affect the positive workplace that as of now exists.

As for discrete emotions (Drory & Meisler, 2016) anger, fear, Hostility, resentment and Frustration has been studied. Rosen et al. (2009) found the mediating role of frustration between work behaviors task performance, turnover intentions and organizational citizenship behavior and POP. But the literature is silent about the role hatred can play in developing workplace attitudes There is no empirical evidence regarding the influence of hatred on Unionization. Yet following the characteristics of hatred that has just been described, it is suggested that hatred can be seen as the translation of the affective reaction of cronyism. Thus, we suggest that cronyism will be a strong predictor of hatred, above and beyond other negative emotions.

H₃: Organizational cronyism generates negative emotion experience in the form of Hatred.

2.4 Narcissim as a Personality Disposition

Employees who are attracted to unions, and inclined to pick union occupations or vote in favor of union, have personal qualities different than those who are inclined toward nonunion status (McPhee, Sears & Wiesner, 2014).The nature of these distinctions is not clear, but they go beyond the characteristics of demographic moving more towards innate personality characteristics (Triandis, 1995; Klimchak et al., 2016). Tannenbaum and Kahn (1958), for example, described the active union member as one who possessed “high levels of energy,” or one who “was a different kind of person, perhaps a different personality type” and “he seems to derive satisfaction from social interaction, from doing things with people” .Societal cultures do have an impact over employee’s choice of being part of unions or not. For example US labor preference is a non union status because of the individualistic culture, where people define themselves as independent and everyone fights their own battle. Where individual objectives have need over mutual objectives, and

social conduct is guided by dispositions, individual needs, attitudes and privileges of the individual (Bryson, 2003).

Research which has studied affective responses and traits of personality has shown that people have an inner disposition to react to events and surroundings in their lives (Hammer and Hartley, 1997). This inner disposition can be negative or positive. The personality traits has a major dimensions underlying affect that is the positive one and negative one. Extraversion is an example of positive affectivity and Neuroticism is an example of negative affectivity. Positive moods and emotions reflect the inner disposition of positive affectivity (Barrick & Ryan, 2003). Those who rank high on PA posses good feeling about themselves, they have an overall sense of well being, they think in a way which helps them maintain their sanity (Tellegen, 1985). Negative moods and emotions shows that an individual has a negative affectivity. The inner disposition of individuals who are high on negative affectivity have an overall negative orientation towards self and surrounding. The way they behave result in negative feeling. These two affectivities are not at one continuum they are independent personality traits. Tellegen et al., (1988) explained the affectivity inclination as something which is innate and inherent and part of our personality. Because of genetic base it does not change with time. In the words of (Costa and McCrae, 1980) there are happy and unhappy people. Expectedly positive affectivity has a positive relationship with job satisfaction and vice versa (George, 1991; Cropanzano et al., 1993). But there is no clue that employees who join union have more inclination towards negative affectivity as compared to those who do not prefer to be part of unions. However it would be an interesting hypothesis to test whether Narcissism moderating role or not.

There is considerable literature demonstrating the importance of traits in predicting important outcomes (Jonason & O'Connor, 2017). The Dark Triad of personality traits includes narcissism, Machiavellianism, and psychopathy (Paulhus & Williams, 2002) which are a set of destructive personality traits present in those with personality disorders, but are also present to a lesser degree in subclinical populations. Narcissism is characterized by extreme self-enhancement, grandiosity, entitlement, dominance, and superiority (Paulhus & Williams, 2002). Together

these characteristics describe a prioritization of the self over others, which negatively impacts relationships and self-regulatory processes (Campbell, Hoffman, Campbell, & Marchisio, 2011). Although some people who are high in narcissism are able to rise to positions of authority through the use of self-promotion, this trait tends to lead to tension in the workplace and poor quality social exchanges with coworkers (Campbell, Bush, Brunell, & Shelton, 2005; Campbell et al., 2011). The presence of narcissism among managers may also have negative long term effects on organizations, because managers who have a singular focus on what is best for themselves tend to drive away more productive and pro-socially focused employees (Lubit, 2002). This limited capacity for positive social exchanges in the workplace also increases the frequency and severity of negative behaviors at work (O'Boyle Jr, Forsyth, Banks, & McDaniel, 2012). The presence of narcissism also damages relationships because those who have this trait tend to have a defensive style of 'self sufficiency that limits their ability to be influenced by others because they dismiss feedback and offers of assistance from others (Almond, 2004). This resistance to information and feedback from others is central to the self-regulatory model of narcissism, which describes narcissism as a trait that inhibits the individual's ability to respond to feedback in a productive way because they prioritize self-aggrandizing information and respond with hostility to information that may threaten the self-concept (Campbell, Reeder, Sedikides, & Elliot, 2000).

Those who are high in narcissism tend to be inflexible and resistant to change (Grijalva & Newman, 2015). This resistance, based on a self-promoting approach to interactions with others, negatively influences the ability to cope with stressful situations, which often requires adjustment based on assessment of one's own role in the source of stress (Kelsey, Ornduff, McCann, & Reiff, 2001). This inability to acknowledge one's own flaws limits the capacity to cope with stress. For this reason, those who are high in narcissism are unlikely to successfully implement coping mechanisms in pursuit of high levels of narcissism would inhibit the ability to change the self or the environment when implementing problem focused coping in the pursuit of PE fit (Twenge, 2011). Similarly, the emotional reactions of

narcissists to stressful situations are likely to diminish the effectiveness of emotion-focused coping. One of the advantages of using emotion focused coping tactics in response to stressful situations is that seeking social support and understanding the experiences of others is part of this process (Crevani & Hallin,2017). In addition to the influence of personality on the choice of coping mechanisms, aspects of the environment may also influence coping behavior, because behavior is a function of the person and their environment (Lewin,1943).

Narcissism is a Personality trait in which an individual has an exaggerated self concept about themselves and has a desire to be admired (Buffardi & Campbell, 2008). Sheldon and Bryant (2016) explains that people who are termed as narcissist believe that they are special , unique and superior than others. If an individual is a is faced with criticism,unfair treatment, insults or doubts, then narcissism will be a risk factor for him as it will contribute to an intense and aggressive response. Since Narcissism demands unvarying confirmation of idealistic prominence of the self, narcissists are more vulnerable to develop intense feelings like hatred towards the organization (Baumeister et al., 1996).On the basis of above arguments following hypothesis is proposed.

H₄: Narcissism strengthens the relationship between Organizational Cronyism and Hatred.

2.5 Hatred and Breach of Psychological Contract

The events which take place in organization has some consequences in the form of emotional experiences. The causes of negative emotions are varied from simple ones to very complex reasons. There are different factors that shape the perception of breach. Kiefer (2005) identified different perceptions that lead to the negative affect. But this work emphasizes on the situational characteristics of the workplace like uncertain future, lack of trust in employer and particularly because of referent comparisons. Much research is done regarding the consequences of breach, but a little is known about the antecedent of the breach. This hypothesis views breach

of psychological contract from an emotional perspective. Breach is also called as violation. Violation is viewed itself as multifaceted. Taking support from the literature of emotions, violation reflects an “an emotional blend,” or “a combination of first-order feelings” (Averill, 1985; Ekman, Friesen, & Ellsworth, 1982). Before the breach has taken place there is a state of awareness which is accompanied with mix of feelings ranging from anger and disappointment (Ortony et al., 1988). Employees experiencing negative emotions are more likely to perceive the unmet obligation as a breach. To understand the relationship of hatred and BPC, it is important to understand the violation of contract and how it occurs. Does emotion play any role in the breach that takes place. The violation is intertwined into an individual’s emotional and cognitive effort. The Dynamics that lead employees to experience breach, must be understood. It seems counter intuitive.

When an employee experiences violation it is pivotal to know if there is any sense making process to it. Because the experience of violation is multifold “emotional experience” being one of them. Rousseau (1989) also articulated that the violation comprehends deeper psychological distress which encompasses feelings of resentment, anger and perceived injustice (Ortony et al., 1988; Robinson & Rousseau, 1994; Schein, 1965). The perceptual and subjective nature of Psychological contract breach is help us understand the relativity of the concept. Sometime employee may perceive a breach has taken place even if it has not actually happened (Rousseau, 1989; Morrison & Robinson, 1997).

Employees assume that an organization holds an anthropomorphic identity. Organization does not have a psychological contract of its own. Violation of a contract and being cognizant of a promise being broken are entirely different from each other (Eckerd et al., 2016; Aranda, Hurtado & Topa, 2017). Employees reasonably assume that organization has violated the contract without experiencing the affective consequences of violation. There is a complex interpretation process between the feelings of violations and cognitively evaluating it. Consistent with research on emotions (e.g., Oatley, 1992), we can say that the interpretation process intervenes between the two. The efforts of distinguished researchers have made it clear that breach of psychological contract is an emotional experience. But there is cognitive

and interpretive perspective of it. This process like any other activity is imperfect and does not need a lot of intentional effort of understanding. This is where emotions creep in. So to know how the role of emotions it is necessary to understand breach of breach of psychological contract from an emotional perspective. It is needed to assume that can an intense and long standing feeling of emotion like hatred predict breach of psychological contract. Thus it is hypothesized that

H₅: There is a positive relationship between Hatred and breach of psychological contract.

2.6 Breach of Psychological Contract and Pro Union Attitude

Compared with affect in the previous hypothesis, attitude is more evaluative. The typical work attitudes of job satisfaction, organizational commitment, and turnover intentions have received extensive attention in terms of consequences of breach (Zhao, et al., 2007). But in this study an intention has been taken as a attitude. Psychological contract has become a significant means for conceptualizing and managing employment relations (Zeidan, 2006). Levinson and colleagues extended the concept and described psychological contract as an unwritten contract comprised of implicit and unspoken expectations between the employee and employer (Levinson, 1965; Levinson, Price, Munden, Mandl, & Solley, 1962). Their research suggested that reciprocity is central to the development of psychological contract. Schein (1965) also suggested that the process of mutual expectation forms the basis of a psychological contract. Psychological contract is an ongoing process that creates interdependence between employee and employer (Schein, 1965). Aranda et al., (2017) has also studied the psychological contract having implicit understanding of expectations that is from both sides. These expectations are shaped by different obligations, privileges and rights. Psychological contract is not treated in literature of having the potential to generate another attitude. It is because it is evolving and dynamic in nature. Breach of psychological contract is

not unusual, but occurs commonly. It also happens in the form of renegeing, where the organization knowingly fails to deliver as expected. The reasons attributed are mostly environmental triggers and structural elements (Kiefer,2005; Conway & Briner, 2009; Liang, 2017).

Taylor & Tekleab (2004) also suggested that the term “obligation” in Rousseau’s (1989) definition clearly suggests that psychological contracts “are not solely shaped by beliefs, values, imagination, and desires of one party as typically tends to be the case with one’s expectations, but instead are influenced, at least in part, by the actions (promises) of the other party” (p.260). In summary, Rousseau (1989, 1995) redefined psychological contract as a construct based on the perceptions of the individual employee of an implied promise by the organization.

Based on this evaluation, they would decide how much responsibility to attribute to the organization versus external factors (Evan, 2015). This can be explained by Attribution theory (Heider, 1958). The basis of Attribution theory (Heider, 1958; Weiner, 1986) is an explanation-seeking process whereby individuals attempt to understand the happenings around themselves and try to attribute reasons to it, particularly when the events are negative ones or they feel surprised by it (Elangovan, Auer-Rizzi, & Szabo, 2007). In the context of a psychological contract relationship, a feeling of contract breach may be unexpected and a negative event to the employees and they may initiate a search for information about the event. Employees may seek answers to a number of questions related to the event (contract breach), such as why the event happened, who was responsible for it, was it intentional, and will the situation happen again, or worsen, in future (Elangovan et al., 2007). organizational, individual and external environment factors (Conway & Briner, 2009; Richard, McMillan-Capehart, Bhuian, & Taylor, 2009; Rousseau, 1989, 1995) influence employees’ psychological contract with their organizations. As organizations set up the context for the contract, the organization and its agents (managers, supervisors) are among the major influences on employees’ psychological contract. Pro union attitude among employees can be developed as a consequence of Breach of Psychological Contract. Thus it is hypothesized that

H₆: There is positive relationship between Breach of Psychological contract and Pro union attitude.

2.7 Breach of Psychological Contract as a Mediator between Hatred and Pro Union Attitude

This hypothesis uses Breach of Psychological Contract as an explaining mechanism between Hatred and Pro union attitude. At the core of Psychological Contract lies a “promise” between the employer and employee (Griep & Vantilborgh, 2018). It is important to understand what includes in the promise. These promises are held in terms of the qualitative job security and the quantitative job security (Kim, Karatepe & Lee, 2018). The qualitative job security includes the important features of job like job resources, career progress and status. Quantitative job security is related in terms of the continuity of the job. These promises shape the future exchange relationship between employer and employee (Liang, 2017). It is critical to study the breach because employees who believe that their obligations are not met develop a strong emotional reaction (Aranda, Hurtado & Topa, 2017). Knowledge of how psychological breach relates to pro-union attitude and hatred enriches the existing body of knowledge. The role of psychological contract breach is more than just creating a mistrust between employees and organizations. The instance of breach of psychological contract can make employees receptive to the unions offer and to the use of the collective action.

The uncertainty surrounding the organizations caused by outsourcing, downsizing and restructuring has disturbed the relationship between employee and organization (Kraak, Lunardo, Herrbach & Durrieu, 2017). The employees feel that the organization has not fulfilled their unwritten promise of a reciprocal exchange (Coyle-Shapiro & Kessler, 2000; Heider, 2013), thus breaching the psychological contract that exists between the employer and employee. Farrell (1983) reiterated that the reaction of breach of the psychological contract is not limited to leaving

the organization, felling of dissatisfaction and distrust. It can have a retribution effect. Where an individual may respond by showing commitment to another group. The conceptualization of commitment as a result from a social exchange (Eisenberger et al.,1986; Blau, 1964) between the unions and its members contend that commitment is demanded form both the unions and its members. This mutual obligation can be termed as the psychological contract (Rousseau, 1989). Less is known about how Breach of psychological contract can lead a pro-union attitude. According to Liu and colleagues (2006), political acts can be looked up as work events, which set offs emotional responses, these are reactions which serve as a medium through which negative workplace events effects behaviours and attitudes such as cynicism, burnout, affective commitment and Job satisfaction (Costa & Neves,2017).The attitude is influenced in two ways. The first thing affect targets is our content of thinking. It is because of “affect” which makes us selective about what to recall, interpret and attend to. The second thing affect influences is the “process of thinking”. The negative affect facilitates “externally oriented, bottom-up, and systematic thinking style” (Forgas and George, 2001). So it can be understood that the role of cognitive processing is of paramount importance when emotions are taken in consideration to study attitude. The cognitive processing can help you eliminate the negative affect and can also help in distraction of it (Quratulain et al., 2018). Thus, as the most proximal reaction to a significant event, affect plays a central mediating role for the effect of the event on other outcomes such as attitude.

Turhan (2014) explains that when an employee starts working there is a confidential or open end contract that defines the term to work. It is understood that employee will use his skill, knowledge and expertise for the benefit of organization and receive remuneration in exchange. This is explicit aspect of the job. The psychological Contract is much implicit in nature. These are unwritten expectations. Crino & Leap (1989) explained that when a contract is breached, employees feel bad about it they feel humiliated and exploited. In this scenario employees are not sure where to register their grievance. If they show retaliation against a superior , they may worsen their situation by facing further consequences in the form of

disciplinary actions and demotions (Alcover, Rico, Turnley & Bolino, 2017).

Rousseau (1995) suggested that the unwritten contract between employer and employee is actually an individual belief about the mutual obligation which both parties have in mind. The psychological contract actually defines the promises between these two parties. The promise is about the belief that the employee holds about his employer. They expect a some benefits from the organization in exchange of the contribution made by the employee (Gupta, Agarwal & Khatri,2016). After defining the Psychological contract, now we will explain the breach. The Literal Meaning of breach is breakage or violation. So according to Morrison & Robinson (1997) the breach will takes place when employee perceives that the employer has not lived upto his expectations. The feeling of this breach is so intense that employees associate every act of organization to breach of their unwritten contract (Van den Heuvel, Schalk & van Assen,2015). Activities like removing jobs, decreasing perks and benefits are seen as detrimental to employees commitment to organizations and at the same time employees interest in unions is triggered. According to Kissler (1994) and Morrison, (1994) there are a lot of factors that have a profound effect on psychological contracts of employees. These include the contemporary trends of downsizing, restructuring, increased nature of temporariness of workers, diverse workforce and global competition. It is because of these trends that a shady area has been created. Subsequently, employees and organizations both are unclear what to expect from each other. Because the new definition of commitment in terms of longevity has been changed. As Sims (1994) explains Job security and reward for loyalty and hardwork does not exist anymore. McLean Parks & Kidder, (1994) adds to the current explanation by identifying “turbulence and uncertainty” as the factors which refrains organizations to meet their obligations towards employees. Interestingly, the facts remaining the same it is the employee perception that the psychological contract has not been contemplated (Salin & Notelaers, 2017; Robinson, Kraatz, & Rousseau, 1994).

