



**RESEARCH PAPER**

**Unionization and Employee Performance Influenced by Culture in Government Organizations**

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**ABSTRACT**

The objective of this study is to examine the effects of labor union practices on employee performance moderated by culture is the goal of this research. This is a casual study; a survey has been conducted on government organizations in Pakistan using an adopted questionnaire. In order to address the problems that laborers encounter at work; labor unions are essential. Labor unions assist in the effective sharing of information in order to prevent conflicts. This study applied the quantitative approach to research. Primary data was gathered through the distribution of questionnaires. The questionnaire consisted of close-ended questions with a Likert scale of five points, i.e., from strongly-disagree to strongly-agree. The data questionnaire was given to 120 respondents, i.e., non-managerial staff members of Pakistan's government organizations. And after the analysis of data by using SPSS 26 software it is found that that the five labor union practices, like communication, workplace harmony, Safety & Health, Salary & Benefits, and Conflict, are sufficient and powerful enough to improve each employee's performance on an individual basis. It also demonstrated that organizational culture considerably & significantly modifies the association between all five labor union practices and employee's performance. Furthermore, it is recommended for future researchers to examine the impact of labor unions on employee performance in the presence of organizational culture by utilizing a larger sample size, a wider geographic area, and also the government sector of other regions so that the study's generalizability can be further improved.

**KEYWORDS** Communication, Employee's Performance, Labor Union Practices, Organizational Culture, Work Place Harmony

**Introduction**

The Industrial Relations Ordinance Act of 2008 states that employers and employees in Pakistan are allowed to form unions. The idea of a union was first proposed in the 18th century, and over the next 100 years, it gained enormous traction and strength within organizations, to the point where it is now a crucial variable that the management of those organizations must control. In order to address the problems that laborers encounter at work; labor unions are essential. Labor unions assist in the effective sharing of information in order to prevent conflicts. According to Otobo (1986), labor unions have long since established themselves as the most widely accepted and common aspect of any organization's workforce. They work to defend the rights and interests of workers by preventing mistreatment and abuse of workers' self-respect by management or employers; Common union forms: industrial unions represent the workforce in a specific sector, whereas trade unions represent labor in a particular professional role. Similar to

Pakistan, the 240 registered unions of the "All Pakistan Trade Union Federation (APTUF)" work for the welfare of workers. Similarly, Rajesh and Manoj (2015) explained that a union federation is a corporation of employees that is formed to address workplace issues for the betterment of all employees as much as possible. Additionally, a Pakistani researcher named Ghayur, (1996) noted that labor unions appear to have an undesired involvement in the smooth operation of organizations without acknowledging those particular undertakings that might cause industrial harmony, integration, and development. Gunderson, (2005) claimed that in addition to the unions' well-known practice of pursuing rent, they can have a positive impact on performance by speaking out in favor of workers' concerns, fostering better management-labor relations, boosting resolve, and lowering employee turnover. Flood and Toner, (1997) suggested that by creating human resource policies, employees' motivation and cooperation would keep improving, and as a matter of fact, the company could establish a strong corporate culture. Companies can reduce any gaps or barriers that may prevent organizational culture and employee performance from aligning by routinely evaluating and updating their strategies and practices related to organizational culture. Employee needs, goals, and desires must be heard and understood in order to close the disparity between corporate culture and worker performance. Employers can better tailor organizational culture to their needs by getting employee input (Latiep et al., 2022). From the point of view of Feldman, (1991), culture is defined as representing more than just a uniformity of values; it also primarily demonstrates a shared frame of reference or observation of pertinent issues for any given organization.

