

Mediating Effect of Union Commitment on the Relationship between Transactional and Transformational Leadership and Organizational Commitment: An empirical investigation

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ABSTRACT

Unionization of employees has brought many implications to the management of human resources in organizations operating in unionized work environments. Many studies have been done in exploring the variables associated with employee unionization and their effects on organizations. Union commitment has been identified as a major issue in such studies with the argument of commitment to both union and employer by employees. This has created a mediation effect that is attributed by the union commitment in unionized work environment. Albeit the number of studies on effect on union commitment, it is noted that the mediation effect of union commitment has been less examined by the researchers. This is especially evident in relation to leadership and organizational commitment studies. The objective of this study is to examine the relationship between leadership behavior and union commitment of employees and assess the mediating effect of union commitment on employees' organizational commitment. A sample of 385 employees from the public sector organizations in Sri Lanka was selected for the purpose of this study. It was found that union commitment has a negative mediating effect on the relationship between transactional/transformational leadership and organizational commitment. Further, the negative mediation is high on transactional leadership than on transformational leadership.

Key Words: *Transactional Leadership, Transformational Leadership, and Union Commitment, Organizational Commitment*