Whenever positive initiations are taken at the organization end, the urge for unionization is reduced and union loyalty is undermined. But, if the opposite happens

and employers does not fulfill its promises then union commitment will be increased (Fiorito, 2001). In a typical Public sector and unionized context (Brett, 1980), unions are seen as one of the mechanisms through which inequity between organization and employees can be restored. For instance an employee who wants to register its grievance can reach out to union for help. He may work with employees who are already members of union and know about collective bargaining. All this is done in an effort to force the employer to meet its obligation towards the bereaved employee. Thus, it is expected that breach of psychological contract does have its influence over employees adherence to unions.

As explained by Lapointe & Vandenberghe (2018) in today's volatile business industry plagued by depletion of career advancement chances, downsizing, non competitive salary brackets, threatened job security employees are bound to be doubtful about employers meeting their expectations. Resultantly, breach of their psychological contract is likely to happen (Morrison & Robinson, 1997; Deery, Iverson, & Walsh, 2006; Liang, 2017). The psychological contracts are implicit in nature and are purely perceptual. The theory of psychological contract has a fundamental that is the concept of "breach". Breach is defined by Morrison & Robinson (1997) as "the cognition that one's organization has failed to meet one or more obligations within one's psychological contract in a manner commensurate with one's contributions". The argument given by Conway and Briner (2005) supports the notion that why breach is imperative to study for psychological contract. The foremost explanation for the imperativeness to study psychological contract is because the impact is on the soft component of the organizations i.e. the attitudes and behavior of employees. Masterson & Stamper (2003;2009) asserted that despite attempts of conceptual integration, limited empirical evidence is found on the role of the employment relationship and especially of employees' perceptions of psychological contract breach for Union commitment (Rayton, & Yalabik,2014; Vander et al., 2016)

Employees who are member of unions have a different set of values, point of reference and expectations than nonunion members, while assessing their job outcomes. Unions never flourish in good economies, unions are effective among employees

whose working environment is unsafe, not pleasant and jobs are not rewarding. In such situation there is always likelihood that union will prosper in this environment.

The existence of unions in the organizations is rational retort to the characteristics of the job (Fullagar, 2015). If we evaluate the reasons of dissatisfaction of union members it does not stem from the tangible benefits only, but dissatisfaction is an outcome of the psychological process whereby workers' own experiences of seeking redress, or observing others doing the same, become translated into attitudes. It happens as an inevitable consequence when there are conflicting interest within systems and process among labor and management.

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. This effect is called displaced aggression. Kraak et al., (2017) and Robinson & Benette (1995) has identified different reasons for the psychological breach. Reneging is a kind of breach when organization knowingly does not fulfill employees expectation of the exchange and incongruence is the misunderstanding about the obligations and what was promised and what is actually given. Once a breach takes place employees go through a sense making process, they are attributing different reasons to it that determines their response to the breach of psychological contract. Rousseau (1989) explained the responses in the form of emotions like anger, resentment and betrayal. On the basis of above arguments we hypothesize that:

H₇: Breach of psychological contract mediates the relationship between hatred and pro union attitude.

2.8 Pro Union Attitude and Union Commitment

This hypothesis is based on the premise of Fishbein and Ajzen model of reasoned action. They highlighted different dimensions of the attitudinal construct (Allport, 1935). These three components are affect, cognition and conation. To understand

it simple an attitude translates into a belief and attitude (Fishbein and Ajzen, 1975; 1980). These three components are different from each other, but takes influence from other variables also. A pattern of causal relations is also suggested by Fishbein and Ajzen (1975) between the three components. The theory postulates that an individual belief about an object, action or an event translates into the formation of an attitude towards it. According to Fazio (1990) the beliefs are formed because of exposure to information, the exposure of belief to the environment either creates a new belief or modifies the existing ones. While applying this postulation to our hypothesis it is proposed that the two variable's Pro union attitude i.e. union opinions and union commitment i.e. pro-union behavioral intentions are causally related (De Witte, 2017). The theory also guides us that while predicting behavior based on the attitude what is to be taken into consideration is "intentions". The normative beliefs and information sources guides us in what to look for while selecting the variables that are expected to influence the formation of union attitudes (Tetrick,1995). The theory has helped to incorporate the element of belief about unionism is general.

A core model of union commitment suggested by Barling and coauthors (1992) is based on the view that different independent variables like organizational commitment, job satisfaction, pronunion attitudes, and union instrumentality all have direct effects on union commitment. Another model, proposed by by Newton and Shore (1992), is based on the view that in addition to the direct effects of job satisfaction and organizational commitment, there is also an indirect effect on union commitment through pro union attitudes that are themselves causally preceded by union instrumentality perceptions. A study by Snape and Redman (2012) found that pro-union attitudes instrumentality and organizational commitment had a positive association with union commitment. The tripartite model of attitude structure which is also called as the classic model is also a staunch evidence of attitude being three dimensional (Breckler,1984; Kothandapani, 1971). Affect, cognition, and behavioral intentions are the three dimensions. The unique contribution of AET is that it is the only theory that has used the affective component discretely and it is viewed as an antecedent of the work attitude. After using the

affective component as the antecedent, the remaining general work attitude is comprised of behavioral intentions and cognitions (Albarracin & Shavitt, 2018). The most valid conceptual and operational definition of attitudes, and it has been termed “attitudinal commitment” given by Iverson & Buttigieg (1999). Based on the given notion we propose that the work attitude in the form of pronoun attitude will be translated into behavioral intention by exhibiting union commitment.

H₈: There is a positive relationship between Pro union attitude and Union commitment.

2.9 Breach of Psychological Contract and Union commitment

The hypothesis is an insight into the role that psychological contract can have in joining unions. If an employer fails to meet its obligations towards its employees it can prove to be one of the reasons of frustrating the employees (Kraak, et al., 2018) and subsequently joining the union. Blau (1964) through his theory of Social Exchange sheds light on how social obligations are defined through the spectrum of reciprocity between individuals. The reaction of one party is determined by the action initiated by the first party through reciprocity (Cropanzano and Mitchell, 2005). According to Wayne et al., (1997) as long as the balance remains in exchange the individual remains satisfied. Rousseau (1995) termed the same phenomenon as psychological contract in the organizational context. The breach takes place when the organizational components fall out of sync and the employer is not meeting his obligations (Costa & Neves, 2017). If employees believe that the employer has fulfilled his promises and treated him well (the psychological contract is satisfied) they will engage in behaviors that are supportive of the organization and will hold positive feelings for the organization. Conversely, employees will reduce their commitment to the organization when they perceive that the organization has breached the psychological contract by not taking care of

their employees (Goslinga, 2017). When employees sense any threat to their current status of job they are likely to look for ways to restore the balance and try to gain those benefits which they were expecting to receive (e.g. Rousseau, 2011; Bal, Kooij & De Jong, 2013; Erkutlu & Chafra, 2013). In instances of breach employees view unions as mean of collective force to exert pressure on organizations. Employees acting alone cannot stand for their rights, because they do not have enough power to bring any change in the organizational practices (Lapointe & Vandenberghe, 2018). However, the call for unionization is appealing because it provides employees the means to influence control over their working practices. Any positive initiative or gesture from the organization will undermine the need for unionization and will reduce union loyalty. In other words, the degree to which organizations break their promises to employees is directly proportional to increasing number of joining unions. In a typical unionized context, unions are considered as one strong mechanism by means of which an employee can restore equity to the employment relationship (Duncan, 2015). For example, it is through unions that employees register their grievance to through collective bargaining effort to make the organization meet its obligation. Thus, it is expected that psychological contract breach will be positively related to employees' loyalty to their union.

H₉: Breach of Psychological contract is positively related to union commitment.

2.10 Pro Union Attitude Mediates the Relationship between Breach of Psychological Contract and Union Commitment

Pro-union attitude was also found to have an independent and direct effect on union commitment (Barling et al., 1992). Pro-union attitude refers to the overall beliefs and perceptions about unions in general (De Witte, 2017). 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 (Iverson & Kuruvilla, 1995; Bamberger et al., 1999; Tan & Aryee, 2002). In addition, studies have shown a direct relationship of pro-union attitude with union instrumentality (Newton & Shore, 1992; Bamberger et al., 1999; Tan & Aryee, 2002). Chan et al., (2006) established that the effect of pro-union attitudes on union commitment is much direct and strong than does union instrumentality (Doucouliagos et al., 2018)

Union Commitment

The seminal research to study union commitment was undertaken by Gordon and colleagues' (1980). This was a study where union commitment was examined research independent of dual commitment concept. The definition of union commitment given by Gordon (1980) was originated from the conceptual framework of organizational commitment. So union commitment was explained as "binding of an individual to an organization." So in line with this definition the word organization was replaced with union. This was also confirmed by Barling, Fullagar and Kelloway (1992) through factor analysis that the construct of union commitment is best represented by these four dimensions.

Union Loyalty

The concept of union loyalty is rooted in social exchange theory. The conception of Union loyalty is based on the notion that members of the union will show loyalty to union only if union can satisfy their needs. The exchange relationship was previously highlighted in the literature of organizational commitment by (1977). The Union loyalty was meant to have a positive attitude by valuing unions goals, holding an affective attachment to the labour union, having pride being a union member and to yearn for unions membership (Fullagar & Barling, 1989 ; Kelloway & Barling,1993). Union loyalty was also predicted by socialization experiences with union members (Kelloway, Loughlin, Barling & Nault,2002).

Responsibility to the Union

The display of Responsibility to the union is assessment of a single entity choice to protect the union interest. "Responsibility to the union" means that union member understand the duty of being available for the union, offering the daily

work and keeps himself abreast of changing dynamics of management and keeps an eye on the fulfillment of collective bargaining agreement (Wilmers, 2017).

Willingness to Work for the Union

A union member's willingness to work for the union can be seen from the keenness to offer their services beyond an ordinary union member. This encompasses serving on committees and serving as shop steward.

Belief in Unionism

"Belief in unions," according to some researchers, "represents a form of 'moral' commitment to the importance of unionism," (Gallagher & Strauss 1991). It was stated by Krahn and Lowe (1984) that "there can be little doubt that the study of union attitudes contributes to a better understanding of patterns of union growth and development, the union joining process and the formulation of trade union policies."

Tetrick (1995) argued that "a relationship which is maintained only on the basis of sheer economic exchange cannot cultivate commitment" and that unions need to make more investment and put effort to enhance member commitment. Their theory suggests that member attachment to a union is a process that begins with the establishment of instrumentality beliefs. Over time, however, building on these instrumentality beliefs, members develop pronion attitudes, and it is these attitudes that are the most directly predictive of union commitment. Although a number of studies (Heshizer, Martin, & Wiener, 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. A second model, suggested by Newton and Shore (1992), is based on the view that in addition to the direct effects of job satisfaction and organizational commitment, pronion attitudes that are themselves causally preceded by union instrumentality perceptions shape union commitment. Bamberger et al., (1999) studied union commitment as a construct and found that the factor structure of union commitment is not clear, although there is consensus regarding the definition of union commitment. There are divergent findings on the dimensionality of the construct of union commitment because of the lack of consensus (Bamberger et al., 1992). A meta-analysis

was conducted to figure out the main predictors of union commitment. Job satisfaction, union instrumentality and pro-union attitudes were determined as the main predictors of union commitment (Bamberger et al., 1992). Job satisfaction is the positive feeling for his job responsibilities and the different tasks involved in it (Artz, 2010). It was found that union instrumentality and had a strong impact on union commitment but there are certain factors that moderate the relationship like the composition and nature of workforce which may influence the strength of unions (Bryson, Cappellari & Lucifora, 2010; Davis, 2013).

Meyer and Allen (1997) gave three forms of commitment based on the nature of commitment. Three components of commitment are affective, continuance, and normative commitment. The commitment that reflects the employee's emotional attachment with the organization is called the affective commitment. This kind of commitment is emotionally charged (Meyer & Allen, 1997). The second type of commitment is the continuance commitment based on the tenure. It refers to the cost benefit analysis of staying with the organization or leaving it. Normative commitment is the last form of commitment where the employee displays commitment out of sheer obligation as a norm. The dimensionality is also supported by different researchers (Bamberger, Kluger & Suchard, 1999; Meyer & Herscovitch, 2001). According to them organizations demand of affective commitment from employees and are most likely to instill in their employees. The hypothesis suggests Pro union attitude as a mediator between the breach of Psychological Contract and union commitment. This idea becomes increasingly complex but significant for the literature of unions (Huemer & Traxler, 2018).

Different aspects of the employment relationship between the employee and employer are informal and not established formally (Wunnava, 2016). This is where the human perception enters in the employment relationship where the employee's interpretation of the promises determines the psychological contract (Rousseau, 1989, 1995). This part of employment contract is not on paper, but in the minds of employees and is termed as the psychological contract (Rousseau, 1989). An employee's psychological contract develops from either overt or unspoken commitments made by an employer during the employment relationship. Psychological

contract is an integral part of the employment relationship and plays a substantial role in shaping employee behaviours, attitudes and performance in the workplace (Griep & Vantilborgh, 2018). The negative affective, behavioural and attitudinal consequences resulting from psychological contract breach have become an important aspect of union literature for researchers. In recent years, employment has become much more contingent in nature due to the worldwide financial crisis and downsizing while organizational restructuring has become a common phenomenon. Thus, the employee–employer relationship is currently characterized by decreasing job security, short-term orientation and lower employee loyalty and trust (Appelbaum & Donia, 2000). Psychological contract breach is related to a range of undesirable employee attitudes and behaviours (Costa & Neves, 2017). A breach in psychological contract results in strong negative emotional reactions and anti-organizational behaviours and attitudes (Rehman, 2011; Eckerd, Hill, Boyer, Donohue & Ward, 2013). Morrison and Robinson (1997) proposed that immediately after a perception of contract breach, employees engage in a cognitive assessment of the situation that mainly focuses on why and under what circumstances the breach took place (Marino et al., 2015). This interpretation process is likely to moderate and determine the relationship between psychological contract breach and employees' cognitive and behavioural responses. It is expected that individuals would initially perform cognitive evaluations of the occurrences of breach to blame the organization or other external factors for the psychological contract breach (Kim, Karatepe, & Lee 2018). Thus, it is hypothesized that

H₁₀: Pro union attitudes mediates the relationship between Breach of Psychological contract and Union Commitment.

2.11 Pro Union Attitude Mediates the relationship between hatred and Union commitment

Union Commitment was defined by Gordon et al. (1980) as the degree to which an employee wants to be part of the union and has belief in the objectivity of union purpose and is also willingly exerting effort to retain its association with the union. One of the most fundamental responsibilities held by a union is to negotiate for improved working conditions on behalf of its membership. Shin, Taylor and Seo (2012) support the premise that emotional variables can serve as incremental predictors in instances in which situational pressures may inhibit formation of meaningful attitudes.

Holbrook and Batra (1987) recognizes emotions as omnipresent component of human behavior. The affective response is being incorporated in union research as a trigger to form workplace attitudes. Holbrook and Hirschman's (1982) defined attitudes as a hedonic responses simply having negative or positive feeling states. There is sufficient support for emotions to serve as primary motivator for attitudes (see, Moors & Fischer, 2018) the absence of emotion in attitude research raises a major question about behavioral explanation and prediction. Emotions are explainable variance of attitudes. The motive is to locate an intervening variable that could sum up the emotional influences at workplace and that would stand in a direct line corollary to behavior (Stucke & Sporer, 2002).

The fundamental value of unions is the protection of employee rights (Kelly, 1997; Huszycz, 1983). The values that are attached to unionism originate from the belief that employers exercise power over employees and laborers must collectively even the balance of power between labor and management (Meyer & Herscovitch, 2003). As note "negative relational experiences should not be conceptualized simply as a deviation from the positive, but (rather) a phenomenon that also composes the totality of relational experience" (Eby, Butts, Lockwood, and Simon, 2004)

.Taking this into account the union members relationship is expanded including emotional experiences in the causality.

Brett (1980) suggests that negative working conditions often lead to frustration. She argues when employees face disappointment at workplace there interest in unionization is triggered and the belief is strengthened that the way to treat this frustration is through a collective action. This argument is supported by Southwell (1991) conclusions 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. 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 serve as a predictor of union commitment. One of the union's greatest tools of leverage in the maintenance of faithful bargaining by management has been its capacity for strike behavior (Duncan, 2015). Nevertheless, strike behaviour is difficult to study unless it occurs and when it occurs. Since behavioural intentions are useful in predicting future behaviour (Ajzen & Fishbein, 1975), The following hypothesis is developed on the basis of above arguments.

H₁₁: Pro union attitudes mediates the relationship between Hatred and Union Commitment.

For instance an employee may be fine with whatever he receives, but after being part of a union he feels he is under paid, which is the violation of their rights. Davis (2013) asserted that individuals are interested to become part of unions because they are faced with dissatisfying circumstances. When there is dissatisfaction at work employees want to increase their employment benefits. In such a situation union gives them a hope to restore justice and give a platform to raise voice against arbitrary treatment (Thomas, 2015; Wang, 2016). In addition, union jobs entail social benefits in the form of a system of due process and participation in decisions about employment and working conditions". Another explanation for the unconstructive union effect on employees attitude is that leadership of unions

“manufacture” dissatisfaction by influencing the expectations of members about job outcomes to a level which is not practical at all.

