

# **An Empirical Study of Union Transformational Leadership and Union Citizenship Behavior: the Effect of Union Practice and Chinese Traditionalism**

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**Abstract:** With the transformation of China's market economy development and the functions of the trade union, the trade union plays an increasingly important role in the development of enterprises. The paper constructs a model of the effect of union transformational leadership to union citizenship behavior, in which union practice plays a mediating role and Chinese traditionalism plays an moderating role. The paper adopts 433 employees of the non-state-owned enterprises in Jiangsu province as samples to test the model. The key findings show that union transformational leadership is positively correlated with union citizenship behavior. Chinese trade union leaders are more concerned about organizational practice, improving the overall union citizenship behavior through the construction of trade unions, while union leaders in Europe and America focus more on personalized care for members to improve the union citizenship behavior through personalized care to the staff. Trade union practice mediates partly between union transformational leadership and union citizenship behavior. The trade union practice is divided into four dimensions: participation, safeguard, education, construction. Participation, education, construction play a partly mediating role, while the effect of safeguard is not significant. The paper suggests that union leaders should improve employees' union citizenship behavior not only by shaping their own transformational leadership style, but also by establishing employees' psychological contract with union and improving union identity through the effective trade union practice; Chinese traditional culture which means the recognition of the unequal power relationship moderates between union transformational leadership and union citizenship behavior. For low-traditional employees, there is a significant relationship between transformational leadership and union citizenship behavior, but for high-traditional employees, the relationship is not significant.

**Keywords:** union transformational leadership; union citizenship behavior; trade union practice; Chinese traditionalism

## **1. Introduction**

The concept of transformational leadership style was first proposed by Burns. He suggested that leaders with transformational leadership style can make subordinates aware of the significance of the task, stimulate the high-level demand of subordinates and even prompt subordinates' extra output. Bass improved the theoretical framework of transformational leadership style. He suggested that transformational leadership can be measured from five dimensions, including leadership charisma influence, leadership idealized influence, leadership inspirational motivation, intellectual stimulation and individualized consideration. Summing the researches of transformational leadership theory in past 20 years, Bass pointed out that one of future research is to explore the effect of transformational leadership style on job attitude and behavior. Subsequently, numerous studies have demonstrated there are positive correlations between transformational leadership positively and staff's attitude、 job performance (Wang, Law, Hackett, Wang & Chen, 2005; Avolio, Zhu, Koh & Bhatia, 2004; Shin & Zhou, 2003; Dvir et al., 2002 ). Researchers have explored mechanism of transformational leadership on employee behavior and attitudes from two contexts which include enterprises

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and trade unions. In the enterprise context, Avolio (2004), Jia (2006) suggested that psychological empowerment mediated the relationship between transformational leadership and organizational commitment. Asgari (2008) pointed out that all of leadership-psychological exchange, organizational support, trust mediated the relationship of transformational leadership and organizational citizenship behavior. In the context of trade unions, Chacko & Greer (1982) pointed out that the characteristics of union leadership was consistent with transformational leadership style. Skarlicki & Latham (2006) suggested that justice of union organizations mediated the relationship of union leaders and union citizenship behavior significantly. Twigg & Fuller (2007) suggested that union support mediated the relationship of union leaders and union citizenship behavior. Meierhans & Rietmann (2008) pointed out that to explore the relationship of union transformational leadership style and union citizenship behavior should not only consider the individual factors, the role of trade union practices is also important. Cregan & Bartram's (2009) study supported this conclusion. They suggested that union transformational leaders improved union commitment and willingness to work by mobilizing union activities, which is a form of union practice. Turning to the limitation, Cregan pointed out that most of his research samples come from full-time union members in England, and the conclusions need more sample to validate. In the Chinese context, the effect of union practice to the relationship between union transformational leadership and union citizenship behavior needs to be tested.

In addition, the research of organizational behavior in the Chinese context cannot ignore the traditional culture. Chinese scholars discussed the effect of complying with authority, toleration, guanxi in analyzing the behavior of members in organizations. The organizational behavior of union members is also influenced by cultural differences. Are foreign relevant conclusions equally applicable in the Chinese context? Whether Chinese traditional culture influences the relationship between union transformational leaders and union citizenship behavior? These questions will be discussed in the paper.