Therefore, it appears that labor union practices have varying effects on employees' performance depending on the culture, and most organizations today fail to acknowledge and appreciate the significant contributions that labor union practices make to employees' performance. That's why this study aims to explore the impact of labor union practices such as communication, workplace harmony, Safety & Health, Salary & Benefits and Conflict on employee's performance moderated by the culture of government organizations in Punjab, Pakistan. In this way, the study will help Pakistani government organizations become more efficient in the upcoming years by making people aware of labor union practices and helping them understand how labor unions affect their own performance. In this way, the study will help Pakistani government organizations become more efficient in the future by raising awareness of labor union practices and helping them understand how labor unions affect their own performance. And it also instructs managers on the style of culture that can be implemented in a government organization to monitor labor union activity and improve worker performance.

### **Literature Review**

As per the point of view of Matthew et al., (2003) Despite a history of controversy, trade unions, also known as labor unions, were established to protect the rights of employees in any kind of organization. Marginson, (2015) recommended that labor union leaders typically use the collective bargaining process of acquiring wage allowances from management, which improves employee performance and obtains appropriate advantages and reimbursements of the employee's pay. Soylyu and Singh, (2017) investigated both the pros and cons of unionism and proved that unions have a greater positive impact on employees' performance and administrative structure. Additionally, it looks at the positive effects of unions on profitability as well as the overall impact of enterprise governance on various administrative tasks, such as organizing, supervising, and categorizing. Davis (2013) pointed out that executives in the government sector who

are interested in optimizing worker performance might find it helpful to learn more about the potential psychological effects of government sector unionization. Giving workers a voice to address grievances or issues with their employers, bargaining for better working conditions on matters such as wages and benefits, and protecting workers in instances where dismissal or job security may be threatened are three areas in which unions play a significant role (Artz, Blanchflower, & Bryson, 2022). Labor unions in Tanzania have battled the Occupational Safety and Health Authority (OSHA) to address issues that are preventing workers' welfare and have successfully negotiated a decrease in taxes that go toward employee compensation (Mgaya, 2021). According to Bataglia and Barreto (2020), unionized businesses were more profitable and productive than non-unionized businesses. Gicheva et al. (2018) showed that unions can improve organizational performance by assisting in the reduction of worker turnover rates. Nonetheless, not all industries and situations experience the same impact from trade unions on an organization's performance. Due to high union density and the frequency of labor disputes, Arunachalam & Illo (2019) discovered that trade unions in the Indian garment industry had a negative effect on firm-level productivity. The study of Kalogiannidis, (2020) established that good communication plays a major role in employee performance in any type of business. Maintaining open lines of communication within the organization is recommended for improving employee performance and ensuring long-term financial success. Jiang et al., (2020) further demonstrated how effective communication creates trust between the organization's top leadership and its employees, inspiring the latter to perform well. Retaining an appropriate degree of beneficial communication benefits both managers and employees. to efficiently oversee and monitor the progress of the different jobs' employees perform for the company. The study's findings demonstrate that employee performance is influenced by organizational communication and employee motivation rather than organizational culture. Syahrudin, Hermanto, & Wardini, (2020) demonstrated how training, organizational culture, and communication all had a major and positive impact on worker performance. Additionally, the outcome demonstrated that communication and training are the next most important factors influencing employee performance, after organizational culture.

Osad & Osas, (2013) said that when employers and employees agree to work together cordially and cooperatively for their mutual benefit, this is referred to as workplace harmony. Onyeizugbe et al., (2018) The researchers indicated that workplace harmony is a critical factor in influencing employee performance in a sample of food and beverage firms in Anambra State. Management-focused firms should allow unions to voice their concerns and make every effort to align employee needs with organizational goals. Additionally, management is the focus organizations should foster by letting employees to participate in decision-making issues that affect them. The study concludes that banks' adoption of workplace harmony has a significant impact on their productivity across a number of dimensions. Odunukwe, Anah, & Ezeh, (2023) discovered that banks' adoption of workplace harmony in their working environment has a major impact on employee performance and productivity. In a similar vein, it has also been noted that workplace harmony is a crucial element of organizational participation, which promotes positive employee development and job involvement and, eventually, improves performance (Irawan & Sari, 2021). Setiawan, Anwar & Aspan, (2022) *exerted that* the performance of employees at the customer service unit in west Binjai is the dependent variable, and that it is significantly and favorably impacted by occupational safety & health. Ahmad, (2022) discussed that at the PT. Pertamina (Persero) Makassar Fuel Terminal, occupational health & safety had a positive impact on worker performance. Septian, (2024), observed that there is a significant correlation between occupational

