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노조에 대한 태도와 협력적 노사관계가 조직몰입과 조직시민행동에 미치는 영향: IT산업을 중심으로

The Effect of the Attitude to Labor Unions and Union-Management Cooperation on Organizational Commitment and Organizational Citizenship Behavior: Evidence from the IT Industry

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요약 오늘날 IT산업의 발전에 따라 대형 IT 기업들이 등장하기 시작하면서 IT산업 내 노동조합의 중요성이 보다 커지기 시작했다. 노조는 조직 내 근로생활의 질을 향상시킴으로써 구성원을 만족시키며 역할을 수행해 나가야 한다. 노조가 역할을 충실히 수행하게 되면 구성원은 노조에 대한 긍정적 태도를 지니게 될 것이다. 이에 따라 구성원은 보다 만족하게 될 것이고 조직에서 보다 긍정적 결과들을 만들게 될 것이다. 또한 근로자가 노조에 긍정적 태도를 지녀도 노사가 협력하지 않거나(강성노조), 노사는 협력하지만 근로자가 부정적 태도를 지니면(어용노조) 구성원들의 성과도 저해될 것이다. 따라서 노조에 대한 긍정적 태도와 노사의 협력적 관계는 동시에 수반되어야 할 것이다. 이러한 관계를 노조에 대한 태도(만족, 몰입 신뢰)가 조직몰입과 조직시민행동에 미치는 영향과 협력적 노사관계의 조절효과를 통해 설명한다. 이 연구는 IT 산업에서 노조가 나아가야 할 방향으로 조합원들에게 인정을 받기 위해 노력하며 동시에 사용자와의 긍정적 관계를 유지해야 함을 설명한다.

Abstract Today, labor unions have become more serious and have more critical roles in the IT industry. Labor union should enhance the quality of working life in an organization. It is the most important role of the union to satisfy employees. When a labor union enriches its roles, members have a positive attitude to the union. Hence, workers will be more satisfied and make more positive results. Moreover, although members have positive attitudes to the union, when labor and capital have a negative relationship, workers do not make the best performance. Furthermore, although unions and the companies work in close cooperation, when members have a negative attitude to the labor union, workers' performance will also decline. Hence, a positive attitude to labor unions and union-management relations has a mutual benefit for performance. This study explains these relationships with the effect of attitudes to labor unions (satisfaction, trust, and commitment) on organizational commitment and organizational citizenship behavior, and the moderate effect of union-management cooperation. The purpose of this study is to suggest that labor unions should have a positive relationship with management and win members' recognition in the IT field.

Key Words : attitude to labor union, union-management cooperation, organizational commitment, organizational citizenship behavior

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I . Introduction

The IT industry has a valuable role in Korean society. The IT field and markets have experienced steady development. Although the size of most IT companies is still small, some huge enterprises have begun to develop^[1-4]. As an IT firm's size gets bigger, workers begin to organize into labor unions. A labor union has a critical role for employees in the IT industry, which belongs to a rapidly changing environment^[3]. In the IT field, labor unions should protect members' interests and consider companies' success for the future. If the labor union is faithful and effectively performs, that would mean the labor union is protecting workers' interests well, so employees would have positive attitudes toward this union. Hence, when workers have positive attitudes to the labor union, they will be more satisfied, work more and perform better. Furthermore, when the labor union protects members' rights and interests, workers will be more satisfied with their union, jobs and company. This satisfaction can increase pro-social behavior, such as organizational citizenship behavior (OCB)^[5], and organizational commitment (OC)^[6]. Hence, the labor union's performance would influence members' positive attitudes to the labor union, then these positive attitudes will increase OC and OCB.

In this relationship between the positive attitude to the labor union and members' performance such as OC and OCB, we suggest a necessary condition, which is union–management cooperation (UMC). When workers' increase their OC and OCB because they have positive attitudes to the labor union, the labor union also needs to have a positive relationship with the company. For instance, consider if members have positive attitudes to the labor union, but the labor union has a negative relationship with the company. In this case, the labor union and the company have a hostile relationship. Since the company is the enemy of workers and the labor union, members' will not increase their OC and OCB, which are related to the company's performance

and development. In contrast, even if the labor union and the firm have a friendly relationship, workers can have negative attitudes to the labor union. In this situation, usually the labor union is a management–side organization, which is kept by the company. When the labor union works for the corporation, workers lose their rights and interests, and this means their performance also will decrease. In addition, there is the worst case where workers have negative attitudes to the labor union, and also the labor union and management show hostility each other. In this case, workers and managers will not recognize the existence of the labor union. Hence, positive attitudes to the labor union and UMC should coexist for the enhancement of members' performance.