## **2. Theory**

### **2.1. Union transformational leadership style**

Burns first proposed the concept of transformational leadership style. He suggested that transformational leadership style shows leaders who let subordinates aware of the significance of the task, in order to stimulate the high-level demand of subordinates, prompting subordinates to create extra work outcomes. Chacko & Greer (1982) pointed out that the characteristics of union leadership were consistent with transformational leadership style. Bass improved the theoretical framework of transformational leadership style and measured the transformational leadership from five dimensions: leadership charisma influence, leadership idealized influence, leadership inspirational motivation, intellectual stimulation and individualized consideration. Subsequently, numbers of union transformational leadership researchs appeared (Avolio, Bass & Jung, 1999; Judge & Bono, 2000; Meng, 2004). Union transformational leaders improved union members' willingness to work and work performance via leadership charisma influence, leadership idealized influence, leadership inspirational motivation, intellectual stimulation and individualized consideration.

### **2.2. Union citizenship behavior**

Organ (1988) suggested that organizational citizenship behavior refers to voluntary individual behavior, which in general enhance the effective functioning of the organization, but it can not be directly and explicitly acknowledged by a formal organizational reward system. Williams & Anderson (1991) pointed out that organizational citizenship behavior can be divided into two categories in empirical research: "One is participating in organizational activities; the other is assisting colleagues and encouraging others." Early scholars analysed organizational citizenship behavior in the corporate context. But with further researches, as another form of organization, trade union citizenship behavior is concerned. In the context of trade union, union citizenship behavior is a kind of behavior, which members actively participate in union activities or assist colleagues without formally reward (Skarlicki & Latham, 1996; Snape & Redman, 2004).

### **2.3. Union practice**

Union functions are the basic direction and content of union practices. As for China, who is undergoing social economic transition, union status and roles are different in different times and different development

stages. Before reform and opening-up, unions worked as function-extended organizations of Party and governments in companies and assisted companies in the development of society, instead of improving working and living conditions of employees by means of negotiations and strikes. In such background, unions had no substantial functions. However, 30 years after reform and opening-up, non-state-run enterprises, private enterprises and foreign companies have been emerging in large numbers and checks and balances, non-cooperation and even antagonism between companies and unions are appearing. Unions' responsibility and function of transition, rectification, reconstruction and protection of legal rights are re-emphasized. White (1996) inferred that with increasingly complex economy and producing environment in Chinese economy, labor disputes between employees and the company are intensified. Thus, as an important means to resolve labor disputes, union especially its function of protecting legal rights should be taken seriously. Zhang (2009) inferred that in the context of economic transformation in China, union has changed its original state from subordinated to the Party and nation to be independent. And union functions have been widened from assisting companies to protecting rights of workers. Taking Walmart which formed the union in China as an example, Wu Qingjun (2008) and Liu Fuhou (2010) made a research on union construction over foreign enterprises running in China. They found that union function of protecting legal rights has been emphasized, union status is being raised significantly and union roles cannot be ignored any more in foreign enterprises. Yuan Guangjin (2012) stated that with the sustained development of market economic system, non-state-owned companies emerge in large numbers and there appear checks and balances, non-cooperation and even antagonism between companies and unions which force unions to change. Besides assisting the government, it has to pay attention to protect employees' rights. Thus, the paper holds that union practice not only includes functions of protecting workers' rights like safeguarding basic rights and educating, but also functions of assisting company in developing like participating and constructing.

## **2.4. Chinese traditionalism**

Chinese traditionalism concept from the articles of Yang Kuo, Bang Yu and Ye Menghua. They divided the Chinese traditionalism into five dimensions, including compliance with authority, filial piety, law-abiding, self-preservation and male superiority. Farh, Earle & Lin (1997) introduced the concept to organizational management, focusing on compliance with authority. Peng Zhenglong and Zhao Hongdan (2011) suggested that the rights of superiors and subordinates are not equal in traditional Chinese society. Superiors can freely exert its influence without the constraints of role specification, while subordinates have to be obey, respect and trust authority strictly. Li Rui (2012) pointed out that traditionalism of Chinese staffs could directly affect their behavior. Employees with high traditionalism usually present to be forbearing and silent, while employees with low traditionalism are more likely to take radical measures to safeguard their own interests. Joining and supporting the trade union actively is a kind of radical measures. Based on the above analyses, Chinese traditionalism shows the acceptable levels of employees to the unequal relationship of superiors' and subordinates' rights.