health and safety, and that this correlation is the key to raising employee performance levels in a business. Rifqi, Fajarianto, & Thamrin, (2023) determined that occupational safety and health have a significant role in increasing employee performance by reducing absenteeism due to work-related accidents and diseases. The findings of Iman, Nitawati, & Triandani, (2023) revealed that work discipline, motivation, and occupational health and safety all have a role in determining how productive and successful employees are. According to Rostina, Muhani, and Sinaga (2020), work discipline, leadership style, and occupational safety and health all have a substantial impact on worker performance concurrently. Afiza, (2021), identified both the variable working period and the variable salary. A notable impact on Bengkalis District employees' performance at the same time. Consequently, in addition to offering other forms of compensation, the organization must consider the welfare of its staff members by modifying employee salaries. Ldama, & Nasiru, (2020) revealed that paying employees more has a major impact on their efficacy, collaboration, and creativity at Adamawa State University in Mubi. When given a high salary, employees are very capable of coming up with new ideas. Research conducted by Rifa'i et al (2020) discovered that monetary benefits and salary had a favorable and significant impact on worker performance. Aspects of pay become significant because they can only be useful if they are connected to actual performance. Paresashvili et al., (2021) demonstrated the lack of knowledge about conflict management in Georgian organizations, including both the positive and negative effects of it. The main cause of conflict is an unequal division of responsibilities and roles. When resolving conflicts, employees prefer to use a collaborative style because it improves their productivity and performance. Ogadinma, & Zwingina, (2019) stated that the way in which grievance handling processes like open-door policies, collective bargaining, and conflict are handled has an impact on how committed employees are (devotion, continuous, and affective commitment). Hussain, (2020) noted that workplace conflicts and employee productivity have a negative relationship, because of workplace politicians, as they play a major mediating role in this relationship. The study by Veerankutty, & Rehna, (2020) demonstrated a strong correlation between employee performance and conflict. When employees experience extreme conflicts – whether they be extreme high or extreme low – their performance suffers. Good worker performance is correlated with a moderate to ideal degree of conflict. The incidence of conflict among IT company employees can be significantly decreased or resolved with the support of a robust organizational culture. Zahedi, (2004) highlighted that every organization appears to have its own organizational culture and subcultures, necessitating comprehensive knowledge of these features in order to implement an appropriate culture within the organization. Shahzad and Shahbaz, (2017) examined the work cultures of Pakistani software companies and the ways in which their particular implementation of culture affected employees' performance. And the study's findings suggested an optimistic relationship between employee performance and organizational culture. Shah et al., (2012) declared that the goal is to enhance the culture of Pakistani government universities in order to raise employee performance to a satisfactory level. Shahzad et al., (2012) found that to enlighten the whole performance of the workforce managers & executives in the company, it should launch a strong organizational culture. This indicates that the company's managers and supervisors are responsible for creating and preserving the company's strong culture. Further, Leskaj et al., (2013) inspected the bank's cultural traits and how they affected employees' performance, finding a positive correlation between employee performance and organizational culture in banks. Raza et al., (2014) discovered that there is a substantial correlation between employee performance and organizational culture. Furthermore, the organizational culture component appeared to have a greater positive impact on employees' performance. Nazir and Zamir, (2015) confirmed that the organization's culture and employee

performance generally coordinate well. Regarding employee performance and organizational culture, however, there is little variation in the outcomes when it comes to gender differences in the workforce. A culture that promotes collaboration, support, and mutual trust creates a pleasant work environment. Satisfied and engaged employees tend to be more productive and more likely to stay long-term, reducing turnover. When organizational culture provides strong support for teamwork and innovation, employees will feel freer to share ideas and collaborate with their colleagues. This has a positive impact on productivity and quality of work (Abbas et al., 2023).