2.12 Union Commitment Predicts Union Participation

Union Commitment is the attitudinal form and is the workplace attitude as per AET framework and Union participation is the behavioral expression of it (Parks, Gallagher, & Fullagar, 1995). The behavioral activities of union participation is characterized by talking up the union, ensuring presence at meetings of unions, and voting in union-sponsored elections, prioritizing effort and time for assistance the union (Chawla, Singh, Singh & Agarwal, 2018). Much support is available for the role of union commitment as an antecedent of union participation (e.g. Fullagar, 2015; Kelloway & Barling, 1993; Sverke & Kuruvilla, 1995; Tetrick, McClurg, Shore & Vandenberg, 2007).

Gordon et al. (1980) explained the construct of union commitment as a four factor model. He posited that unions can only achieve their goals if their members are loyal, they have belief in unions objectives and the services they perform are out of their own discretion not out of any kind of pressure. These dimensions of the four-factor model of union commitment had significant correlations, thus yielding widespread support in literature (Gordon et al. 1980). Later on Friedman and Harvey (1986) gave a two factor model of union commitment. According to them union commitment can be defined as a two dimensional one is union opinions and the second one is pro union behavioral intentions. Almost after a decade union commitment was explained by Newton and Shore (1992) as the degree to which a union member associates itself with the beliefs of the union. Another definition of union commitment was three dimensional. Cohen (1993) named the first dimension as identification. This happens when individual goals become identical with the union goals. Affiliation is the second dimension. It refers to belonging to the union. When union members demonstrate the feeling of

concern and care, the moral involvement becomes strong. This was termed as the third dimension of union commitment.

The direct and indirect effect of union commitment on union participation has also been studied, but in a cross-sectional setting. Fullagar et al. (1995) studied the effect longitudinally to study the effect over the period of time. Union participation is defined as the behavioural expression of union commitment, union commitment precedes union participation. Union participation is the behavior predicted by the attitude (union commitment) held towards it. (Thomas, 2015).

Sverke and Kuruvilla (1995) suggested two approaches to understand union commitment. One is the theory of reasoned action (Fishbein and Ajzen, 1975), which focuses on the underlying mechanism of attitude formation and the second approach is rationalistic theory (Sverke and Abrahamsson, 1993; Klandermans, 1989). The rationalistic approach follows that after attitude formation, behavioral intentions are developed. This approach was supported by different studies (Chawla, Singh & Agarwal, 2017; Tripti & Ginni, 2015). Attitude towards union participation is further composed of two important dimension one functional and other affective (Paquet & Bergeron, 1996). As far as functional is concerned it is dependent on employee perception of union instrumentality and affective is concerned about attitude towards joining union (Paquet & Bergeron, 1996). Hence it is proved that behavioral consideration of unions is the outcome of union instrumentality and attitude towards union. Thus, commitment to the union based on instrumentality is a utilitarian approach, where the member attachment is only because of unions instrumental role (Sverke & Kuruvilla, 1996). A consistent, positive and moderate correlation has been found between union commitment and union participation (Fullager, 2015).

The studies which has union commitment at its focus, must also consider union participation as its consequence and should include the composite picture (Goslinga & Klandermans, 2018). Which is major omission in the study of unions. Realizing the attention that has been given to union commitment, we have surged to hypothesize union participation as a outcome of it. Union commitment has inherent thought, expressions, feelings and intents regarding union participation. Any

study of union commitment without union participation is not taking the full view of totality. Gordon et al. (1980) explicitly created a bridge between attitude and the behavior by defining union commitment as the attitudinal perspective and union participation as a behavior itself.

Based on theory of reasoned actions, it was suggested that the social and normative pressure as well as individual attitude can predict voting behavior. Drawing on the norm of reciprocity, members engage in homogeneous exchange relationship (Gouldner, 1960). Employees who believe that union is sincere to them, they respond back with same commitment. This is an attitudinal exchange, which is later on manifested in behavior. Union loyalty has a positive and significant relationship with participation in union activities (Snape & Chan, 2018).

However, the causal link between attitude and behavior is still needed to be clarified. The relationship of committed attitude cause committed behavior remains ambiguous (Mowday et al., 1982). We hypothesized that attitudes expressing loyalty to the union would cause participation in essential union activities. Consistent with it a question arises whether one form of commitment can translate into other form as well. For instance, union participation can be generated by the affective and ideological base of union commitment. In the same way as a reciprocation normative commitment may emerge from the notion of solidarity. Subsequently, normative commitment may help generate affective commitment.

The behavioral expression of union commitment is Union participation as explained by Parks, Gallagher, & Fullagar (1995). The intention encompassed in union commitment now transcends into the behavioural form involving activities visiting union members, talking to them, showing presence at union meetings and voting in union elections as well (Shore & Newton, 1995). Organizational withdrawal in terms of unions context means less involvement in unions, low turnover for voting. No new registrations as union members and disassociating from unions. All this means that behavioral expression of union commitment has failed. (Hanisch, Hulin & Roznowski, 1998). Tan and Aryee (2002) found Participation in different activities of the union activities a desirable result of union commitment. The impact of union commitment over union participation continue with the passage of

time (Fullagar, Clark, Gallagher, & Carroll, 2004). They demonstrated that Union participation is the reflection of union commitment. On the other hand union withdrawal which is the inverse of participation will have a negative impact on commitment because the motivation to participate is not there. Snape and Chan (2000) supports the notion that commitment towards predicts participation in the activities of union because commitment gives the motivation to participate. Some studies have looked upon union participation as an individual discretionary and voluntary behavior. Due to its voluntary nature it has been termed as “union citizenship behavior” (Fullagar et al. 1995; Skarlicki and Latham 1996; Tan and Aryee 2002).

There are behaviours which are beneficial to the union as a whole and behaviours which are focused on helping fellow members (Tripti & Ginni, 2015). The distinction can be made such as giving away union information talking about unions serving the union committee and volunteering for union activities. These are referred as activities benefitting the overall union and is called UCB organizational. Learning other members climb the new ropes assisting them with their work helping them out are behaviors befitting individuals. Members who believe that union is sincere to them, they respond back to them with same commitment. This is an attitudinal exchange, which is later on manifested in behavior.

H₁₂: Union commitment is positively related to union participation.

2.13 Perception of Union Instrumentality and Unionization

Gordon, Barling, and Tetrick (1995) defined Union instrumentality as the impact which the members perceive that the union can have on the traditional and non-traditional work conditions that encompasses your work environment. The traditional work conditions are wages, benefits and non traditional work conditions are Job satisfaction, Organizational Justice etc. Gordon et al. (1980) have

stated that Instrumentality of the union to meet relevant member needs is an important source of union loyalty. Although the current inquiry does not examine a single measure called mission fulfillment, union instrumentality is tapped through measurements of rank-and-file attitudes toward the union and its perceived instrumentality. This thesis was based on the hypothesis that if the membership believes the union is instrumental in meeting its needs, the membership will tend to manifest greater level of union commitment (Fiorito, Padavic & Russell, 2018). Challenges which come from the environment are gigantic and known to all. The challenges which are face by the organization as well as the employees come in the form of cut throat competition, employers who are aggressive, volatile political climates and ever changing public opinions. On top of it the labor law framework is obsolete and much of the time not helpful. This has made the situation worse for the survival of unions.

Blader's (2007) gave an interesting insight about individual's base of association with unions. If the unions are certified and has a good vote cast in union election, then the individuals will relate well with the union organizing group. The commitment of the members to the union is based upon the perception that the union is helpful for its members. The perception of unions being instrumental in their role predicts the voting behavior more than the general attitudes. It was concluded by Kochan (1976) that the perceived union instrumentality remains a strong determinant of loyalty to the union and continues to influence the effect on the individual once he has joined the union. The effort that an individual is ready to pour in for the union affairs as well as the individual's loyalty depends upon the perception of the union's capability to improve the condition of work settings. The moderating role of perceptions of union instrumentality was also suggested by Brett (1980) and DeCotiis & LeLouarn (1981). The moderating role was proposed between joining a union and perception of union instrumentality.

This hypothesis is developed to assess the influence between union commitment and union participation in a similar manner. The contingency on workers perception of instrumentality is being checked between union commitment and union participation. The instrumentality is actually the potential of union to satisfy

the workers needs (Chawla et al.2018) The union commitment will only translate into union participation only if they believe that the unions is influential bringing change at the workplace.

Fullagar and Barling (1989) showed that perceived union instrumentality influences union participation in several ways. 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 Union loyalty would bring about participation in union activities. (Fullagar & Barling,1992). Perceived union instrumentality thus becomes an increasingly important variable for understanding union participation (Fuller, Marler, Hester & Otondo,2015). Their theory suggests that member attachment to a union is a process that begins with the establishment of instrumentality beliefs. Over time, however, building on these instrumentality beliefs, members develop pronunion attitudes, and it is these attitudes that are the most directly predictive of union commitment. This model thus suggests that the impact of union instrumentality on union commitment may be indirect, mediated by union attitudes. Although a number of studies (Heshizer, Martin, & Wiener, 1991; Shore & Newton, 1995) provide indirect, empirical support for such a mediation effect, to date no multivariate test of such a model has been reported.

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. Studies (Newton and shore,1992) have found Instrumentality beliefs as an antecedent of a pro union attitude. Many theorist conceptualize instrumentality as an assesment process that is linked with behavioural intentions (Mitchell & Biglan,1971).As per Wiener's (1982) membership which is based on Instrumentality is more delicate type because it may alter with changing circumstances. Sverke and Kuruvilla (1995) discussed Instrumentality and commitment and explained the thin line difference between them. Instrumentality has rationale basis reflecting exchange relationship, whereas commitment is on the basis of benefits being perceived by virtue of unionization. Instrumentality predicts members intention to stay with the union, while value rationality- based commitment predicts

the participation of member's participation in union activities (Duncan, 2015). In a meta analysis conducted by Bamberger, Kluger and Suchard (1999) a similar integrated model was proposed, but the mediating effect of behavioural intentions was eliminated, and union instrumentality were set as direct predictors of union commitment. It is not clear whether instrumentality affects behavior such participative activities of unions if there are low levels of union commitment. Consequently, we hypothesized that this moderator effect may generalize to the relationships between union commitment and union participation. This study hypothesizes Perception of Union instrumentality as moderator between Union commitment and Union Participation.

H₁₃: Perception of union instrumentality moderates the relationship between Union commitment and Union Participation.

2.14 Research Model

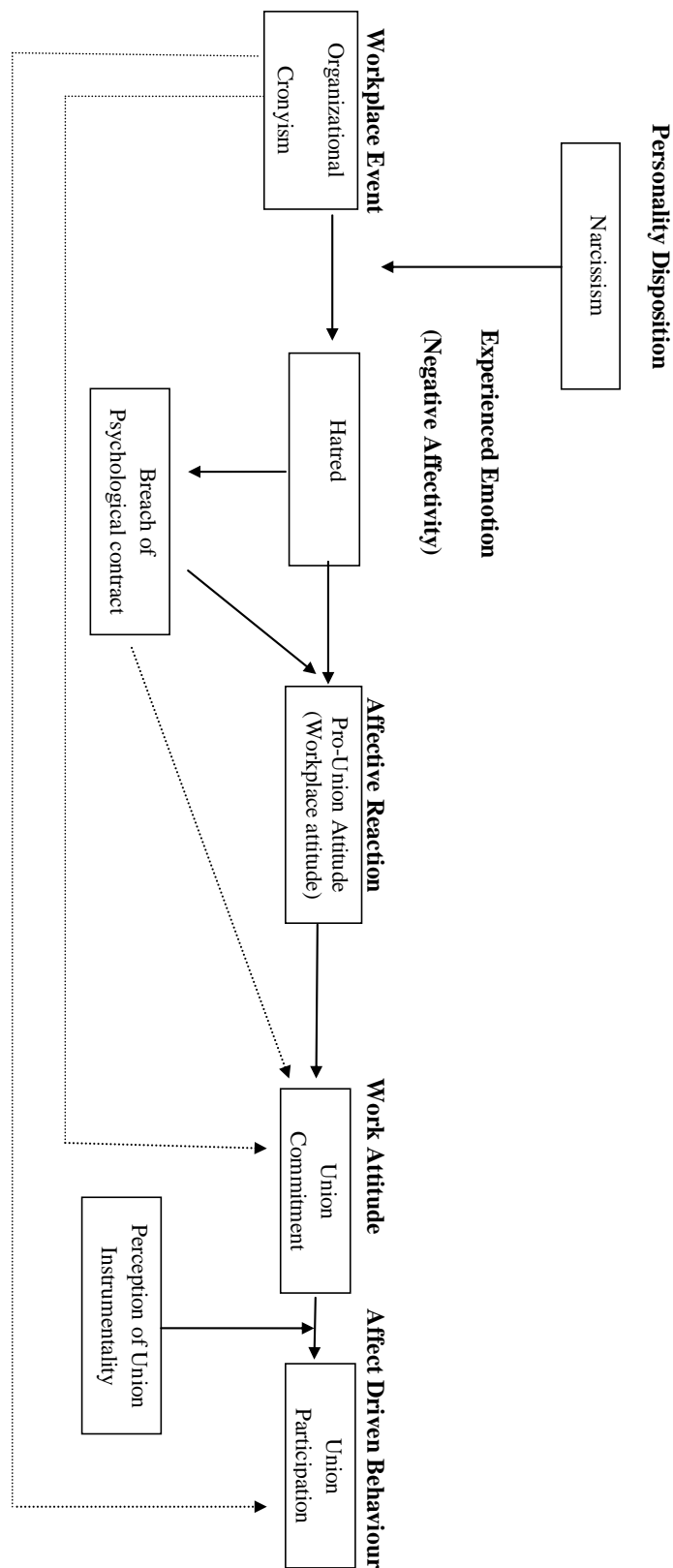


FIGURE 2.1: Evaluation of Union Commitment as an outcome of Negative workplace events, using the Lens of Affective Event theory; A Six time Lags study.

2.15 Research Hypothesis

H₁: Organizational cronyism is positively associated with Union commitment.

H₂: Organizational Cronyism is positively associated with Union Participation.

H₃: Organizational cronyism is positively associated with negative emotion hatred.

H₄: Narcissism moderates the relationship between organizational cronyism and hatred such that the relationship is stronger when Narcissism is high than low.

H₅: There is a positive relationship between hatred and breach of psychological contract.

H₆: There is positive relationship between breach of psychological contract and pro union attitude.

H₇: Breach of psychological contract mediates the relationship between hatred and pro union attitude.

H₈: There is a positive relationship between pro union attitude and union commitment.

H₉: Breach of Psychological contract is positively related to union commitment.

H₁₀: Pro union attitudes mediates the relationship between breach of psychological contract and Union Commitment.

H₁₁: Pro union attitudes mediates the relationship between hatred and union commitment.

H₁₂: Union commitment is positively related to union participation.

H₁₃: Perception of union instrumentality moderates the relationship between union commitment and union Participation such that the relationship is stronger when perception of union instrumentality is high than low.

Chapter 3

Research Methodology

This section describes the methodology which has been used to examine the relationships of the current study titled “Evaluation of union commitment as a negative workplace event”. It specifies the research design (*type of study, data collection, unit of analysis, time horizon and study settings*) as well as Population, sample, instrumentation and data collection management and analyses techniques

3.1 Research Design

Research design is complete road map for data collection. More sophisticated the research design more valuable the study outcomes are. Good research design that answer in a better way the research questions, has at least these three main purposes. i) Completed data collection process ii) instrument development and adoption techniques iii) population and sampling techniques.

3.1.1 Type of Study

The present study is purposed to test different hypothesis and the most prominent type of investigation used for hypothesis testing is casual. The present study is based on cause and effect and relationship and directional hypothesis are developed and causal investigation can better serve the purpose of testing hypothesis. Data were collected using questionnaires.

3.1.2 Study Settings

Data were collected in natural environment with no or minimal minimum interference and non contrived setting.

3.1.3 Unit of Analysis

Unit of analysis for the current study are individuals working in public sector organizations. Data were collected from those organizations which had active unions.

3.2 Population and Sample

3.2.1 Population

The population of the current study are employees working in various Public sector organizations of Pakistan. In developing country like Pakistan the public sector organizations are characterized by strong and active unionizations. Data on variables of interest were collected from Public sector organizations with active unions. These organizations include PTCL, OGDCL, PIA, Pakistan Railways, Power supply companies (PESCO) and National bank. Data were collected in the form of printed questionnaires from employees. It is important to make it clear that workers are divided into several categories in public sector organizations such as temporary, daily wages, contract, probationary and permanent employees etc. Practically, only the permanent workers can form unions. That is why only permanent workers were targeted in this study. The labour department used to issue a gazette on performance of unions in public sector organizations, but this practice has been suspended for the past many years.

3.2.2 Sampling Method and Sample

Sampling is defined as “a practice through which an appropriate portion of total population is selected to determine the parameters of total population which is

also supposed to be representative of total population” (Singleton & Straits, 2005). Usage of sample as contrast to study whole population is strongly recommended in social sciences research. Because in sampling less time, resources and money is used and chances of data accuracy are high. Moreover, for larger population, data handling and interpretation of results become easier through sampling. On the other hand, it is exhaustive, challenging, time consuming and expensive to study complete population. According to Wiersma & Jurs (2005) probability sampling is suitable and effective when one has complete information about population. It was not possible to have a complete population frame of all unionized organizations. Convenient sampling technique was used to collect data from the employees. Exact sample size can't be calculated because the whole population is not accurately known and accessible.