This study sheds light on the effect of positive attitudes to the labor union and UMC on OC and OCB. The labor union should be acknowledged as the legitimate organization of members, and it should also have a cooperative relationship with the management. These attitudes and relationships will increase members' positive cognition, behavior and performance for the organization and their work.

II. Literature review and hypothesis

1. Attitude to labor union

A positive attitude towards a specific object usually increases positive performance and results related to the object. Thus, a positive attitude to a labor union (ALU) will enhance labor union–related outcomes^[7]. In this study, as an operational definition, ALU refers to a positive attitude toward the labor union, such as labor union satisfaction (LUS), labor union commitment (LUC), and labor union trust (LUT). First, LUS means members' satisfaction with the labor union's policies, decision making, negotiation power, and actions. When the labor union states its purpose to its members, the union and the company, influences setting new goals and directions of the organization, and have members

positively participate in union activities, workers are satisfied with their union^[8]. Hence, as OC and satisfaction are different, LUS and LUC are dissimilar factors^[7].

Moreover, LUS is a function of the agreement between workers' expectations and union performance on a number of jobs and union-associated features^[9]. Second, LUC means unionists' commitment to the labor union^[10]. Dual commitment research classified LUC and OC^[11]. LUC is defined as the degree of volition which an individual desires to stay as a union member, and an intention to contribute to the labor union^[12]. In addition, LUC includes loyalty to the labor union, responsibility to the labor union, willingness to work for the labor union, and belief in unionism. When workers are proud of becoming members of the labor union, dedicate themselves to the union, have responsibility, and participate in union activities, then their commitment will increase^[12-13]. Third, trust is the willingness of one object to be vulnerable to the action of another based on the expectation that the other object would perform a specific action critical to the trustor. Hence although one party may encounter risks from another party, it is willing to take those risks when there is trust^[14]. Similarly, when members trust in the labor union, they are likely to take risks for the union. Furthermore, trust in organizations refers to a members' willingness to be vulnerable to the behavior and actions of the organization, whose actions and behavior one cannot control. Thus, trust in organizations includes members' willingness to be vulnerable to their organization's determinations and actions. This volition can be rendered when the organization fairly and clearly communicates with members through formal and informal networks^[15]. Hence, trust in a labor union also means members are likely to be vulnerable to the labor union itself and its actions, policies and decisions.

2. OC and OCB

Research on OC has a long history, has been conceptualized and measured in various diverse

processes, and has produced a voluminous amount of literature related to the attachments that form between members and their organization^[16]. OC means the strength or degree of an individual's identification with a specific organization or involvement in this organization. This commitment can be characterized by particular concepts such as a strong belief in and acceptance of an organization's purposes and values, volition to put useful effort in the organization and a desire to maintain organizational membership^[17]. Similarly, OC involves affective, continuance and normative components. The affective factor means members' emotional or psychological attachment, which is connected to involvement in and identification with the organization. The continuance factor means commitment, which is associated to costs when members decide to leave the organization. The normative factor refers to employees' feelings or thoughts of obligation to remain with the organization^[18].

OCB in an organization is not an enforceable requirement of the job description or the formal role. OCB is defined as "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization. By discretionary, we mean that the behavior is not an enforceable requirement of the role or the job description, that is, the clearly specifiable terms of the person's employment contract with the organization; the behavior is rather a matter of personal choice, such that its omission is not generally understood as punishable"^[19-4]. Moreover, OCB involves specific concepts such as prosocial organizational behaviors, extra-role behavior, contextual performance, and organizational spontaneity. Furthermore, OCB includes some particular behaviors. First, helping behavior is a crucial form of OCB that relates to people who have worked in the same area. This behavior means voluntarily helping others with work-associated problems. Second, sportsmanship means the volition to tolerate the necessary annoyance and impositions of

work without discontent. Third, organizational loyalty means the volition to promote one's organization to external factors, to protect and defend it against risks and threats from outside, and to remain committed to it. Fourth, organizational compliance is an individual's acceptance and internalization of the organization's policies, rules, procedures and regulations. Fifth, individual initiative is associated with extra-role and voluntary behaviors, which are generally expected or go beyond what is required in the organization. Sixth, citizen or civic virtue is a commitment to macro-level interest in the organization as a whole. Seventh is self-development, which is to improve or develop an individual's skills, capacities, abilities and knowledge^[20].