## **3. Hypotheses**

### **3.1. Union transformational leadership style and union citizenship behavior**

Some scholars have already conducted researches on union transformational leadership style and union citizenship behavior. Since the free distribution and non-economic return characteristics of union citizenship behavior, researchers generally explained it from the social identity or social exchange theory. According to the social identity theory, organization members participating in and supporting the organization's activities are based on a social identity of the organization. In the trade union organization, union members participating in and supporting the activities of trade union are based on the recognition of its social status and functions. Shamir (1993)、Gardner & Avolio (1998) suggested that the union transformational leadership charisma can provide employees with a sense of the meaning of work; intellectual stimulation has influence on employees' awareness, leading to higher union citizenship behavior; individualized consideration can nurture employees' self-determination power, and thus indirectly leading to higher union citizenship behavior. In short, through the establishment of employee confidence, self-efficacy and self-esteem,

transformational leadership has a strong positive impact on staff motivation and the level of trade unions acceptance. Cregan & Bartram (2009) suggested that union transformational leaders can improve union commitment and willingness to work by mobilizing union activities, which is a form of union practice. According to the social exchange theory, all human activities can be attributed as a social exchange relationship. In trade union organization, the exchange relationship between union and its members can be divided into two aspects: material exchange and psychological exchange. Union citizenship behavior is a non-economic return pro-union behavior and therefore falls within scope of psychological exchange. Skarlicki & Latham (2006) analyzed the relationship between organizational justice and union citizenship behavior. Union transformational leadership, as a psychological exchange, pays more attention to the construction of union justice, increasing the union citizenship behavior. Twigg & Fuller (2007) proposed the effect of psychological contract between union transformational leadership and union citizenship behavior. In this contractual relationship, leaders safeguard the interests of employees in order to exchange union citizenship behavior. Based on the above analyses, the paper presents the first hypothesis:

H1: union transformational leadership style and union citizenship behavior are positively correlated.

### **3.2. Union transformational leadership style and union practice**

In the past studies of union leaders and union practice, researchers mainly explored the effect of union transformational leadership to the union functions of protecting workers' rights. By comparing the trade union members and non-union members, Chacko & Greer (1982) pointed out that the confidence of union leaders has a positive impact on union functions of safeguarding basic rights and educating. Gordon & Ladd (1999) suggested that union leaders and company leaders play an important role in the process of trade union functioning. Chang (2005) proposed that union transformational leader can play a housekeeper's role in the course of trade union practice. Union leaders' attitude directly affects the ability of trade union to safeguard rights. With the change of the functions of trade union, researchers have turned their attention from union functions of protecting workers' rights to the functions of assisting company in developing. Mellor & Bulger (2007) pointed out that motivation is a long-term task of union leaders. Union leaders promote union service functions by motivating members. Martinez & Fiorito (2012) suggested that union leaders' ability of management and the union functions of involving in the operation of enterprises are significantly correlated. Based on the above analyses, the paper presents the second hypothesis:

H2: union transformational leadership style and union practice are positively correlated.

### **3.3. Union practice and union citizenship behavior**

Foreign studies show that the union ability to safeguard rights and union citizenship behavior are positively correlated when considering the relationship about union practice and union citizenship behavior. By the survey of 187 members of Singapore's large public sector unions, Aryee & Chay (2001) suggested that unions achievements in maintaining fair workplace are positively correlated with union citizenship behavior. Redman & Snape (2005) analyzed the samples of British trade unions, and pointed out that the union capacity were positively correlated with union commitment, union citizenship behavior via the sense of union support. In the Chinese context, scholars stressed the Chinese trade unions have multiple functions to union citizenship behavior. Chan (2006) pointed out that the Chinese trade unions have dual function to maintain members' rights and improve corporates' performance. Thus Chinese members have dual commitment to union and corporate. Trade union is positively correlated with union citizenship behavior through this dual commitment. Wang & Zheng (2012) considered that Chinese trade unions have dual roles, and there is a positive relationship between union practice and union citizenship behavior. Hu (2012) considered that effective trade union practice can promote employees to make a higher dual commitment, which shows the development of enterprises and trade unions benefit organizational citizenship behavior. Based on the above analyses, the paper presents the third hypothesis:

H3: union practice and union citizenship behavior are positively correlated.

### **3.4. The mediating effects of union practice**

According to the existing studies of the relationship between union transformational leadership and union citizenship behavior, it is not difficult to infer that there are some certain aspects influencing the relationship. Despite large number of studies have investigated the union transformational leadership and union citizenship behavior, there are few empirical researches focusing on the mediating effect of union practice. Cregan & Bartram (2009) suggested that union transformational leadership has impact on union citizenship behavior by the mobilizing strategy. However, the limitation of is that most of their respondents are full-time trade union worker. Moreover, when taking into account of trade unionists and members with dual identity, Cregan and Bartram’s general conclusions may not be applicable to other contexts, thus it needs to be verified by more diverse samples. The paper attempts to use a wider range of samples, to explore intermediary role of trade union practice in the relationship between union transformational leadership and union citizenship behavior in the Chinese context. Based on the above analyses, the paper presents the forth hypothesis:

H4: union practice plays an intermediary role between union transformational leadership and union citizenship behavior.