The management of all companies were informed about the study and study was conducted after proper approval and support from management. The Questionnaires were in English ,were interpreted where needed but maximum numbers of respondents were University Graduates so it was convenient for respondents to understand questionnaire in full letter and spirit.

3.2.3 Sample Size

By following Krejcie and Morgan (1970) and Cohen (1969) sample size table the sample size for the current study is 415, as Morgan (1970) and Cohen (1969) reported if the population size is 250000 then at 95% confidence interval with 5.0% margin of error the sample of 415 is adequate.

3.2.4 Procedure

Population of the study was identified by collecting information about active unions in public sector organizations of Pakistan located in the Peshawar, Islamabad and Lahore. The challenge in time lagged study was that data had to be collected in six lags, i.e. from same employees. The employees were approached for data collection with prior permission. A cover letter was attached to explain

TABLE 3.1: Sample Population

Organization	Total Number of Employees
Pakistan Telecommunication limited	16,000
Organization Gas Development Company Limited	11,000
Pakistan International Airlines	14,771
Pakistan Railways	78,031
Peshawar Electric Supply Company	15,584
National Bank	21,710

the purpose of the study along with ensuring the anonymity of their responses in order to obtain their true response. Employees were assured that collected data will be used for educational purposes and results of the data are not specific to particular organization or employee. Each part of questionnaire contains a question about the employee ID, and later these IDs were used to trace/match the employee in other time lags. At every stage the questionnaires were collected back from the employee. . Data collection took more time than initially planned. Hence in around 10 months' time from September, 2016 to June, 2017 process of data collection was completed.

3.2.5 Data Collection in Six Time Lags

A time lag study was conducted to avoid the common method bias that typically occurs in cross sectional applications. Data collection in 6 time lags was a heinous activity. Each time Lag was of Minimum 3-4weeks. The time lag is defined as the period of time between a stimulus and response or cause and effect (e.g.,Atkinson et al., 2000; Griffeth, Hom, & Gaertner, 2000; Hulin, Henry, & Noon, 1990; Riketta, 2008; Dormann & Griffin, 2015). As Mitchell & James, (2001) explains that one event will be followed by another or that more time results in different behaviors or activities than less time or that X may influence Y, which will, in turn, influence a third variable, Z. The essential time implication is that X must precede Y.

Time Lag 1- T1:

In Time lag 1, Organizational Cronyism and Narcissism were measured. Organizational Cronyism is the independent variable and Narcissism is the moderator.

Time Lag 2-T2:

Hatred was measured at Time 2. Hatred is proposed as the effect of Cronyism.

Time Lag 3-T3:

Breach of Psychological Contract was measured at Time 3. Which is the proposed effect of Hatred.

Time Lag 4-T4:

Pro union attitude was measured at Time 4.

Time Lag 5-T5:

Union commitment were measured at Time 5.

Time Lag 6-T6:

Perception of Union Instrumentality and Union Participation were measured at Time 6. Perception of Union Instrumentality is the moderator and Union Participation is the independent variable.

The first survey assessed organizational cronyism and narcissism exchanges as well as to report their demographics like age, gender, education and experience. After completion of first survey at Time 1, questionnaire for second Time lag was floated. Data for hatred was collected at time 2. In the 3rd Time lag employees were asked if they perceived any of psychological contract. In the 4th round of data collection the employees were asked about their opinion regarding unions. In Time Lag T5 data on union commitment was collected. In the Last round respondents were asked to fill questionnaires on Perception of union instrumentality and Union participation

In first phase total of 700 questionnaires were circulated and 645 filled questionnaires were received back. In phase two that 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 usable responses. The response rate was 59.2%.

TABLE 3.2: Response rate of Time lags

Time Lag	Variables	Response Rate
Time Lag 1	Organizational Cronyism, Narcissism and Demographics	645
Time Lag 2	Hatred	590
Time Lag 3	Breach of Psychological Contract	562
Time Lag 4	Pro Union Attitude	497
Time Lag 5	Union Commitment	445
Time Lag 6	Perception of Union Instrumentality and Union Participation	415

3.3 Sample Characteristics

Control variable included in the present study are age, gender, education and experiences of employees. Bolton et al., (2007) identified gender, age and experience as significant demographic variables in the literature of union commitment literature.

3.3.1 Gender

Out of 415 respondents 293 were male and 122 were female making it 70.6% and 29.4% respectively. The Public sector organizations seems to be dominated by male workforce. Estimates reveal that factors shaping women's attitudes towards unions may be different from those for men.

TABLE 3.3: Gender of Participants

Gender	Frequency	Valid Percent	Cumulative Percent
Male	293	70.6	70.6
Female	122	29.4	100

3.3.2 Age

The data depicts that most of the respondents belonged to age group of 26-35 having 28.7%. A major chunk of population was in middle age 36-40 years and 41-50 years which constitutes 20.5% and 20.5 % of the respondents respectively. The age group 20-25 years had the least number of respondents i.e. 9.4% and 16.6 % of the respondents were above the age of 50 years.

TABLE 3.4: Age of Participants

Age	Frequency	Valid Percent	Cumulative Percent
20-25 years	59	9.4	14.2
26-35 years	119	28.7	42.9
36-40 years	83	20	62.9
41-50 years	85	20.5	83.4
>50 Years	69	16.6	100

3.3.3 Qualification

Respondents were asked about their education level, to know if it had an impact on their union choices. Majority of the respondents had bachelors degree (16 years of education), being 39.8 % of the sample. 30.4% were masters and remaining, 20% were matric/intermediate, 9.9% have other degrees.

TABLE 3.5: Education of Participants

Qualification	Frequency	Valid Percent	Cumulative Percent
Intermediate or less	83	20	20
Bachelors	165	39.8	59.8
Masters	126	30.4	90.1
Any other	41	9.9	100

3.3.4 Experience/Tenure

As age table have reflected that most of the respondents were between 36-50, 49.2. % had 6-15 years of experience and 32.5 % had 16-20 years of experience.

Employees having 1-5 years of experience were only 11.1%. Respondents having more than 20% years of experience were only 7.2%.

TABLE 3.6: Experience of Participants

Experience	Frequency	Valid Percent	Cumulative Percent
1-5 years	46	11.1	11.1
6-15 years	204	49.2	60.2
16-20	135	32.5	92.8
More than 20	30	7.2	100

3.4 Instrumentation

All the data were collected via adopted questionnaires from previous studies. All the items in the questionnaire are measured using a five point Likert-scale ranging from 1 (strongly disagree) to 5 (strongly agree). There were total 7 reverse coded items in the instrument. 2 reverse coded items were in Organizational cronyism. 2 in hatred and 3 in Breach of psychological contract. Before computing the means of variables, their coding were reversed.

Demographic Variables:

Questionnaires also consist of four demographic variables which include information regarding the respondent Gender, Age, Qualification and Experience.

TABLE 3.7: Reliability Analyses of Instrument

Variables	Sources	No. of Items	Reliability
Cronyism	Turhan (2013)	15	.866.
Narcissim	Ames,Rose & Anderson (2006)	16	0.822
Hatred	Halperin,Canetti & Kimhi (2012)	7	0.69
Breach of Psychological Contract	Robinson & Morrison (2000)	9	0.797
Pro union attitude	Chacko (1985)	10	0.789
Union commitment	Kelloway et al. (1992)	13	0.887
Perception of union instrumentality	Chacko (1985)	5	0.781
Union Participation	Kelloway & Barling (1993)	7	0.798

3.4.1 Organizational Cronyism

Organizational Cronyism was measured by 13-item scale developed by Muhammad Turhan (2013). Sample Items include “When employees support our manager on a certain issue, they expect to be rewarded” and “In our organization, individuals’ performance rather than their personal relations with the manager are taken into account when employees are rewarded.”

3.4.2 Narcissism

A short measure of Narcissism NPI-16 by Ames, Rose & Anderson (2006) was used to measure the personality disposition Narcissism. Sample items are “I like to be the centre of attention”, “I like having authority over people”.

3.4.3 Hatred

Hatred is measured by a 7 Item scale by Halperin, Canetti & Kimhi (2012). The instrument of Hatred is developed in specific context different than the organizational context. The instrument is reworded and will be tested for its validity. Sample items are “To what degree do you feel that the actions of your Organizations have offended you and/or members of your group over a long period of time?”, “To what degree does the thought of your organizations give rise to negative feelings in you?”. The Reliability (Cronbach alpha) of Hatred was .690.

3.4.4 Breach of Psychological Contract

The scale developed by Robinson and Morrison (2000) was used to measure the breach of Psychological Contract. Sample items are “I have not received everything promised to me in exchange for my contributions”, “I feel extremely frustrated by how I have been treated by my organization”.

3.4.5 Pro union attitude

Chacko (1985) 10-item scale is used to measure individual level Pro Union attitude. “Unions are more concerned with fighting change than bringing change”, “Union leaders, not members usually make strike decisions”.

3.4.6 Union Commitment

A six item scale adopted by Kelloway et al.(1992) was used to measure Union Commitment. Sample items include “Deciding to join the union was a smart move on my part” and Based on what I know now, and what I believe I can expect in the future, I plan to be a member of the union the rest of the time I work for the company.

3.4.7 Perceived Union Instrumentality

A 5 item scale by Chacko (1985) was used to measure Perceived union instrumentality. Sample items include “How good a job is your union doing: getting better wages” and “How good a job is your union doing: improving health and safety on the job”.

3.4.8 Union Participation

Union Participation was measured by Kelloway and Barling (1993) 7-Item scale. Sample items are do you hold any union hold union office, Do you serve on union committees, How often do you attend meeting, Do you read union literature.

3.5 Data Analysis

For the data analysis AMOS and SPSS were used. Correlation and Reliabilities test were done in SPSS. Regression analysis, Confirmatory factor analysis (CFA), moderation analysis and mediation analysis were done in AMOS. General relation,

direction and its significance were carried out through correlation analysis. Model fitness was checked and confirmed via Confirmatory factor analysis. The impact of control variable was tested via ANOVA in SPSS. The relationship among independent variable, dependent variables, moderating variable and mediating variables were tested through SEM. The statistical results help in understanding either theoretical model is consistent with sample data. The standard measures against which the model fitness is checked is given by (Hair et al.,2010).It helps us understand the extent to which the data is consistent with the proposed model.Good model fitness is obtained if

1. (RMSEA) “root mean square error of approximation” be less than 0.06,
2. ‘(CFI) comparative fit index” should be take into account which should not be less than .08
3. value of “(TLI)Tucker-Lewis coefficient” and “ (IFI) incremental fit index” should be closer to .90

In the first step of data analysis descriptive statistics of demographic variables i.e., Qualification, gender, age and experience were obtained. Then reliabilities of theoretical variables i.e. organizational cronyism, Narcissism, Hatred, breach of psychological contract, Pro union attitude, Union Commitment, Perception of Union Instrumentality and Union Participation. Moreover, the association among theoretical variables has been checked by performing Pearson correlation.

In second stage relationships among theoretical variables i.e., organizational cronyism, Narcissism, Hatred, breach of psychological contract, Pro union attitude, Union Commitment, Perception of Union Instrumentality and Union Participation have been tested with the help of structural equation modeling. In third stage mediating and moderating effects have been investigated.

Chapter 4

Results

Structural equation modeling (SEM) was used for data analysis. SEM is a two step process, confirmatory factor analysis being the first one, where we validate the measurement model and multiple regression analysis is the second one (Arbuckle, 2003; Schumacker & Lomax, 2004). CFA is conducted to know the distinctives of the variables, later on the model is compared against different competing models. Moreover, to investigate association among all theoretical variables, descriptive statistics, Pearson correlation, path analysis as well as moderation and mediation was performed.

4.1 Validity Analysis

To validate the theoretical model, Factor analysis and Confirmatory factor analysis was conducted.

4.1.1 Exploratory Factor Analysis (EFA)

In order to verify the factor loadings of the items of all variables, EFA was conducted. Factor analysis is used to see if they load as predicted on the expected number of factors. Principal component analysis was used with Varimax rotation and Kaiser Normalization. The EFA results of Organizational Cronyism, Pro

Union attitude, Union Commitment and Perception of Union Instrumentality are presented in table 3. The EFA of all the variable were carried out together. As per expectation from literature, the items formed 8 factors .One item from Organizational Cronyism, 1 items from Hatred were suppressed due to low factor loading scores. EFA was conducted including these items which constituted 39.6% overall variance. The Kaiser Meyer Olkin (KMO) measure of sampling adequacy was acceptable at 0.855 and Bartlett's test of sphericity was also significant at $p < 0.001$ and chi square value of 10679.393. The Cronbach alpha values of all factors show good reliability i.e. all values were greater than 0.7.(EFA attached in appendix).

4.1.2 Confirmatory Factor Analysis

Confirmatory factor analysis seeks to determine if the number of factors and the loadings (relation of measured item to underlying construct) conform to what is expected on the basis of pre-established theory, model, or rationale. Indicator variables are selected on the basis of prior theory and Confirmatory factor analysis has been performed by using Amos 23 before testing the hypothesis which have been proposed in the current study.

The Measurement Model has value of chi-square statistic and degree of freedom. The value of chi-square is sensitive to the sample size and is accompanied with degree of freedom to give a robust measurement. Satisfactory model fit is indicated by ratio of chi-square goodness of fit to degrees of freedom no greater than two (Browne & Cudeck, 1993). The proposed model consist on eight variables. However, during confirmatory factor analysis one item from Organizational Cronyism and one item from Hatred were suppressed due having low factor loading, but they were retained.

TABLE 4.1: Confirmatory Factor Analysis of the Measurement Model

	Chi Square	Df	CMIN/DF	RMSEA	IFI	TLI	CFI
Initial Model	3692.652	3214	1.134	0.019	0.942	0.945	0.946
Modified Model	3591.193	3200	1.125	0.017	0.952	0.946	0.951

The confirmatory factor analysis of 8 factor model represented a good fit (see Table 4.3). All values presented a good fit having ($\chi^2 = 3692.652$, $df = 3214$, $\chi^2 / Df = 1.134$ $p < .000$ $RMSEA = .019$, $IFI=.942$, $TLI=.945$ and $CFI=.946$).

For achieving better model fitness a few modifications have been performed, although original model was meeting the minimum criteria of model fitness The error terms were covaried. Hence, modified model fits the data better because all values are meeting threshold proposed by (Hair, Black, Babin, & Anderson, 2009). $RMSEA$ is .017 which is less than 0.05 which indicates a good fit, $IFI=0.952$ which is closer to 1 illustrates a good fit, $TLI=0.946$ and $CFI=0.951$ again represents good fit.

4.1.3 Convergent and Discriminant 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 4.4. As per the criteria of Nuechterlein et al., (2008), AVE (Average variance explained) is greater than 0.5 that establishes 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 4.2: Convergent and Discriminant Validity of scales

Construct	CR	AVE	MSV
Organizational Cronyism	0.873	0.706	0.239
Narcissism	0.822	0.623	0.175
Hatred	0.767	0.616	0.239
Breach of Psychological contract	0.796	0.637	0.264
Pro Union attitude	0.784	0.624	0.283
Union Commitment	0.928	0.764	0.378
Perception of union Instrumentality	0.782	0.514	0.225
Union Participation	0.756	0.551	0.122

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

4.1.4 Competing Models

According to Table 4.4 representation, 8 factor model was better fit than 7 factor, ,6.5,4,3,2 and 1 respectively with ($\chi^2 = 3692$, $df = 3214$, $\chi^2 / Df = 1.149$ $p < .000$; $CFI = .942$, $IFI = .9939$, $TLI = .941$, $RMSEA = .019$), which justify that 8 factor model according to the threshold values has the best fit.

Alternately, 7 factor model by combining Union Participation and Perception of Union Instrumentality was less fit than 8 factor model with ($\chi^2 = 3982$, $df = 3061$, $\chi^2 / Df = 1.283$ $p < .000$; $CFI = .893$, $IFI = .897$, $TLI = .889$, $RMSEA = .026$). Change in chi-square was 290. Change in degree of freedom was recorded 153. Table 4.4 shows another 7 factor alternate model, combining Cronyism and Hatred. This model also shows a good fit, but less fit than 8 factor model with

values ($\chi^2 = 3899$, $df = 3061$, $\chi^2 / Df = 1.274$ $p < .000$; CFI = .870, IFI = .872, TLI = .866, RMSEA= .026) and the change in chi-square and degree of freedom were 465 and 8 respectively.

Model three represents the comparison of again 8 factor model with 6 factor model by combining Union Participation, Union Commitment, Perception of union Instrumentality. It was also found less fit than the 8 factor model with values ($\chi^2 = 4670$, $df = 3067$, $\chi^2 / Df = 1.53$ $p < .000$; CFI = 0.801, IFI = 0.795, TLI = 0.795, RMSEA= 0.036). The change in chi-square value and degree of freedom were 978 and 147. Model Four represents the comparison of 8 factor model with 6 factor model by combining Organizational Cronyism, Narcissism and Hatred. It was also found less fit than 8 factor model with values ($\chi^2 = 4685$, $df = 3067$, $\chi^2 / Df = 1.52$ $p < .000$; CFI = 0.800, IFI = 0.793, TLI = 0.793, RMSEA= 0.036). The change in chi-square value and degree of freedom were 993 and 147.