3. Effect of ALU on OC and OCB

In general, a positive ALU can influence members' performance^[7]. Firstly, since labor unions increase members' satisfaction through work-connected values and perceived rewards, members can have a positive attitude towards the organization, which supports rewards and jobs^[21]. When the labor union supports members' profits from the organization and they are satisfied with these results, workers can have a psychological attachment to the company. Hence, a positive attitude to the union labor can enhance OC. Secondly, according to the social exchange theory^[22], when an organization supports members in justice, they trust in the organization; and as a result, they are willing to dedicate their work to the organization^[23]. Also, when the labor union is faithful in its duties, workers can trust in both the labor union and the company^[24]. Hence, LUT can increase positive attitudes to the organization, such as OC. Thirdly, dual commitment research is divided into OC and labor union commitment, and also explains that these factors have strong correlations^[11]. Furthermore, personal characteristics, work experiences, role-related factors, and characteristics of structure spontaneously enhance OC and labor union commitment because they are associated with organizational membership^[10]. Since

labor union commitment means workers are absorbed in the labor union, they can have positive attitudes to the organization, such as OC.

H1. ALU would increase OC.

H1-1. LUS would increase OC.

H1-2. LUC would increase OC.

H1-3. LUT would increase OC.

The labor union is related to workers' quality of working life, thus the union can influence members' satisfaction factors such as wages, welfare, and treatment and support from the organization. This satisfaction from the labor union also increases members' OCB^[20]. Hence, a positive ALU would be connected to OCB. First, satisfaction is one of the most critical antecedent factors for OCB. The labor union bears the responsibility for members' rights and interests; thus when workers receive moderate rewards and are satisfied with them, people are also satisfied with the union. Moreover, when members are satisfied with the labor union, they begin behavior to help the organization^[5]. Hence, LUS can influence members' satisfaction and OCB. Second, according to the social exchange theory^[22], LUC occurs when the labor union protects members' interests fairly. In this situation, workers' LUC can increase because they gain profits from the union. Moreover, when employees have higher LUC, they believe they receive enough support from the company. Hence, LUC increases perceived organizational support; then also enhances OCB because perceived organizational support encourages members to work for the organization [25-26]. Third, when the labor union protects members, they receive fair treatment from the company, and trust in the union. Hence, a trusted labor union will enhance members' satisfaction, and this satisfaction is directly related to OCB^{[23],[27]}.

H2. ALU would increase OCB.

H2-1. LUS would increase OCB.

H2-2. LUC would increase OCB.

H2-3. LUT would increase OCB.

4. UMC and moderating effect

UMC refers to the labor union and the management having positive a cooperative relationship. When capital and labor share responsibility and interest in the company’s performance fairly, they usually try to enhance the quality of working life and encourage cooperative relationships^[28]. Also, the cooperation between the labor union and the company means they work together for mutual gains and help each other to solve problems^[29]. For UMC, capital and labor should maintain friendly and close relationships, communicate with trust, have positive attitudes, hold the same view in regards to problems, and make efforts to increase organizational development^[30]. Moreover, UMC can be a prerequisite, which produces positive consequences when ALU influences OC and OCB. To explain these relationships, we should understand four situations. First, a low UMC and negative ALU will produce the worst results when the labor union and the company regard each other with hostility, and workers have a negative attitude to the union, which encourages the feeling that the union has no reason for being. Second, a low UMC and positive ALU situation means employees believe in the union, but the union is too disagreeable to the company. Hence, the union will lose negotiation power. Third, a high UMC and negative ALU indicate that the union only supports the company, not the employees. When workers believe that the union is being patronized by management, they will lose faith in the union. Hence, the union loses its control over its members, who are then disappointed, resulting in decreased workers’ performance. The fourth is the best situation, where there is a high UMC and positive ALU. When the labor union has a positive relationship with the company and union members, workers can perform better. Hence, UMC is a basis for ALU to increase performance; and it can also enhance ALU’s influence on OC and OCB.