Thus, based on a review of all prior research, it can be concluded that culture plays a role as a catalyst in the relationship between labor unions and employee performance because employee performance can rise or fall depending on the culture of the various organizations. For this reason, organizational culture is used in this study to moderate the relationship between employee performance and labor unions.

### **Hypotheses development**

An assertion known as a hypothesis is one that is formulated based on theoretical understanding of the concept and then examined for validation or invalidation (Creswell, 1994).

**H<sub>1</sub>:** Communication has the significant impact on Employee's performance.

**H<sub>2</sub>:** Workplace Harmony has the significant impact on Employee's performance.

**H<sub>3</sub>:** Occupational safety & health have the significant impact on Employee's performance.

**H<sub>4</sub>:** Salary & Benefits has the significant impact on Employee's performance.

**H<sub>5</sub>:** Conflict has the significant impact on Employee's performance.

**H<sub>6</sub>:** Organizational-culture has the significantly moderated the relationship between Communication and Employee's performance.

**H<sub>7</sub>:** Organizational-culture has the significantly moderated by the relationship between Workplace harmony and Employee's performance.

**H<sub>8</sub>:** Organizational-culture has the significantly moderated the relationship between occupational Safety & Health and Employee's performance.

**H<sub>9</sub>:** Organizational-culture has the significantly moderated the relationship between Salary & Benefits and Employee's performance.

**H<sub>10</sub>:** Organizational-culture has the significantly moderated the relationship between Conflict and Employee's performance.

### **Conceptual Framework**

Conceptual frame work of our study represents measure of labor union practices as independent variable, employee's performance as dependent variable and organizational culture as the moderator variable.