Model five represents the comparison of 8 factor model with 5 factor model by combining Union Participation, Union Commitment, Perception of union Instrumentality and Pro union attitude. It was also found less fit than 8 factor model with values ($\chi^2 = 5206$, $df = 3072$, $\chi^2 / Df = 1.69$ $p < .000$; CFI = 0.736, IFI = 0.728, TLI = 0.728, RMSEA= 0.041). The change in chi-square value and degree of freedom were 1514 and 142.

Model six represents the 5 factor model by combining Organizational Cronyism ,Hatred ,Narcissism and breach of psychological contract. It was also found less fit than 8 factor model with values ($\chi^2 = 5126$, $df = 3072$, $\chi^2 / Df = 1.66$ $p < .000$; CFI = 0.745, IFI = 0.738, TLI = 0.738, RMSEA= 0.041). The change in chi-square value and degree of freedom were 1434 and 142.

Model seven represents the 4 factor model by combining Union Participation, Union Commitment, Perception of union Instrumentality, Pro union attitude and Hatred. It was also a worse fit as compared 9 factor model with values ($\chi^2 = 5571$, $df = 3075$, $\chi^2 / Df = 1.81$ $p < .000$; CFI = 0.668, IFI = 0.682, TLI = 0.682, RMSEA= 0.044). The change in chi-square value and degree of freedom were 1879 and 139.

Model eight represents the comparison of 3 factor model by combining Organizational Cronyism ,Hatred ,Narcissism, Breach of Psychological contract, Perception of union Instrumentality and Pro union attitude. The model fit is now getting worse as compared to the 9 factor model with values ($\chi^2 = 5606$, $df = 3078$, $\chi^2 / Df = 1.82$ $p < .000$; CFI = 0.686, IFI = 0.690, TLI = 0.678, RMSEA= 0.045). The change in chi-square value and degree of freedom were 1914 and 132.

Model nine represents the 2 factor model by combining Organizational Cronyism ,Hatred ,Narcissim , Breach of Psychological contract, Pro Union attitude, Union commitment and Perception of Union Instrumentality. It was also found less fit of 8 factor model with values ($\chi^2 = 8142$, $df = 3080$, $\chi^2 / Df = 1.96$ $p < .000$; CFI = 0.620, IFI = 0.537, TLI = 0.610, RMSEA= 0.048). The change in chi-square value and degree of freedom were 2450 and 134.

By combining all items with one variable and created 1 factor model and then comparing the values show worse fit of 1 factor model. Tenth model created by combining all 8 variables and comparison with eight factor model shows the worse fit ($\chi^2 = 6851$, $Df = 3081$, $\chi^2 / Df = 2.2$ $p < .000$; CFI = 0.533, IFI = 0.5377=, TLI = 0.521, RMSEA= 0.054). The change in chi-square value and degree of freedom were 31591 and 133.

TABLE 4.3: Competing different models with hypothesized 8 factor measurement Model

Model	χ^2	Df	χ^2 / Df	$\Delta\chi^2$	ΔDf	CFI	IFI	TLI	RMSEA
Hypothesized Measurement Model (8 Factor Model)	3692	3214	1.149			0.942	0.939	0.941	0.019
Alternate Model 1: Combined "PU and PUI (7 Factor Model)	3982	3061	1.283	290	153	0.893	0.897	0.889	0.026
Alternate Model 2: Combined "Cro and Hat (7 Factor Model)	3899	3061	1.274	207	153	0.896	0.893	0.893	0.026
Alternate Model 3: Combined "UP, UC and PUI) (6 Factor Model)	4670	3067	1.53	978	147	0.801	0.795	0.795	0.036
Alternate Model 4: Combined Nar, Cro and Hat (6 Factor Model)	4685	3067	1.52	993	147	0.8	0.793	0.793	0.036
Alternate Model 5: Combined PU,UP, UC and PUI (5 Factor Model)	5206	3072	1.69	1514	142	0.736	0.728	0.728	0.041
Alternate Model 6: Combined Nar, Cro, Hat, BPC) (5 Factor Model)	5126	3072	1.66	1434	142	0.745	0.738	0.738	0.041
Alternate Model 7: Combined PU,UP, UC ,PUI ,Hat (4 Factor Model)	5571	3075	1.81	1879	139	0.691	0.682	0.682	0.044
Alternate Model 8: Combined Nar, Cro, Hat, BPC,PUI,PU" (3Factor Model)	5606	3078	1.82	1914	132	0.686	0.69	0.678	0.045
Alternate Model 9: Combined Nar, Cro , Hat, BPC,PUI,PU,UP" (2Factor Model)	6142	3080	1.96	2450	134	0.62	0.629	0.61	0.048
Alternate Model 10:All items combined (1Factor Model)	6851	3081	2.2	3159	133	0.533	0.537	0.521	0.054

Note: $n=415$; Values are differences of each of the alternative measurement models with the hypothesized model.

*** $p < .001$

4.2 Descriptive Statistics

Descriptive statistics of all theoretical variables i.e., organizational cronyism, Narcissism, Hatred, breach of psychological contract, Pro union attitude, Union Commitment, Perception of Union Instrumentality and Union Participation are presented in the following table.

TABLE 4.4: Descriptive Statistics

Variables	Min	Max	Mean	Std Dev.
Age	1	5	2.7	.87
Experience	1	5	2.4	.83
Cronyism	1	5	3.6	.70
Narcissism	1	5	2.9	.62
Hatred	1	5	3.5	.77
Breach of Psychological Contract	1	5	3.8	.68
Pro union attitude	1	5	3.6	.66
Union commitment	1	5	3.7	.77
Perception of union Instrumentality	1	5	3.4	.81
Union Participation	1	5	2.7	.45

The means and standard deviation of all variables are presented in table 4.4. If the mean values are on the higher end, it shows inclination towards agreement, but if the mean is on the lower end it represents disagreement with the statements. The independent variable (Organizational cronyism) has the Mean value of 3.6 and standard deviation is .70. It indicates that employees work in those work setting where cronyism exists. The moderator (Narcissism) has Mean value of 2.9 and SD is .62. The mean value of Hatred (Mean = 3.5, SD = .77) means that hatred prevails for in employees. The mediator (breach of psychological contract) has a Mean Value of 3.8, and Standard Deviation is .68. It is being reflected that the employees experience psychological contract breach in case of unmet promises. The mean value of Pro union attitude (Mean = 3.6, SD = .66) demonstrates that employees hold a certain belief regarding unionization. The mean value of Union Commitment (Mean = 3.7, SD = .77) shows majority respondents commitment

towards union. The mean value of Perception of Union Instrumentality (Mean = 3.4, SD = .81) demonstrates respondents perception about the union role in addressing their grievance. The mean value of Union Participation (Mean = 2.7, SD = .45) shows respondents participation behavior towards the union.

4.3 Correlation Analysis

Correlation among all theoretical variables is represented in table 4.2. The correlation values of Organizational Cronyism was positively and significantly correlated with Narcissism ($r = 0.283$, $p < .01$), Hatred ($r = 0.319$, $p < .01$), breach of psychological contract ($r = 0.436$, $p < .01$), Pro union attitude ($r = 0.153$, $p < .01$), Union commitment ($r = 0.325$, $p < .01$), Perception of Union Instrumentality ($r = .097$, $p < .05$), Union participation ($r = .113$, $p < .05$).

Narcissism was significantly correlated with Hatred ($r = 0.156$, $p < .01$), Union commitment ($r = 0.146$, $p < .01$), Perception of Union Instrumentality ($r = .097$, $p < .05$) Union participation ($r = .210$, $p < .05$). While Narcissism was insignificantly related with breach of psychological contract ($r = 0.053$, $p > .05$) and Pro union attitude ($r = 0.006$, $p < .01$).

The correlation of Hatred positive and significant with BPC ($r = 0.432$, $p < .01$), Pro union attitude ($r = 0.335$, $p < .01$) and Union commitment ($r = 0.337$, $p < .01$), Perception of Union Instrumentality ($r = .137$, $p < .01$). Hatred has an insignificantly correlated with Union participation ($r = .062$, $p > .01$).

Breach of Psychological contract was positively and significantly correlated with Pro union attitude ($r = 0.421$, $p < .01$), Union commitment ($r = 0.331$, $p < .01$), Perception of Union Instrumentality ($r = .183$, $p > .01$) while insignificantly correlated with Union participation ($r = .072$, $p > .01$).

Pro union Attitude was positively and significantly correlated with Union commitment ($r = 0.308$, $p < .01$), Perception of Union Instrumentality ($r = .151$, $p > .01$) and Union participation ($r = .144$, $p < .01$).

Perception of Union Instrumentality was insignificantly correlated with Union participation.

($r=.004$, $p>.05$). The Correlation Analysis is presented in table 4.2.

TABLE 4.5: Correlation Analysis

Variables	AGE	GEND	QUA	EXP	OC	NAR	HAT	BPC	PU	UC	PUI	UP
1. AGE	1											
2. GEND	.097*	1										
3. QUA	0.062	0.031	1									
4. EXP	0.53	0.029	.105*	1								
5. OC	-0.035	0.051	0.008	0.078	1							
6. NAR	0.051	.110*	-0.044	.140**	.283**	1						
7. HAT	0.035	0.018	0.022	0.066	.319**	.156**	1					
8. BPC	0.018	-0.038	-0.059	0.063	.436**	0.053	.432**	0.1				
9. PU	0.012	-0.04	-.135**	0.066	.153**	0.006	.335**	.421**	0.1			
10. UC	0.027	0.063	-0.067	0.061	.325**	.146**	.337**	.331**	.308**	0.1		
11 PUI	.97*	.053	-0.122	0.056	.097*	.097*	.137**	.183**	.151**	.224**	1	
12. UP	0.133	0.031	-0.009	-0.034	.113*	.210*	0.062	0.072	.141**	0.026	0.004	1

** $p < .05$, * $p < .01$, AGE= Age , GEND = Gender ,QUAL= Qualification, EXP=Experience, OC=Organizational Cronyism, Nar=Narcissism, HAT=Hatred , BPC= Breach of Psychological Contract, PU=Pro Union attitude, UC= Union Commitment, PUI=Perception of Union Instrumentality UP= Union Participation

4.4 Hypotheses Testing

4.4.1 Control Variables

The significance and insignificance of variables have been determined with the help of statistical test called one-way ANOVA. After reviewing the literature on dependent variables (Narcissism, Hatred, breach of psychological contract, Pro union attitude, Leader Member Exchange, Union Commitment, Perception of Union Instrumentality and Union Participation) one-way ANOVA was run to study the impact of control variables.

Insignificant difference was found in Hatred across gender ($F = 0.138, P > 0.05$), age ($F = .954, P > 0.05$), education ($F = 1.043, P > 0.05$), experience ($F = .387, P > 0.05$).

Results found insignificant difference in Breach of psychological contract across gender ($F = .138, P > 0.05$), age ($F = 1.102, P > 0.05$), insignificant across education ($F = 1.016, P > 0.001$) and experience ($F = 1.877, P > 0.05$).

Results show insignificant difference in Pro Union attitude across gender ($F = 0.677, P > 0.05$), age ($F = 1.096, P > 0.05$), experience ($F = .672, P > 0.05$), but significant difference across education ($F = 3.758, P < 0.05$).

Results confirmed insignificant difference in Union Commitment across gender ($F = 1.663, P > 0.05$), age ($F = .872, P > 0.05$), education ($F = 1.816, P > 0.05$), experience ($F = 1.854, P > 0.05$).

Results confirmed insignificant difference in Union Participation across gender ($F = 0.625, P > 0.05$), age ($F = .627, P > 0.05$), insignificant across experience ($F = 1.827, P > 0.05$), but significant across education ($F = 4.099, P < 0.05$).

4.5 Test of Hypothesis 1-2

H1: Organizational cronyism is positively associated with Union commitment.

H2: Employees are more likely to engage in union participative activities when they perceive organizational cronyism.

TABLE 4.6: Standardized Coefficients for Structural Paths

Structural Path	Estimate	SE	C.R	P- value
Cronyism → Union commitment	0.325	0.051	6.98	0
Cronyism → Union Participation	0.113	0.053	2.3	0.02

***= $P < 0.001$, =standardized regression coefficients, S.E= Standard Error, CR= Critical ratio.

H1: Organizational cronyism has positive relationship with Union commitment.

The first path tested was from Organizational cronyism to union commitment and the ($\beta = 0.325$, $p < 0.001$) shows that organizational cronyism is positively and significantly associated with Union commitment. Hence, hypothesis H1 which proposed that Organizational cronyism has positive relationship with Union commitment is accepted.

H2: Employees are more likely to engage in union participative activities when they perceive organizational cronyism.

Reliable results were found when Organizational cronyism was regressed against Union participation. It was found to be significantly associated with Union participation ($\beta = 0.113$, $p < .050$). Hence, hypothesis H 2 proposing that Organizational cronyism has positive relationship with Union Participation is accepted.

4.6 Test of Hypothesis 3

H3: Organizational cronyism predicts negative emotion experience in the form of Hatred.

As per calculated results organizational cronyism predicts negative emotion in the form of Hatred ($\beta = 0.319$, $p < 0.001$). Henceforth, hypothesis H 3 Organizational cronyism predicts negative emotion experience in the form of Hatred is accepted.

TABLE 4.7: Standardized Coefficients for Structural Paths

Direct Path	Estimate	SE	CR	P- value
Cronyism → Hatred	0.319	0.052	6.85	***

***= $P < 0.001$, =standardized regression coefficients, S.E= Standard Error, CR= Critical ratio

4.7 Test of Hypothesis 4

H4: Narcissism strengthens the relationship positively between Organizational Cronyism and Hatred.

TABLE 4.8: Moderation Analysis

Structural Path	Estimate	SE	CR	P-Value
Cronyism → Hatred	0.599	0.268	2.47	0.013
Narcism → Hatred	0.319	0.252	1.58	0.114
INT (NarCron)→ Hatred	-0.442	0.078	-1.262	0.207

***= $P > 0.001$, =standardized regression coefficients, S.E= Standard Error, CR= Critical ratio

The moderating role of Narcissism was proposed in Hypothesis 4. Such that when narcissism is high the relationship of Organizational Cronyism and Hatred is stronger. But the results did not establish the proposed moderating role as value of interaction term ($\beta = .207$, $p > 0.05$) was insignificant. Therefore, hypothesis 4 is rejected.

4.8 Test of Hypothesis 5,6 and 7

H5: *There is a positive relationship between Hatred and breach of psychological contract.*

H6: *There is positive relationship between Breach of Psychological contract and Pro union attitude.*

Two direct paths were tested. H5 was tested from Hatred to breach of psychological contract. The results ($\beta = 0.432$, $p < 0.001$). showed positive and significant relationship between them. Henceforth, hypothesis H5 is accepted.

H6 was tested from Breach of Psychological contract to Pro union attitude. Results ($\beta = 0.421$, $p < 0.001$) found positive and significant results. Thus, hypothesis H6 is accepted.

TABLE 4.9: Standardized Coefficients for Structural Paths

Structural Path	Estimate	SE	C.R	P-Value
Hatred → BPC	0.432	0.039	9.73	0
BPC → Pro U	0.421	0.044	9.44	0
Qual → Pro U	-0.11	0.033	-2.49	0.013

***= $P < 0.001$, =standardized regression coefficients, S.E= Standard Error, CR= Critical ratio

H7: *Breach of psychological contract mediates the relationship between hatred and pro union attitude.*

TABLE 4.10: Standardized Indirect path coefficients mediation analysis

Indirect Paths	Indirect Effect	BC 95% CI		P
		Lower Limit	Upper Limit	
Hatred → BPC → Pro U	0.122	0.121	0.236	.000

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

* $p < .05$, ** $p < .01$, *** $p < .001$

The mediating role of BPC in the relationship between Hatred and Pro Union attitude was proposed and tested in Hypothesis 7. The true indirect effect was

estimated to lie between the upper and lower limits .121 and .236 which is significantly different from zero, $p < 0.001$. Therefore, Hypothesis 7 is accepted.

4.9 Test of Hypothesis 8,9,10

H8: There is a positive relationship between Pro union attitude and Union commitment.

H9: Breach of Psychological contract is positively related to union commitment.

TABLE 4.11: Standardized Coefficients for Structural Paths

Direct Path	Estimate	SE	CR	P- value
BPC → Pro U	0.414	0.044	9.35	0
Pro U → UC	0.308	0.054	6.59	0
BPC → UC	0.421	0.044	9.44	0

***= $P < 0.001$, =standardized regression coefficients, S.E= Standard Error, CR= Critical ratio

H10: Pro union attitudes mediates the relationship between Breach of Psychological contract and Union Commitment.

TABLE 4.12: Standardized Indirect path coefficients mediation analysis

Indirect Paths	Indirect Effect	BC 95% CI		P
		Lower Limit	Upper Limit	
BPC → Pro U → UC	0.128	0.047	0.152	0.001

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

* $p < .05$, ** $p < .01$, *** $p < .001$

The true indirect effect of Breach of Psychological Contract on union commitment through Pro Union attitude was estimated to lie between the upper and lower limits .047 and .152 which is significantly different from zero, $p < 0.001$). Therefore, Hypothesis 10 is accepted.