- H3. UMC will enhance ALU’s effect on OC*
- H3-1. UMC will enhance LUS’s effect on OC*
- H3-2. UMC will enhance LUC’s effect on OC*

- H3-3. UMC will enhance LUT’s effect on OC*
- H4. UMC will enhance ALU’s effect on OCB*
- H4-1. UMC will enhance LUS’s effect on OCB*
- H4-2. UMC will enhance LUC’s effect on OCB*
- H4-3. UMC will enhance LUT’s effect on OCB*

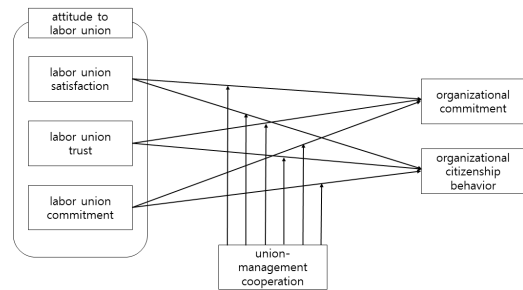


그림 1. 연구모형
 Fig. 1. Research model

III. Participation and Methods

Data was collected from 248 employees in the IT industry (male: 188/75.8%, female: 60/24.2%; aged 20–29: 27/10.9%, 30–39: 117/47.2%, 40 or older: 104/42%; general staff: 33/13.3%, assistant manager: 173/69.8%, manager or chief: 42/16.9%; high school education: 12/4.8%, bachelors degree: 192/77.4%, graduate school: 42/16.9%, missing: 2/0.8%).

All items are measured with the Likert 7-scale. LUS was measured with 6 items, such as: “The union improves my working conditions”, “The union secures my employment”. “I am satisfied with the union’s activities”^{[12],[31–32]}. LUT was measured with 5 items, for example: “I frequently do extra things I know I won’t be rewarded for, but which make my cooperative efforts with the union more productive”, “The union helps me with difficult assignments, even when assistance is not directly requested”, “I have found it necessary to make inquiries before responding to union requests for assistance. This ensures that my interests are protected”^[33–34]. LUC was measured with 10 items. Sample questions were “I talk up the union to my friends as a great organization to belong to (loyalty)”,

“I am willing to put in a great deal of time to make the union successful (willingness to work for the union)”, “Every member must be willing to take the time and risk filing a grievance (responsibility to the union)”^[35]. OCB was measured with 15 items, for example: “Always focus on what’s wrong, rather than the positive side (sportsmanship)”, “Attends functions that are not required, but help the company image (civic virtue)”, “Believes in giving an honest day’s work for an honest day’s pay (conscientiousness)”, “Informs me before taking any important actions (courtesy)”, “Helps others who have heavy workloads (altruism)” [36]. OC was measured with 13 items, for instance, “I would be very happy to spend the rest of my career with this organization (affective)”, “Right now, staying with my organization is a matter of necessity as much as desire (continuance)” “Even if it were to my advantage, I do not feel it would be right to leave my organization now (normative)”^[37]. UMC was measured with 5 items. For example, “The union is reasonable in dealing with management”, “The union and management are hostile toward each other”, “The union and management share most information”^{[11], [39]}.

IV. Analysis

A confirmatory factor analysis (CFA) is suggested in table 1, and it shows construct validity and moderate model fit among all factors. Furthermore, Table 2 shows enough reliability of variables (higher than .9), and the results of mean and standard deviation.

표 1. 확인적 요인분석 결과

Table 1. Result of CFA

	AVE	Composite Reliability
LUS	.645	.869
LUT	.612	.861
LUC	.645	.919
UMC	.774	.908
OC	.598	.947
OCB	.733	.947
absolute fit index	$\chi^2/df=1.951$ RMSEA=.062	
incremental fit index	TLI=.906, CFI=.914, IFI=.914	
parsimonious fit index	PNFI=.775, PGFI=.651	

표 2. 신뢰도와 기술통계

Table 2. Reliability and descriptive statistics

	Cronbach’s α	Items	Mean	Std. Deviation
LUS	.930	6	5.1915	1.18144
LUT	.903	5	5.2911	1.12947
LUC	.950	10	5.1645	1.05433
UMC	.964	5	4.6806	1.42753
OC	.929	13	4.8375	1.06640
OCB	.960	15	5.3444	.90132

Table 3 indicates factors’ correlation. Each of the variables has significant and positive correlation with others.