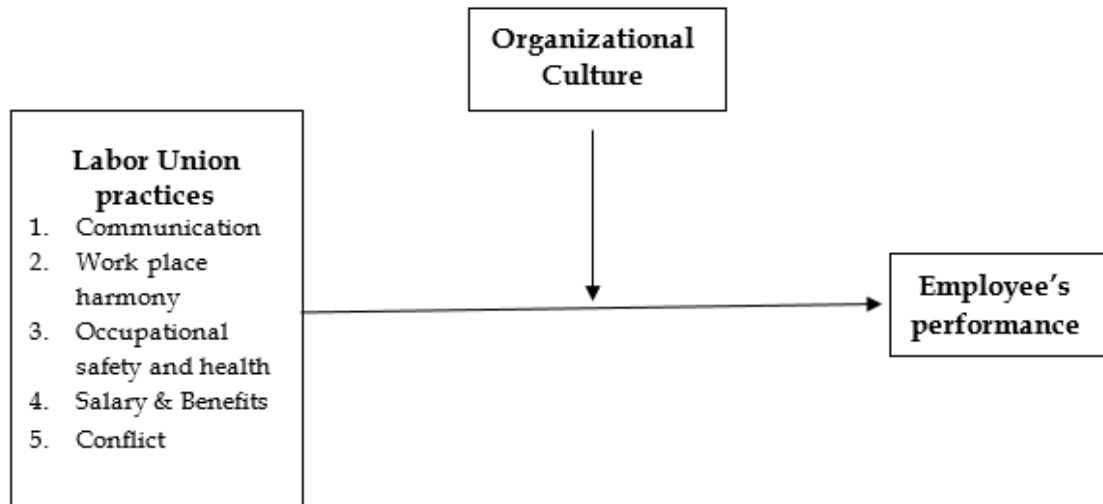


Figure 1: Conceptual Framework

## Material and Methods

As per the Montgomery (1989) unions seemed to have more leverage in the public sector. They brought in an excessive number of members from government agencies. Because of this Pakistani government sector employees are the study's target population. Descriptive and explanatory research methods were employed in this study to explain the association between employee performance and the effectiveness of major labor union practices. This study applied the quantitative approach to research. Primary data was gathered through the distribution of questionnaires. The questionnaire consisted of close-ended questions with a Likert scale of five points, i.e., 1 represents strongly-disagree, 2 disagree, 3 neutral, 4 agree, and 5 strongly-agree. For collecting the data, a questionnaire was given to the 120 respondents, i.e., non-managerial staff members of Pakistan's government organizations. And through the SPSS 26 software, data had been analyzed. In this study, convenience sampling was used. This method involves gathering data from members of a chosen population who want to take part in the study and are available. For this reason, data for this study was gathered from readily available, non-managerial government workers who were interested in participating.

## Operationalization of variables

In this study independent variables i.e. Labor union practices like Communication, Workplace Harmony, Occupational Safety & Health, Salary & Benefits, conflict was measured through close ended questionnaire having five-point Likert scale form Strongly Agree to Strongly Disagree (Henok and Afwork, 2016).

Whereas, dependent variable i.e. Employee's Performance was measured by questionnaire having five point likert scale from strongly agree to strongly disagree. And questionnaire taken from the study of Henok and Afwork, (2016).

And, moderator variable i.e. organizational culture was measured by the Organizational Culture Assessment Instrument (OCAI) developed by Cameron and Quinn (1999). Based on OCAI there are four key dimensions i.e. dominant-characteristics, management of employees, organization glue and criteria of success are used by Naranjo et al., (2011).

## Reliability of the Instrument

Reliability is most commonly measured by Cronbach's alpha. It is frequently used when a study has multiple Likert questions that make up a scale and you want to find out if your scale is trustworthy or not.

**Table 1**  
**Reliability Statistics**

Cronbach's Alpha	No. of Items
.867	58

The results of Table1 shows that the instrument is reliable having 58 items with alpha value above 0.7. Reliable instrument means we used right measure for data collection

## Results and Discussion

**Table 2**  
**Demographic Characteristics of The Respondents (N=120)**

Variable	Frequency	Percent
<b>Gender</b>		
Male	92	76.6
Female	28	23.3
<b>Total</b>	<b>120</b>	<b>100</b>
<b>Qualification</b>		
Bachelor	7	5.83
Master	60	50
MPhil / PhD	53	44.2
<b>Total</b>	<b>120</b>	<b>100</b>
<b>Age</b>		
25-34	14	11.6
35-44	58	48.3
45-54	27	22.5
Above 54	21	17.5
<b>Total</b>	<b>120</b>	<b>100</b>
<b>Marital status</b>		
Single	31	25.8
Married	78	65
Other	11	9.17
<b>Total</b>	<b>120</b>	<b>100</b>

Table 2 above displays the summary of our respondents', i.e., the majority of our respondents are male (76.6%), having a Masters level qualification (i.e., 50%), whereas 48.3% of our studied respondents are in the age group of 35 to 44, and also 65% of our respondents are married.

**Table 3**  
**Model summary**

Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std. Error
1	.852 <sup>a</sup>	.787	.743	2.73997

a. Predictors: (Constant), Communication, work\_harmony, Safety\_hlth, Salry\_benefit, Conflict

b. Dependent Variable: Emp\_perfmnce

The model-summary for the employee performance is shown in table 2. and revealed that the R2 value was 0.787, meaning that changes in predictors like communication, workplace harmony, occupational safety and health, salary and benefits, and conflict account for 78% of the variance explained by D.V. (employee performance).