4.10 Test of Hypothesis 11

H11: Pro union attitudes mediates the relationship between Hatred and Union Commitment.

TABLE 4.13: Standardized Coefficients for Structural Paths

Direct Path	Estimate	SE	CR	P- value
Hatred → Pro U	0.335	0.04	7.24	.000
Pro U → UC	0.308	0.054	6.59	.000

***= $P < 0.001$, =standardized regression coefficients, S.E= Standard Error, CR= Critical ratio

H11: Pro union attitudes mediates the relationship between Hatred and Union Commitment.

TABLE 4.14: Standardized Indirect path coefficients mediation analysis

Indirect Paths	Indirect Effect	BC 95% CI		P
		Lower Limit	Upper Limit	
Hatred → Pro U → UC	0.104	0.063	0.147	0

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

* $p < .05$, ** $p < .01$, *** $p < .001$

Hypothesis 11 proposed a mediating role of Pro union attitudes in the relationship between hatred and Union Commitment. Results of hypothesis revealed that the indirect effect of Pro union attitudes in the relationship of Hatred and Union Commitment is between the upper and lower limits .063 and .147 which is significantly different from zero ($\beta = 0.104$, $p < 0.001$). Therefore, Hypothesis 11 is accepted.

4.11 Test of Hypothesis 12

H13: Union commitment is positively related to union participation.

TABLE 4.15: Standardized Coefficients for Structural Paths

Structural Path	Estimate	SE	C.R	P- value
UC → UP	0.26	0.048	1.55	0.122
Qual → UP	-0.004	0.041	-0.073	0.941

***= $P < 0.001$, =standardized regression coefficients, S.E= Standard Error, CR= Critical ratio

Hypothesis 12 proposed positive and significant relationship with union participation. But contrary to expectations the results ($\beta = .260$, $p > .05$) indicated that Union commitment is not significantly related with Union Participation. Thus, hypothesis H13 is rejected.

4.12 Test of Hypothesis 13

H14: Perception of union instrumentality moderates the relationship between Union commitment and Union Participation.

TABLE 4.16: Moderation Analysis

Structural Path	Estimate	SE	Coefficients	P-Value
UC → UP	-0.985	0.185	-5.783	.000
UI → UP	-1.122	0.18	-5.23	.000
INT (UI UC) → UP	1.717	0.054	5.856	0

***= $P < 0.001$, =standardized regression coefficients, S.E= Standard Error, CR= Critical ratio

The moderating role of Perception of Union Instrumentality was proposed in Hypothesis 14. Such that the relationship of Union commitment with Union Participation is stronger with high Perception of Union Instrumentality than lower. The significant value of interaction term ($\beta = 1.7$, $p < 0.01$) proved there is moderating role of Perception of Union Instrumentality in the relationship of Union commitment with Union Participation, therefore, hypothesis 14 is accepted.

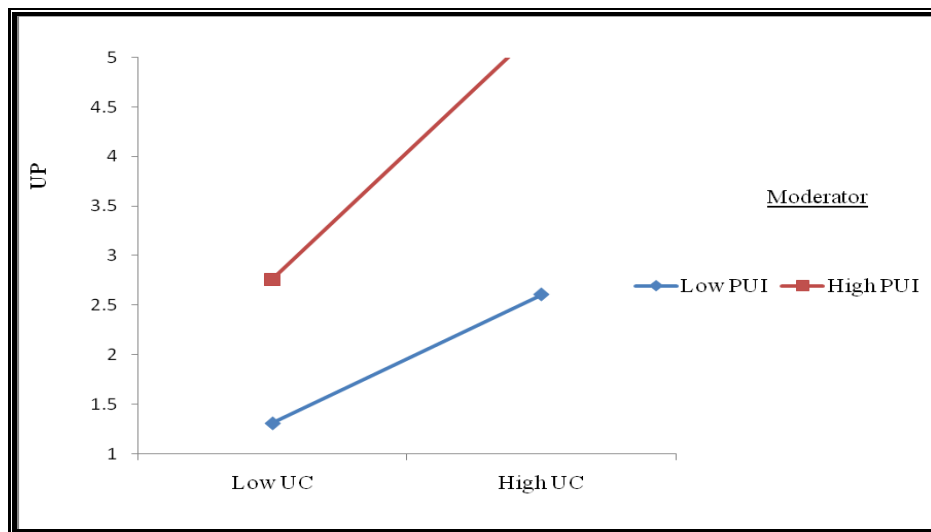


FIGURE 4.1: Mod Graph for Perception of Union Instrumentality

UP: Union participation

UC: Union commitment

PUI : Perceived union instrumentality

4.12.1 Mod Graph

Mod graph was also drawn to check the direction of moderation i.e. Perception of union instrumentality in the relationship of union commitment and union participation at work. It was proposed that the relation between union commitment and union participation would be stronger when Perceived union instrumentality is high. The graph shows a positive association between union commitment and union participation (upward slope). It can be observed that this positive relationship between union commitment and union participation is stronger under high levels of perceived union instrumentality and as perceived union instrumentality gets low, the relationship gets weaker and union participation starts to decline. Therefore it can be inferred that an increase in perceived union instrumentality tends to strengthen the relationship between union commitment and union participation. Hence the hypothesis 14 is supported.

4.13 Summary of Supported and Unsupported Hypothesis

TABLE 4.17: Summary of Supported and Unsupported Hypothesis

H	Statement	Result
H1	Organizational cronyism is positively associated with Union commitment.	Supported
H2	Employees are more likely to engage in union participative activities when they perceive organizational cronyism.	Supported
H3	Organizational cronyism generates negative emotion experience in the form of Hatred.	Supported
H4	Narcissim strengthens the relationship between Organizational Cronyism and Hatred.	Not Supported
H5	There is a positive relationship between Hatred and breach of psychological contract.	Supported
H6	There is positive relationship between Breach of Psychological contract and Pro union attitude.	Supported
H7	Breach of psychological contract mediates the relationship between hatred and pro union attitude.	Supported
H8	There is a positive relationship between Pro union attitude and Union commitment.	Supported
H9	Breach of Psychological contract is positively related to union commitment.	Supported
H10	Pro union attitudes mediates the relationship between Breach of Psychological contract and Union Commitment.	Supported
H11	Pro union attitudes mediates the relationship between Hatred and Union Commitment.	Supported
H12	Union commitment is positively related to union participation.	Not Supported

H13 Perception of union instrumentality moderates the relationship between Union commitment and Union Participation. **Supported**

Total	13
Hypothesis	
Supported	11
Not Supported	2

Chapter 5

Discussion, Conclusion, Limitation and Recommendations

This chapter of the study includes discussion in relevance and elaboration of the previous chapter results. The results are discussed in link to previous literature and the significant deviation from previous literature. Furthermore, different recommendations for future research are proposed. Along with recommendation theoretical and practical implication are discussed. Limitations and conclusions are also presented. A number of research questions were formulated, which have been addressed and discussed in this chapter.

5.1 Research Question 1

In present study the very 1st question, which was proposed in chapter 1 was;

Does a negative workplace event like cronyism lead employees to develop union commitment and subsequently drive them towards union participation?

5.1.1 Summary of Results Related to RQ1

On the base of this research question and previous literature, hypothesis 1 was proposed in 2nd chapter. The Results of Hypothesis (H1) formulated to answer

the above research question reveal that a negative workplace event Like Cronyism Lead employees to develop Union Commitment. Thus accepting the hypothesis.

H₁: Organizational cronyism is positively associated with Union commitment.

5.1.2 Discussion of Results Related to RQ1

A key contribution of this hypothesis was the development and testing of a relationship that may help to explain how, and under what circumstances, employees cognitions about cronyism lead to union commitment. When employees show disbelief toward the administration, express frustration and pessimism, and display critical behaviors, they are likely to move further and show a strong commitment towards unions, yet we have found some support from literature (Goslinga, 2017; Lapointe & Vandenberghe, 2018). In the current study it is seen that political influence in the public sector organizations often lead to frustration of employees (Pearce, 2015).

The findings that Cronyism as workplace event can lead employees to develop union commitment is unique. Drawing on AET (Cropanzano, 1996) our results confirm the fact that people react to events at workplace in different forms of attitudes and behaviours. Organizational politics has been attributed as one of the primary source of discontent associated with collective bargaining because it disturbs the equilibrium of effort and reward. Particularly, cronyism becomes dangerous when it is based on extra organizational personal relationships. When employees are asked to weigh conflicting obligations, they become demoralized (Iles, Almhedie, & Baruch, 2012; Jones and Stout, 2015).

Cronyism in collectivist cultures is helpful to bring out the best from those employees who are hired on personal contact or friendship (Khatri et al., 2006; Khatri, 2003). As a relatively collectivist culture, Pakistani society is often described as more relationship oriented (Hofstede, 2003). Although, much tolerated in a collectivist culture it still bears an organizational cost in the form of grievance. As, a recent research by Shaheen, Bashir & Khan (2017) says it can be other way round.

For example it can also be a source of deviant workplace behavior. Thus, confirming that cronyism has a retribution effect. The role of Cronyism as a trigger to have interest in unions might have incurred because for employees union serves as a release valve from the negativity at workplace and therefore they are more willing to display union commitment.

5.1.3 Summary of Results Related to H₂

To discover the direct relationship between negative workplace event and Union Participation. The Hypothesis (H₂) was formulated to answer the above research question 1.

H₂: Employees are more likely to engage in union participative activities when they perceive organizational cronyism.

5.1.4 Discussion Related to H₂

The hypothesis that employees are more likely to engage in union participative activities when they perceive organizational cronyism prevails in the organization was accepted. Our findings support the notion that non crony employees react to organizational cronyism in the form of union participation. These findings lend support to the existing body of research which argued that multiple processes can influence the behavioral perspective of an individual (Kelloway, Francis, Prosser, & Cameron, 2010). The results highlight an important factor that Union participation is the behavioral outcome of cronyism. It is considered as the behavioral outcome because union participation is reflected in taking part in union activities like voting, representing unions, holding meetings etc. In this Model union participation has been studied as an individual discretionary and voluntary behavior. Cronyism poses challenges for employees working public organizations who dedicatedly work and are committed to the organizational goals, yet they are denied fair treatment, salary raise and promotions (Campbell, Im, & Jeong, 2014) due to organizational cronyism. These instances lead employees to engage in pro union

activities. The employee participation in unions is not included in the job responsibility it falls out of sphere of the Job content (Snape & Chan, 2018). It is taken as contextual performance because the behaviors are discretionary. Union Participation is reflected as a behavioral gauge of workers' reactions to organizational cronyism. One of the reasons could be that these kinds of behaviors may be seen as reactionary behavior to the events that take place at workplace. (Lee, Park & Koo, 2015; Petty & Krosnick, 2014; Douglas et al., 2008).

5.2 Research Question 2

How a negative workplace event cronyism can produce negative affectivity in the form of hatred among Employees?

To address the research question H₃ Organizational cronyism generates negative emotion experience in the form of Hatred was formulated.

5.2.1 Summary of Results Related to RQ2

The Results of Hypothesis (H3) formulated to answer the above research questions reveal that cronyism can produce negative affectivity in the form of hatred. Thus the hypothesis is accepted.

5.2.2 Discussion Related to RQ2

As predicted hatred a long standing emotion was found as a consequence of cronyism in public sector organizations. Realizing the negative impact of organizational cronyism, it was found that that cronyism can evoke strong emotional reactions, which may lead employees to many attitudinal retort as well. When employees experience organizational cronyism in public sector organizations in the form of preferential treatment to the favorite ones, they feel that they are not being treated on equitable manner (Bal, Hofmans & Polat, 2017). In such circumstances negative emotions emerge which foster them into more prolonged negative feelings such as

Hatred. It was also noticed while meeting employees during data collection that attitudes and perceptions which are developed because of the negative effects of cronyism are not only long lasting but are resistant to change once established.

The finding is consistent with cognitive appraisal model of emotions (Lazarus, 1991). The finding that organizational cronyism can produce negative emotion in the form of hatred strengthens the concepts presented by Keles, Ozkanm & Bezirci (2011) and Khan et al., (2013). They have explained in their work when certain individuals are granted with privileges, it becomes a disturbing circumstance for the employees of organization and the lack of trust arising under such conditions produces negative affectivity among the deprived ones. For instance, the deprived ones are those who are noncrony (Shaheen et al.,2017) and are intolerant of organizational cronyism. If this state stays for quite long it evokes extreme emotional feelings. The results of the study are in line with recent researchers Gooty, & Yammarino (2016) and Quratulain et al., (2018) who suggest employees facing favoritism are more prone to negative feelings than positive feelings. As explained by Halperin, (2008) and Sternberg (2003) recurrent events which are inherently negative occurring at workplace provokes hatred. These events may be political in nature which are perceived as deliberate and as curtailing from the strong character within the organization (Royzman, McCauley, & Rosin, 2005). In this study emotions has been seen as a response to the gains or losses that are experienced in meaningful events and emotions are strong enough to govern our actions.

5.3 Research Question 3

Does Personal Disposition of Narcissim Moderate the relation between Organizational Cronyism and Hatred?

5.3.1 Summary of Results Related to RQ3

To investigate the research question the hypothesis formulated was H₄ Narcissim strengthens the relationship between Organizational Cronyism and Hatred.

5.3.2 Discussion Related to RQ3

The aforementioned hypothesis was not supported based on statistical results. Results of the study does not provide support for the acceptance of the hypothesis. The findings were contrary to our expectations and the moderating role of narcissism was not established. The possible reason can be that an individual reaction to an event is not solely intrinsic, it is an outcome of the person and environment both (Lewin, 1935, 1943). So, behavior is not only the outcome of personal disposition but other factors as well. In addition to the influence of personality on the choice of coping mechanisms, aspects of the environment may also influence our emotional reactions (Turker, 2018). A narcissist is devoid of effective emotion focused coping (Stucke & Sporer, 2002). Narcissists are unable to adjust one own self according to the environment and fail to join a collective force for a common cause, because narcissist has a self-aggrandizing approach (Schroder-Abe & Fatfouta, 2018).

A narcissist self aggrandizing approach negates the unions foundation of collective base. Narcissism focuses to pursue his own high goals but by putting the needs and interests of others at risk. While unionism works for the betterment of common good. Employee working in a narcissist manner does not work for a collective self identity. On the other hand unions are viewed as a means of collective force to exert pressure on organizations. Employees acting alone cannot stand for their rights, because they do not have enough power to bring any change in the organizational practices. But a narcissist drives away from having a pro collective behavior. Which is against the appeal of unionism. Unionism is a socially dominant and collective process. So, it is logical to suggest that employees would show solidarity with those they have more in common with and interact with most on a regular basis (Klimchak et al., 2016; Cafferkey and Dundon, 2015).

5.4 Research Question 4

To understand the underlying mechanism of Hatred to Prounion attitude, through the mediating role BPC, the following Research Question was raised.

How does hatred drive employees to develop a behavioral intention in the form of Pro-union attitude?

5.4.1 Summary of Results Related to RQ4

To know whether hatred drive employees to develop a behavioral intention in the form of Pro-union attitude three hypothesis were formed. To answer all those research question a mediation hypothesis is proposed, which could answer these three question. As per statistical results H_5 , H_6 and H_7 were accepted.

H_5 : There is a positive relationship between Hatred and breach of psychological contract.

H_6 : There is positive relationship between BPC and Pro union attitude.

H_7 : Breach of Psychological Contract as a Mediator between Hatred and Pro Union attitude was formulated which is accepted based on statistical results.

5.4.2 Discussion Related to RQ4

The psychological mechanism behind positive and negative emotions was studied by Jiang, Liang, Wang & Sun (2016). They reiterated that psychological mechanism behind positive and negative emotions are different. The attitude behavior relationship is directly influenced by positive emotions, but attitude behavior is influenced indirectly through mediating mechanism when negative emotions are experienced. Research has demonstrated that negative moods or feelings such as guilt (Hoffman, 1982), fear (Kiewitz et al., 2016), empathy (Coke, Batson and McDavis, 1978), sadness (Cialdini and Kenrick, 1976) and now Hatred (Halperin, 2008) can have a strong influence on creating a certain attitude towards organizations.

Employee's exhibit emotional attachment (Lam and Feldman, 2010) to the organization if they believe their contributions are valued (Giannikis and Nikandrou, 2013). Conversely, if employees believe psychological contract breach has taken place, they feel undervalued and reciprocate the relationship in the form of anger,

hatred. Employees expression of hatred is the reciprocal response of employees to the failed promises made by the employer. The study by Quratulain et al.,(2018) provides support to our hypothesis that says that it is the BPC that governs the emotional reaction, which ultimately drives the attitudinal response towards the organization time (Khan, Quratulain & Crawshaw, 2013; Bal et al., 2008)..