표 3. 상관관계

Table 3. Correlation

	LUS	LUT	LUC	UMC	OC	OCB
LUS	-					
LUT	.777***	-				
LUC	.739***	.727***	-			
UMC	.640***	.591***	.611***	-		
OC	.645***	.606***	.743***	.655***	-	
OCB	.599***	.556***	.740***	.563***	.659***	-

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

Table 4 and 5 show the results of regression for a moderating effect^[39], and data was calculated based on mean centering^[40-41]. In table 4, an independent variable is ALU (LUS, LUT, and LUC), a moderate variable is UMC, and a dependent variable is OC. Step 1 indicates the effect of LUS on OC; Step 2 shows the simultaneous effect of LUS and UMC on OC; and Step 3 proves the effect of a moderate variable (LUS×UMC, LUT×UMC, and LUC×UMC). As a result, UMC has a moderating effect between LUS and OC ($\beta=.198$, $p < .01$), and LUT and OC ($\beta=.219$, $p < .01$); but UMC has no significant effect between LUC and OC ($\beta=.064$, $p > .1$) (For multicollinearity, all VIFs < 2.0).

In table 5, independent and moderate variables are same as table 4, but a dependent variable is OCB. Step 1 proves the effect of LUS on OCB; Step 2 proves the effect of LUS and UMC on OCB; and Step 3 indicates the effect of a moderate variable. As a result, UMC has a moderating effect between LUS and OCB ($\beta=.290$,

$p < .01$), LUT and OCB ($\beta = .297, p < .01$) and LUC and OCB ($\beta = .126, p > .1$) (For multicollinearity, all VIFs < 2.0).

표 4. 조직몰입에 대한 회귀분석

Table 4. Linear regression for OC

dependant : Organizational Commitment							
	1 step		2step		3step		VIF
	β	t	β	t	β	t	
LUS	.645***	13.228	.382***	6.606	.425***	7.523	1.740
UMC			.410***	7.086	.373***	6.622	1.729
moderate					.198***	4.547	1.031
R^2 (Adj- R^2)	.416(.413)		.515(.511)		.553(.547)		
ΔR	-		.099(.098)		.038(.036)		
F	174.984***		130.103***		100.595***		
LUT	.606***	11.954	.337***	6.026	.401***	7.298	1.630
UMC			.456***	8.153	.404***	7.420	1.597
moderate					.219***	4.931	1.064
R^2 (Adj- R^2)	.367(.365)		.502(.498)		.548(.542)		
ΔR	-		.135(.133)		.046(.044)		
F	142.887***		123.692***		98.416***		
LUC	.743***	17.430	.548***	10.972	.553***	11.083	1.601
UMC			.320***	6.415	.300***	5.845	1.698
moderate					.064	1.569	1.079
R^2 (Adj- R^2)	.553(.551)		.617(.614)		.621(.616)		
ΔR	-		.064(.063)		.004(.002)		
F	303.817***		197.275***		133.123***		

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

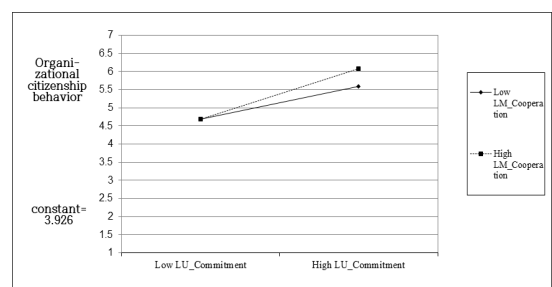
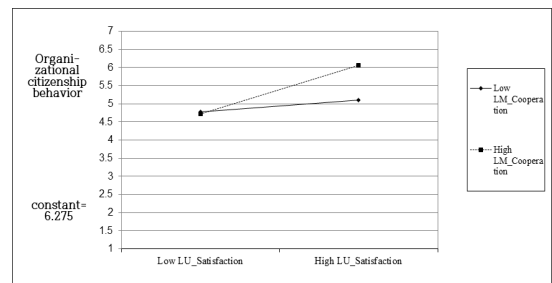
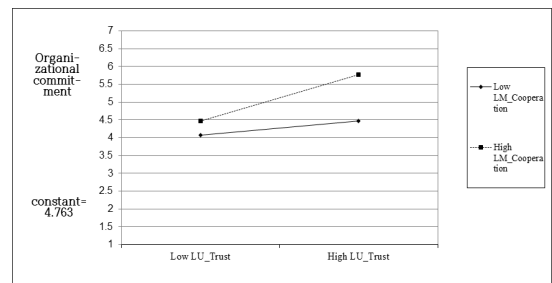
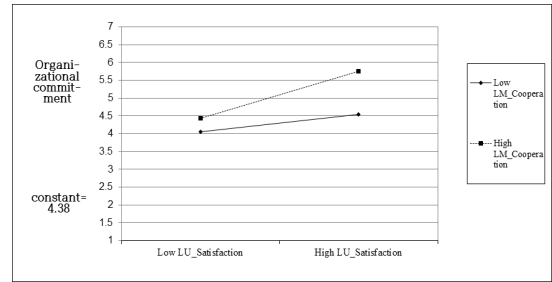
표 5. 조직시민행동에 대한 회귀분석