**Table 4**  
**ANOVA<sup>a</sup>**

	<b>Model</b>	<b>Sum of Squares</b>	<b>df</b>	<b>F</b>	<b>Sig.</b>
1	Regression	2639.848	7	50.233	.000 <sup>b</sup>
	Residual	840.831	112		
	Total	3590.580	129		

a. Dependent Variable: Emp\_perfmnce

b. Predictors: (Constant), Communication, work\_harmony, Safety\_hlth, Salry\_benefit, Conflict.

Saunders et al. (2012) stated that an ANOVA table is considered statistically significant if the "F value" is high and the p value is less than 0.05. Therefore, Table 3 of this study displayed that the predictors have a higher F value and a lower p value i.e. Communication, Workplace Harmony, Occupational Safety & Health, Salary & Benefits, Conflict are significantly associated with dependent variable i.e. employee' performance

**Table 5**  
**Coefficients**

<b>Model</b>	<b>Unstandardized Coefficients</b>		<b>Standardized Coefficients</b>	<b>t</b>	<b>Sig.</b>
	<b>B</b>	<b>Std. Error</b>	<b>Beta</b>		
(Constant)	-4.618	1.937		-2.384	.019
Communication	.929	.086	.706	10.827	.000
Work_harmony	.423	.081	.434	5.232	.000
Safety_hlth	.635	.127	.418	5.004	.000
Salry_benefit	-.024	.172	-.017	-.141	.888
Con_complain	2.836	.241	.735	11.770	.000

Table 4 represents that the hypothesis of labor union practices measures i.e. Communication, Workplace Harmony, Occupational Safety & Health, Salary & Benefits and Conflict is approved having significant value less than 0.05.

**Table 6**  
**Moderation Findings**

<b>Moderation Results</b>	<b>t-statistics</b>	<b>Sig.</b>
Organizational-culture proved to be the significant moderator in between the Communication & Employee's performance.	5.269	0.000
Organizational-culture proved to be the significant moderator in between the Workplace harmony and Employee's performance.	9.809	0.000
Organizational-culture proved to be the significant moderator in between the Occupational safety and health and Employee's performance.	10.302	0.000
Organizational-culture proved to be the significant moderator in between the Salary & Benefits and Employee's performance.	6.486	0.000
Organizational-culture proved to be the significant moderator in between the Conflict and Employee's performance.	5.019	0.000

Table 5 represents that the hypothesis of labor union practices measures i.e. Communication, Workplace Harmony, Occupational Safety & Health, Salary & Benefits, Conflict is approved having significant value less than 0.05. Moreover, it also proves that



organizational culture is the significant moderator in between variables of labor union practices and employee's performance.

### **Conclusions**

This research will add to the body of literature. It examines the impact of labor union practices, i.e. Communication, Workplace harmony, Occupational Safety & Health, Salary & Benefits and Conflict on Employee's performance, moderated by organizational culture, in the context of government organizations in Pakistan. This study's findings support the hypothesis that five labor union practices – Communication, Workplace Harmony, Occupational Safety & Health, Salary & Benefits and Conflict – are significant and effective enough to improve workers' performance. This implies that effective labor union practices in Pakistani government organizations lead to an improvement in employees' productive performance. Similarly, it also proves the hypothesis that organizational culture significantly moderates the relationship between labor union practices like (Communication, Workplace harmony, Occupational Safety & Health, Salary & Benefits and Conflict) and employees' performance. It means that due to the strong organizational culture, labor union practices affect the employee's performance effectively.

### **Recommendations**

It is recommended for future researchers to examine the impact of labor unions on employee performance in the presence of organizational culture by utilizing a larger sample size, a wider geographic area, and also the government sector of other regions so that the study's generalizability can be further improved. Furthermore, the scope of this study is restricted to Pakistan; therefore, a larger geographical area should be studied in order to improve generalizability and yield better results. The study that needs to be conducted was restricted in order to achieve optimal results in the government sector of Pakistan due to time and resource constraints, and the sample size was small but easily accessible. Therefore, for results, the study needs to be conducted on multiple sectors with significantly larger sample sizes.

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