The notion that negative events at the workplace shape emotions of the individual is well established with affective event theory (Cropanzano, 1996) providing the theoretical foundation for the vast majority of this research. The reaction comes in the form of different emotions and development of attitudes base on the emotions. As Quratulain & Khan (2015) also explained that employee attitudes and behaviors can be formed through the mechanism of emotions. Workers may react emotionally to this breach in the form of hatred towards the one responsible of the breach. The one who is responsible for the breach can be the organization or even supervisor in some scenarios. . This can be supported by the findings of Ashkanasy & Dorris (2017).They concluded that different job attitudes are mediated between attitudinal variables through the cycle of emotions The evident role of BPC in emotional responses has also been supported in seminal research of social behaviour (see Homans, 1961; Adams, 1965). Recent and Previous research both has confirmed that there is link between negative emotions and Job attitudes (Judge, Weiss, Kammeyer,& Hulin, 2017; Albarracin & Shavitt ,2018; Warren & de chermont, 2003; Judge & Illies,2004).

5.5 Research Question 5

To uncover the development of an workplace attitude on the basis of a previously developed attitude orientation the following research question was raised.

Does Pro union attitude mediate the relationship Breach of Psychological contract and Union Commitment?

5.5.1 Summary of Results Related to RQ5

To answer the following question, support was gained from the previous literature and the following mediation hypothesis were proposed which is accepted based on statistical results.

H₈: There is a positive relationship between Pro union attitude and Union commitment.

H₉: Breach of Psychological contract is positively related to union commitment.

H₁₀: Pro union attitudes mediates the relationship between Breach of Psychological contract and Union Commitment.

5.5.2 Discussion Related to RQ5

The key objective of the current study was to analyze Union commitment through the psychological mechanisms of attitudes. The psychological contract breach has a negative impact on employee work attitudes and behavior (Conway, Guest, and Trenberth, 2011). The employee-employer relationship in Pakistan is threatened by the presence of cronyism particularly in public sector organizations (Islam, 2004).

A potential means for forcing an employer to meet its obligations is through unions, that is why union commitment is likely to increase in instances of psychological contract breach. Employees interest in unions is at most, when psychological contracts have been breached by organizations. For employee in this situation the only way to restore the desired working terms and conditions is a collective force. This hypothesis has looked upto psychological contract research in terms of cognitions of and reactions to breach as well. When employees perceive that their expectations are not fulfilled they become cognizant of the breach that has taken place. The expectations are in term of Job security, career advancement opportunities and salary raise. In other words, the degree to which organizations break their promises to employees is directly proportional to increasing number of joining unions. Our hypothesis of analyzing Pro Union attitude as mediator

has been accepted. A study conducted by Bamberger et al., (1999) posited that models which are mediated and indirect fit better than the direct effects alone.

5.6 Research Question 6

To understand the underlying mechanism between the relationship of two attitudes, the mediating role of emotions was in questions. For the said issue the following question was formulated.

Does Pro-union attitude predict Union Commitment?

Does Pro union attitude mediate the relationship between Hatred and Union Commitment?

Pro union attitude was stated as a possible explanatory mechanism in above mentioned relationship

5.6.1 Summary of Results Related to RQ6 and RQ7

To test the mediating role of Pro union attitude the following hypothesis was formed, which was accepted on the basis of statistical results.

H₁₁: Pro union attitudes mediates the relationship between Hatred and Union Commitment.

5.6.2 Discussion Related to RQ6 and RQ7

Affect and emotions can have indirect effects on intentions and behaviour by influencing the kinds of beliefs that are salient in a given situation. In Public sector organizations, we have tried to assess the underlying process before attitude formation towards unions, to understand how an attitude is developed (Albarracin & Shavitt, 2018).

The relationship between Pro union attitude and union commitment is well established (Fullagar et al. 1995; Kelloway, Francis, Prosser, & Cameron, 2010;

Snape & Chan, 2018), but Employees' attitudinal response to emotion through mediating mechanism is empirically tested in this study. As union commitment of employees is considered as an attitude in the present study, theory of reasoned action can better provide justification for hypothesis of our study. On the first hand they support basic factors which dictate individual norms and behaviors (Conner, Smith & Mcmillan 2003; Abraham & Sheeran, 2003). It is stated earlier that union commitment in the present study is taken as an attitude of individual, as postulated by AET, affective reactions subsequently act as mediators, causing attitudes and behavior that is affect-driven.

The basic notion of the theory that humans are rational being, and they act or react based on the interpretation of knowledge they poses. Those action and avoidance of action are based on the belief they hold and attitude that develops their intention towards particular behavior. Attitudes of individuals doesn't direct individual to engage in particular behavior but they are main motivating factor in for of developing behavioral intentions. Pakistan is dominated by a collectivist and high power distance culture (Khilji,2002), so maintaining group harmony is expected to be one of the organizational norms.

5.7 Research Question 8

A research question was formulated to find out if union commitment translates into the behavioral form or not.

Does Union Commitment predict Union Participation?

5.7.1 Summary of Results Related to RQ8

To investigate the role of union participation as the behavioral outcome of union commitment, the hypothesis H_{12} was formed which is rejected based on statistical results.

H_{12} : Union commitment is positively related to union participation.

5.7.2 Discussion Related to RQ8

These findings are at odds with the dominant conception that union commitment predicts union participation. The relationship between union commitment and union participation is very tenuous type (Tripti & Ginni, 2015). Attitude-behavior theory posits that employees workplace behaviors follow (causally) from their attitudinal reactions to an environmental stimulus (Fishbein and Ajzen, 1975). Our results depict that education level of employees has significant impact on employee joining unions. The higher degree of education was, less participative employees were.

Different reasons contribute to the rejection of this hypothesis. Management opposition to the unions can be one of the contingency factors which restrain employees to be participative in union activities. Our argument views managerial opposition to unionization as one other reasons affecting employees decision of not participating in union activities. When management is thought to harbor anti-union sentiment workers who show commitment to unions activities may fear that they are risking more than they expect to gain. This can be explained through the concept of social dilemma (Cardador, Grant, Lamare & Northcraft, 2017), when they are facing the real choice between their jobs and unions. Our country does not have favorable economic context characterized by high unemployment and low job security. So employees may have the fear of losing their job unable to secure alternative employment, so it is expected to suppress open expressions of discontent and deviance. A worker decision to support or not to support union openly through the behavioral expression is a critical one. Union participation is a behavioral expression of union commitment visible by volunteering effort and time for union engagements (Liang, 2017).

The possible reason attributed can be understood when we look into unions as a social entity, which has some institutional and political elements as well. Both union commitment and union participation and the links between them are better viewed by seeing them in their totality. In Pakistan the unions are in a struggling position. In Public sector Organizations union activist are trying to develop turn around strategies, at the same time they are also facing resistance by politicians

and academic circle who doubt the need of a strong labour representation. Freeman (2014) have stated that the high ratio of unemployment facing by the industries is due to reducing employee membership in unions. While, Keune (2015) states that union are facing decline in their number of members due to aging, and unions need to attract the younger to join unions and helps them to gain the power and value once they have in past. Employee commitment towards their union was considered the main motivating factor behind the union members participation in union activities, while lack of commitment in union members let the union members to withdraw their efforts form union activities and make less or even no association with their union due to lack of motivation (Chawla et al., 2018). In such adverse situations harmony, power and authority balance in unions are difficult to develop and maintain. Hence, only employee dispositional factor are not enough to ensure their participation in unions activities, but the main factor which can ignites employee motivation towards active participation in union activities is their commitment towards their unions (Snape & Chan, 2018).Its concluded that some specific cultural variables and individual factors are the main motivator of employee union commitment which further ensure the active participation of employees in each and every activity of their respective union. Unions can become influential through some country specific and individual factors as well.

5.8 Research Question 9

The last research question formulated was,

Does Perception of Union Instrumentality moderate the relationship between union commitment and Union participation?

5.8.1 Summary of Results Related to RQ9

To test the Moderating role of Perception of Union Instrumentality the hypothesis H₁₃ was formed. Which is accepted on the basis of statistical results.

H₁₃: Perception of union instrumentality moderates the relationship between Union commitment and Union Participation.

5.8.2 Discussion Related to RQ9

Most of the employees only supported the unions because they believed unions are influential in persuading the actions of the organization. Therefore, it is posited here that, for reasonable level of union commitment, the role of unions being active is important. However, among employees who see the union as powerful and effectual, it is likely that commitment to the union will increase (Fiorito, Padavic & Russell, 2018). Many theorists see Union instrumentality as a cognitive as well as cost benefit evaluative process that is linked with intentions and behaviors.

The acceptance of Moderating role of Union instrumentality strengthens the findings of (Artz, 2010), that a good labor relations climate will strengthen Union commitment. Thus, it is reasonable to infer that unions who defend their members in case of any loss earn commitment from employees. Employees who have greater trust in their unions directly influence their level of commitment towards their unions. The economic perspective is more dominant while assessing the perception of union instrumentality (Gibney, Masters, Aybat, & Amlie, 2018). A study by Bashir et al. (2011) confirms the organizational life of many Pakistani employees in terms of low bracket salaries, hostile working environment and rigid career paths with seniority as a base of promotion. Employees weigh their decision of joining a union in the light of whether their benefits, pay, working conditions and fairness will be improved (Fiorito, et al, 2018). It is these conditions which makes the economic perspective more important is assessing a cost benefit option available in the form of unions. The attitudinal aspect will be translated into behavior only if members believe that the benefit outweigh the cost of engaging in the participating activities. Employee satisfaction from their union helps in promoting their voice behavior because they feel union at their back for defending their concerns and interests (Deery, Iverson, Buttigieg, & Zatzick, 2014).

We seek explanation for our hypothesis from the needs theory as well. Employee motivation is required as a base for achieving their needs which is necessary for survival (Deery et al., 2014). Employee needs are considered as one the motivational forces for joining a union to redress their grievances. Employee's ability for the fulfillment of their needs through joint negotiation process and collective bargaining provides a strong case for translation the union commitment into union participation (Maslow, 1943). Our direct relationship between union commitment and union participation has been rejected. But the relationship is built only if union members believe that the union is instrumental in defending their rights against the management opposition.

5.9 Theoretical and Practical Implications

Because the AET has the potential to explain and predict union attitudes and activity, there are implications for labor relations research and practice.

5.9.1 Theoretical Implications

This study employed a theoretical framework, based on earlier insights of affective events. The study contributes in the body of knowledge by embedding psychological contract framework into the affective events theory, explaining how events happening at the workplace (such as organizational cronyism) lead to attitudes and behaviors.

The second implication of this study is that it has created a deeper understanding of political intolerance in a unionized context of public sector organizations through the cycle of discrete negative emotions i.e. hatred..

Our theoretical contribution is to look into union commitment as a chain of related system rather than a single discrete behaviour. The model tests and determine union commitment as a construct that is multidetermined by emotional and contextual factors. We draw our support from psychological research model (Barling,

1996) that looks into employee behaviour from attitudinal and situational perspectives. This study contributes to the call of Cropanzano, Dasborough & Weiss (2016) in which they explained the demand for future research inquiry and further conceptual growth. AET, with its strong focus on events, is a strong framework for articulating the role of emotion in these stages.

This study contributed in examining and exploring the potential relationship of union commitment being predictive of union participation in a unionized context of Public sector organizations. This effort is in line with Future Avenue identified by Dawkins (2016) who found out that different attitudes and behaviours can be predicted by considering workplace events around.

5.9.2 Practical Implications

Our analysis of cronyism as an event provoking negative emotions at workplace has practical implications, especially for public sector organizations.

- i. This study alert managers to the multiple manifestations of malfeasance they may need to guard against. It has significant indicators for understanding the characteristics of cronyism. But the key is to understand its distinctness from other forms of corruption.
- ii. Public sector organizations proved to be an excellent setting for the empirical testing of the proposed model. Pakistan provided an excellent setting to explore the generalizability of these effects because the emotion display rules (such as showing anger, hatred etc) are very much tied up with pervading societal/cultural values and norms (e.g. Geddes & Callister, 2007). The Public sector organizations also are dominated by unions.
- iii. Management should avoid non confrontational stance and zero sum approach. Unions and management both can work for a win-win approach through negotiations.

- iv. The study highlights that the union avoidance is not an option. Unions can be considered as resource to be developed rather than a commodity to be exploited.
- v. The multiple manifestation of cronyistic relationships can alert managers and employees equally. Measures should be taken to minimize it, managers should be discouraged to capitalize on such foundations.
- vi. Today's unions have been deprived of the power they used to exploit and enjoy before. The Employer can use this at their advantage. Organizations can take extra caution by signing an undertaking from employees that they will not indulge in any union activities.
- vii. If unions have effective bargaining coverage they can withstand the downsizing and counteract against it if bargaining takes place in a coordinated fashion. This suggests that one aspect of collective bargaining cannot be analyzed in isolation from other aspects.

5.10 Limitations

The results and conclusion of the present study are also not free from limitations. Firstly the present study results can't be generalized because of the demographic factors of the specific country and then specific cities. The demographics of the present study were age, gender, tenure and specific occupations which are the main influencing factors in developing union attitudes and behaviors of union members. Thus, results obtained from Public sector union may not translate to other industrial union members. Regarding unionization the leadership role is not similar across organizations, future studies should include Union Leadership as an explanatory variable to understand union commitment (Zacharewicz, Martinez Inigo & Kelloway, 2016). The union citizenship behaviour is a very interesting component to further explore, but has not been covered in this study.

The present study is only concerned and focused on employee's characteristics, attitudes, and perspective about unions.. The leader's perspectives in defining the

quality of relationship with followers is also important factor to consider because it can further guide and better explain the quality of exchange relationship. Previous studies have also stated that subordinate and leader perspective are not always same about explaining the nature of relationship among them (Sin, Nahrgang & Morgeson, 2009; Gerstner & Day, 1997).

However the difference of joining and not joining the union is based on different attributable factors, like some employees need is to get status, authority and recognitions in unions, feeling alienated, past experiences at workplace, all these factors precisely explain employees commitment towards union. The employee political ideology and identification with unions are also dependent on these attributable factors and these factors also need consideration of future researchers.

5.11 Recommendations

Cronyism is dependant on the human relational aspect and is linked with most sensitive element of organizations, proper training at start about this phenomena will help top managers to reveal and balance their expectations and interest, and will also attract their attention to take proper preventive measure to control the negative outcomes at workplace. Workplace cronyism is a phenomenon which exists since ages, attention should be given on minimizing cronyism through proper communication between employee and employer. Clashes can be minimized talking out employees expectations. So that employees dont have to reach out to third party to address their grievance. Union leaders, practitioners and scholars all are required to put proper effort in unfolding the practices, rules and procedures which can helps in resolving these issues by building coping abilities. Environmental challenges are also important to consider but altering environment in not so simple and easy, it takes a long time when comes to change it. A proper attention is required to the union effort in overcoming all these obstacles and challenges itself. The very first consideration of the study is union commitment and participation is not formal required role of union members and not limited to inside boundaries, but it also focuses on commitment and participation in national unions which are

outside the boundary of the respective organization. These are the severe factor that unions are third party outside organization and interfering. Secondly, the union participation and commitment in those union bodies which exists inside the organizational boundaries, such attitudes and emotions are based on past experiences and response to the work environment.

From a construct viewpoint, it has the potential to add value in different reach domains. It does not remain limited to the field of politics or corruption. For example from a business ethics professional point of view cronyism may not be as serious offense due to the universal vs situational morality in question.

5.12 Future Studies

As a construct the definition of cronyism lacks precision. Future researchers should provide a definition that can easily be operationalized and provides a clear basis for empirical testing. The effective regulatory measures for organizations can only be made possible when the cause and consequences of cronyism are well known and understood. There is need for further research that under what circumstances the affect, perceptions, and performance of employees are affected by workplace relationships.

Fortin-Bergeron, Doucet and Hennebert (2017) highlight the role of union citizenship behavior. Which is an interesting construct to be studied in the domain of union commitment and should be considered for future research. This study did not cover the leadership role in its framework. Weiss and Cropanzano (1996) contend that effective leaders play an important role in shaping affective events that determine employees attitudes and behaviors in the workplace. In line with this argument is the fact that though, the leadership of unions has been cited as a possible moderator (Boxall, Haynes, & Macky, 2006), this work does not explore the effect of unions leader on union commitment. As per Cropanzano, Dasborough & Weiss (2016) the integration of AET and LMX literature is the demand for future research inquiry and further conceptual growth. According to them employees who chronically express negative emotions may become less popular and are, therefore,

relegated to an out-group. With this in mind, future investigators should explore the possibility of feedback loops, for the causal arrow will not always go in a single direction. Studies clearly identified the need to include the leadership aspect (Dhammika, Ahmed & Sam, 2011) even though, such an exploration is only possible in unionized work environment where union commitment and politicization are contextualized, no evidence is traceable for such exploration in the field of leadership till now. The employee emotional responses to a union leader behavior is important to consider, given that the role of leaders is instrumental in shaping affective events (Pelletier & Bligh, 2008). Weiss & Beal, (2005) calls the critical role played by leaders and the affective experiences of members in the development of as “Underappreciated”. AET, with its strong focus on events, affective states, discrete emotions, is a strong framework for articulating the role of leader in these stages. This effort is in line with the Elanain (2013) call for research to explore the impact of different LMX dimensions of affect and attitudinal and behavioural outcomes.