Table 5. Linear regression for OCB

dependant : OCB							
	1 step		2step		3step		VIF
	β	t	β	t	β	t	
LUS	.599***	11.724	.403***	6.339	.466***	7.760	1.740
UMC			.305***	4.796	.250***	4.185	1.729
moderate					.290***	6.274	1.031
R^2 (Adj- R^2)	.358(.356)		.414(.409)		.495(.489)		
ΔR	-		.056(.053)		.081(.080)		
F	137.458***		86.375***		79.718***		
LUT	.556***	10.500	.343***	5.565	.431***	7.286	1.630
UMC			.360***	5.844	.290***	4.959	1.597
moderate					.297***	6.221	1.064
R^2 (Adj- R^2)	.309(.307)		.394(.389)		.477(.470)		
ΔR	-		.085(.082)		.083(.081)		
F	110.252***		79.628***		74.154***		
LUC	.740***	17.251	.631***	11.897	.641***	12.245	1.601
UMC			.178**	3.353	.139*	2.571	1.698
moderate					.126**	2.937	1.079
R^2 (Adj- R^2)	.547(.546)		.567(.564)		.582(.577)		
ΔR	-		.02(.018)		.0159(.013)		
F	297.585***		160.611***		113.284***		

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

In addition, figure 2 shows a simple graph for moderating effect^[41]. High groups mean higher than average, and low groups mean lower than average. Figures indicate different effects of low UMC and high UMC when it changed from low ALU to high ALU on OC and OCB.



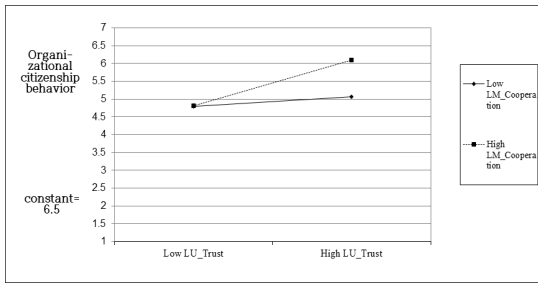


그림 2. 조절효과 단순 그래프
Fig. 2. Simple graph for moderating effect

V. Conclusion

As a result, this study proved ALU (LUS, LUT and LUC) has positive relationship with OC and OCB. Furthermore, UMC has a moderate effect between ALU (LUS, LUT and LUC) and OCB. Moreover, UMC has a moderate effect between LUS/LUT and OC, but does not have a moderating effect between LUC and OC. Since dual commitment can influence LUC and OC, it seems to have a direct relationship between them rather than just an influence of moderating factors such as UMC.

The first implications of this article are that because a positive ALU can increase members' performance (OC and OCB), it has a critical role for an organization. Hence, labor unions should try to receive a positive perception from members. This means when the labor union fulfills its responsibilities, members have positive attitudes to the union; they then will perform better for the company. In addition, UMC also has a crucial role in organizational situations, which include union, company, and worker relationships. Not only ALU, but also UMC can enhance members' performance. Further, UMC is a prerequisite for a good relationship between ALU and OC/OCB. Thus, the union should focus on having a positive relationship with the workers and the company^[42]. A balanced relationship between the union, workers and the company would increase members' and organizational performance.

There are some limitations and suggestions for future studies. First, in this study, ALU has three dimensions: LUS, LUT and LUC. However, ALU can also include other factors such as engagement and involvement. Hence, hereafter studies should research more various factors, such as ALU. Second, some factors have sub-dimensions, but this article did not examine them. For instance LUC includes loyalty, willingness to work for the union, and responsibility to the union; OCB has sportsmanship, civic virtue, conscientiousness, courtesy, and altruism; OC involves affective, continuance, and normative factors. Hence, later research should demonstrate the different effects among them. Third, this study explains performance-related factors with OC and OCB. However, members' and organizational performance have more variables, and also ALU and UMC influence them. Hence, future studies should prove a relationship between ALU/UMC and other outcome variables, such as job satisfaction, work engagement, and job burnout.

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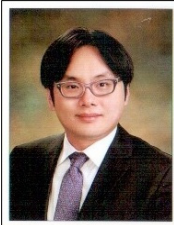
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