5.13 Conclusion

The present study embedded Union commitment in the AET Framework. The basic postulation of AET lies in characteristics of the work environment which contributes in the occurrence of the event. For that purpose the unique context of public sector organizations in Pakistan was used to study the dynamics of union commitment. The model explains the linkage between internal influences and reactions to incidents. The internal influences are the cognitions and emotions involved. This study is an attempt to bring together a number of psychological determinants as mediators of individual participation of employees in unions. The purpose of this study was to examine the applicability of the Affective event theory to union commitment research. The proposed model of union commitment as an outcome of cronyism was a good fit of the empirical data. The results of the study also approved organizational cronyism as an event strong enough to pursue employees towards indulging in unions. But, surprisingly Organizational Cronyism

did not trigger the attitudinal reaction into the behavioral state of employees such as Union Participation.

The role of emotions in determining union commitment was a challenge for this study. The affective even theory suggests that individuals react to events at workplace. Emotion as a reaction to cronyism was justified enough, but development of intense emotion as hatred was also proved through the acceptance of our hypothesis. Negative emotions emerge which foster them into more prolonged feelings such as Hatred. The finding of the present study justifies that emotions give rise to adverse reaction to undesirable work events which smoothen the thinking pattern of individual in interpreting work events and adding meaning to them. On the base of these interpretation and meaning addition direct individual attitudes and behavior at workplace (Howard & Cordes, 2010; De Cremer, 2007). There is considerable literature demonstrating the importance of traits in predicting important outcomes (Jonason & O'Connor, 2017). The Moderating Role of Narcissism was not found in our study. According to Thiel, Hill, Griffith & Connelly (2014) individuals have the ability to achieve their objectives through political tactics, organizational as well as personal means. Leadership is an inter-linkage between the different transitions of union attitudes. Union leaders have profound mobilizing capacity they contribute to a lot to the unions.

Psychological contract breach is related to a range of undesirable employee attitudes and behaviours. So it was quite relevant to study breach in psychological contract as a mediating mechanism. Our findings generate sufficient support to previous literature where breach in psychological contract results in anti-organizational behaviours and attitudes (Rousseau, 1989; Conway & Briner, 2009; Robinson & Rousseau, 1994; Turnley & Feldman, 1998, 2000). 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 through the emotional reaction of negative affectivity.

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Section-B

Time Lag 1

Employee ID/Code _____

Organization _____

Organizational Cronyism

Here are a number of characteristics/behaviors that may or may not apply to you. Please write a number next to each statement to indicate the extent to which you agree or disagree with that statement.

1	2	3	4	5
Disagree	Disagree	Neither agree	Agree	Agree
Strongly	a little	nor disagree	a little	strongly

1. _____ Our manager treats employees with whom he has a closer personal connection with more tolerance.
2. _____ In our organization, individuals performance rather than their personal relations with the manager are taken into account when employees are rewarded.(r)
3. _____ When resolving conicts, our manager protects employees with whom (s) he has a closer personal
4. _____ The views of employees who have a close relationship with the manager are prioritized while making decisions in our organization.
5. _____ In our organization, employees who have a closer relationship with the manager are given activities that have nancial or career-related benets.
6. _____ The interests of people who show unconditional loyalty to our manager are protected more than others in our organization.
7. _____ Faults of employees who are personally close to the manager are ignored in our organization.

8. ——— Our managers treat those who do not criticize their decisions with greater tolerance.
9. ——— Loyalty to the manager is the most important criterion in assessing staff within our organization.
10. ——— Our manager ignores the faults of subordinates who are loyal.
11. ——— In our institution, loyalty to the institution is more important than loyalty to the manager.
12. ——— Manageremployee relations in our institution are based on institutional benefits rather than personal benefits. (r)
13. ——— When employees support our manager on a certain issue, they expect to be rewarded.
14. ——— Our managers reward employees who present behaviors that support their interests.
15. ——— Manageremployee relations in our institution depend on reciprocal personal benefits.

Narcissim

1. ——— I know that I am good because everybody keeps telling me so
2. ——— I like to be the center of attention
3. ——— I think I am a special person
4. ——— I like having authority over people
5. ——— I find it easy to manipulate people.
6. ——— I insist upon getting the respect that is due me
7. ——— I am apt to show off if I get the chance
8. ——— I always know what I am doing

9. ——— Everybody likes to hear my stories
10. ——— I expect a great deal from other people
11. ——— I really like to be the center of attention
12. ——— People always seem to recognize my authority.
13. ——— I am going to be a great person
14. ——— I can make anybody believe anything I want them to
15. ——— I am more capable than other people
16. ——— I am an extraordinary person

Time Lag 2

Employee ID/Code _____

Organization _____

Hatred

Hatred involves a negative feeling and it is not a short range emotion but an ongoing emotional attitude, towards an object, event, Individual and Organization.

1	2	3	4	5
Not at all	a little	Somewhat	Much	To a great Extent

1. ——— To what degree do you feel that the actions of the Organizations have offended you and/or members of your group over a long period of time?
2. ——— To what degree do you estimate that some of the actions of members of the Organizations and its leaders are a result of a bad internal character?
3. ——— To what degree do you estimate that some of the actions of the members of the Organizations and its leaders are a result of an intentional desire to harm you and members of your group?
4. ——— To what degree does the thought of the Organizations give rise to negative feelings in you?
5. ——— To what degree do you estimate that the actions of the members and leaders of the Organizations are just and legitimate?
6. ——— To what degree would you be glad to develop social relations with members of the Organizations?*
7. ——— To what degree would you be glad to know members of the Organizations more closely*

Time Lag 3

Employee ID/Code _____

Organization _____

Breach of Psychological Contract

1	2	3	4	5
Disagree Strongly	Disagree a little	Neither agree nor disagree	Agree a little	Agree strongly

1. _____ Almost all the promises made by my employer during recruitment have been kept so far (reversed).
2. _____ I feel that my employer has come through in fulfilling the promises made to me when I was hired (reversed).
3. _____ So far my employer has done an excellent job of fulfilling its promises to me (reversed)
4. _____ I have not received everything promised to me in exchange for my contributions
5. _____ My employer has broken many of its promises to me even though I've upheld my side of the deal.
6. _____ I feel a great deal of anger toward my organization.
7. _____ I feel betrayed by my organization.
8. _____ I feel that my organization has violated the contract between us.
9. _____ I feel extremely frustrated by how I have been treated by my organization.

Time Lag 4

Employee ID/Code _____

Organization _____

Pro Union Attitude

1	2	3	4	5
Disagree Strongly	Disagree a little	Neither agree nor disagree	Agree a little	Agree strongly

1. _____ Unions require members to go along the decisions they dont like.
2. _____ Unions are more concerned with fighting change than bringing change.
3. _____ Unions increase risk of plant closing.
4. _____ Unions stifle individual initiative.
5. _____ Unions are too involved in Political activities.
6. _____ Unions are only for blue collar workers.
7. _____ Union leaders, not members usually make strike decisions.
8. _____ Union improves wages and working conditions of workers.
9. _____ Unions gives members their money worth for the dues they pay.
10. _____ Unions help get legislation that helps both union and non union labour.

Time Lag 5

Employee ID/Code _____

Organization _____

Union Commitment

1	2	3	4	5
Disagree Strongly	Disagree a little	Neither agree nor disagree	Agree a little	Agree strongly

1. _____ I talk up the union to my friends as a great organization to belong to.
2. _____ There's a lot to be gained by joining the union.
3. _____ Deciding to join the union was a smart move on my part.
4. _____ Based on what I know now, and what I believe I can expect in the future, I plan to be a member of the union the rest of the time I work for the company.
5. _____ The record of the union is a good example of what dedicated people can get done.
6. _____ I feel a sense of pride in being a part of the union.
7. _____ I am willing to put in a great deal of time to make the union successful.
8. _____ If asked I would run for elected office in the union.
9. _____ If asked I would serve on a committee for the union
10. _____ Every member must be willing to take the time and risk of filing a grievance
11. _____ It is the duty of every member to keep his/her ears open for information that might be useful to the union.

12. ——— Its every members' responsibility to see that the other members "live up to" the collective agreement.
13. ——— It is every members' duty to support or help another worker use the grievance procedure.

Time Lag 6

Employee ID/Code _____

Organization _____

Perception of Union Instrumentality

The extent that participants perceive the union as a legitimate means for achieving their salient goals, that is, bargainable objectives valued by the members of a union.

1 Very Poor	2 Poor	3 Alright	4 Good	5 Excellent
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- _____ How good a job is your union doing: getting better wages.
- _____ How good a job is your union doing: improving health and safety on the job.
- _____ How good a job is your union doing: improving working conditions in general.
- _____ How good a job is your union doing: improving job security.
- _____ How good a job is your union doing: getting better fringe benefits.

Union Participation

1 Never	2 Rarely	3 Sometimes	4 Often	5 Always
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1. ——— Hold Union office.
2. ——— Serve on Committes.
3. ——— Attend Union Meetings
4. ——— Talk to union Leaders.
5. ——— Vote in Election.
6. ——— Vote in other votes.
7. ——— Read Union Literature.

Appendices II: Exploratory Factor Analysis-EFA

Items	Factors								Chronbach Alpha
	1	2	3	4	5	6	7	8	
OC1	0.672								0.860
OC2	0.651								
OC3	0.599								
OC4	0.612								
OC6	0.624								
OC7	0.599								
OC8	0.62								
OC9	0.615								
OC10									
OC11	0.583								
OC12	0.595								
OC13	0.576								
OC14	0.634								
OC15	0.578								
H1		0.64							0.690
H2		0.59							
H3		0.59							
H4		0.65							
H5		0.56							
H6		0.67							
H7									
Nar1			0.49						0.822
Nar2			0.5						
Nar3			0.5						
Nar4			0.47						
Nar5			0.44						
Nar6			0.5						
Nar7			0.43						
Nar8			0.54						
Nar9			0.54						
Nar10			0.5						
Nar11			0.56						
Nar12			0.56						

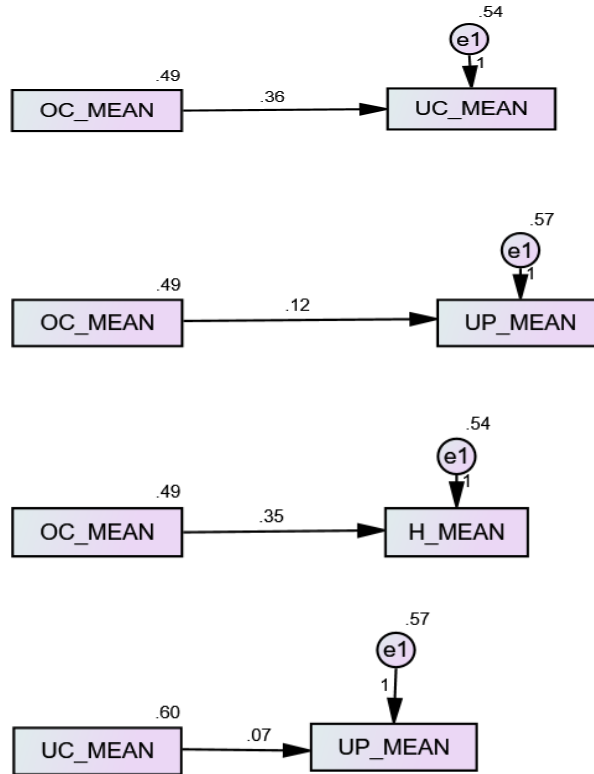
Nar13			0.54					
Nar14			0.57					
Nar15			0.55					
Nar16			0.51					
BPC1				0.66				.797
BPC2				0.5				
BPC3				0.52				
BPC4				0.52				
BPC5				0.54				
BPC6				0.55				
BPC7				0.52				
BPC8				0.61				
BPC9				0.5				
ProU1					0.62			.797
ProU2					0.56			
ProU3					0.54			
ProU4					0.58			
ProU5					0.57			
ProU6					0.53			
ProU7					0.52			
ProU8					0.54			
ProU9					0.53			
ProU10					0.56			
UC1						0.61		0.887
UC2						0.62		
UC3						0.61		
UC4						0.64		
UC5						0.63		
UC6						0.65		
UC7						0.66		
UC8						0.65		
UC9						0.55		
UC10						0.67		
UC11						0.62		
UC12						.621		
UC13						0.65		

PUI1							0.7		0.781
PUI2							0.7		
PUI3							0.67		
PUI4							0.72		
PUI5							0.75		
UP1								0.68	0.798
UP2								0.69	
UP3								0.72	
UP4								0.66	
UP5								0.67	
UP6								0.65	
UP7								0.7	

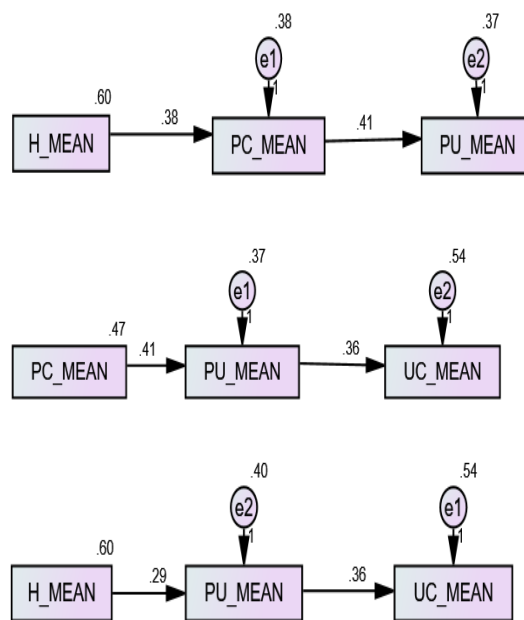
Variance Explained (%)		13.1	19.2	24	28.4	31.9	35	37.4	39.6
Eigen Value		10.8	4.95	3.96	3.58	2.92	2.51	1.98	1.76

Appendices IV: Measurement Models

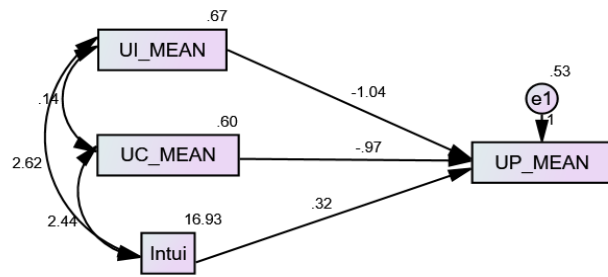
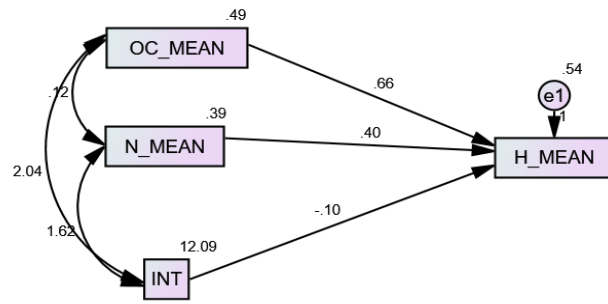
Measurement Models for Direct Paths



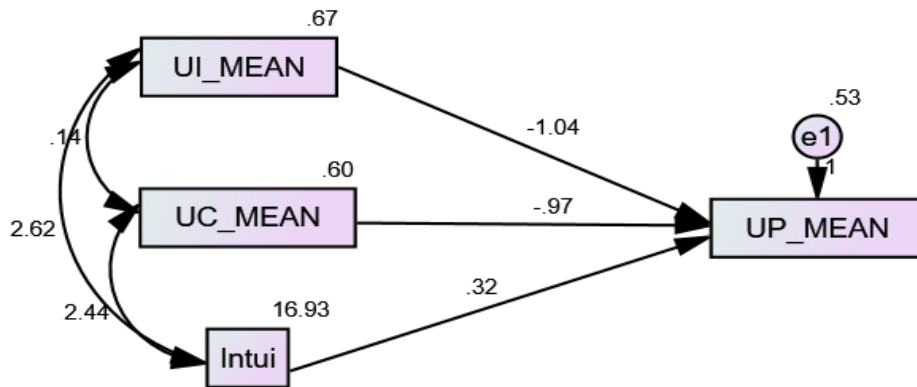
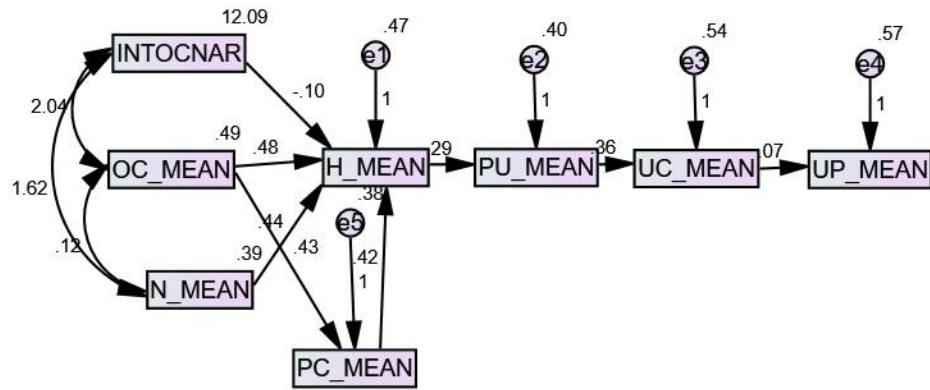
Measurement Models for Mediation



Measurement Models for Moderation



Structural Model



*The Model has been run with one moderator, the second moderator is run separately.