H4a: safeguarding basic rights, which is one of union functions, plays an intermediary role between union transformational leadership and union citizenship behavior.

H4b: participating, which is one of union functions, plays an intermediary role between union transformational leadership and union citizenship behavior.

H4c: educating, which is one of union functions, plays an intermediary role between union transformational leadership and union citizenship behavior.

H4d: constructing, which is one of union functions, plays an intermediary role between union transformational leadership and union citizenship behavior.

### 3.5. The moderating effect of Chinese traditionalism

It should not ignore the effect of Chinese traditionalism when research on the relationship between union transformational leadership and union citizenship behavior in the Chinese context. Previous studies have found that complying with authority is best one to describe the concept of Chinese personality and values. And they think that complying with authority, which can be used to analyze the differences between Chinese staffs’ behavior and the foreign’s, would be an important moderate variable in organizational management (Farh, Earley & Lin, 1997; Hui, Lee & Rousseau, 2004; Farh, Hackett, & Liang, 2007). Therefore, it is necessary to explore the moderating effect of Chinese traditionalism when research the relationship between union transformational leadership and union citizenship behavior. Chinese traditional culture emphasizes the relationship between the upper and lower levels. In this relationship, the subordinate should obey, respect and trust of the superiors’ authority. But with the development of Chinese society, traditionalism has been greatly weakened by the impact of the Western culture and industrialization. Compliance authority is no longer common values of all Chinese people. There are several differences between high traditionalism behavior and low traditionalism behavior, especially for the young and educated generations. Zhou Hao and Long Lirong explore the moderating effect of compliance with authority between union transformational leadership and union citizenship behavior. They suggested that for low traditionalism subordinates who think the workplace should be “equal” are more vulnerable from the union leader’s impact to exhibit aggressive behavior. In union context, high traditionalism staffs think that the unequal relationship is acceptable. They may do nothing when being inspired by union leadership. While low traditionalism staffs think that the environment of workplace should be equal. When encouraged by union leadership, they behave more aggressively. Based on the above analyses, the paper presents the fifth hypothesis:

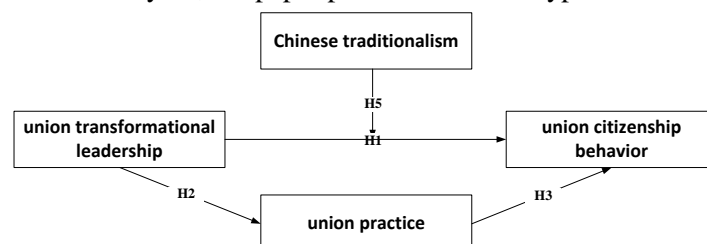


Fig. 1: Conceptual model of union transformational leadership and union citizenship behavior

H5: Chinese traditionalism moderates the relationship between union transformational leadership and union citizenship behavior. For low traditionalism staffs, union transformational leadership and union citizenship behavior are positively correlated. While for high traditionalism staffs, union transformational leadership and union citizenship behavior are not related.

Based on the above hypotheses, the model is constructed as Figure 1.

## 4. Methods

### 4.1. Sample and Data Collection

The questionnaire has three parts. To ensure the quality of response, the first part describes the purpose of research and provides detailed instructions to finish the questionnaire. The second part collects basic information and characteristics of the respondent, including working age, marital status, duration of union membership, etc. The third part is the measurement of three variables through different items, which uses 5-point Likert scale (1=strongly agree, 5=strongly disagree) to specify the attitude of respondent. To measure the variables, we adopted well-established scales from the western countries and modified to fit with the background of China. For the scales that have not been tested in China before, we used double-blind design and translation to ensure that items in the scale had been expressed properly in Chinese and could be understood correctly by the respondents. Statistic tools were also utilized to analyze the reliability and validity of the scales. Items that were not suitable under the background of China were deleted. In the design of the questionnaire, we used process control and statistical control to avoid the problem of common method variance. For example, 1) for each variable, employees from different companies were surveyed; 2) the measurements were separated temporally, spatially, and psychologically; 3) questionnaire was anonymous; and 4) items were organized to minimize the sequence effects. For the statistical control, Harman's single factor test was performed. All the items in the questionnaire were entered into a factor analysis to obtain an unrotated principal component; the component loading was 15.74%, which means the common method variance is insignificant.

This study surveyed the employees and union members in the enterprises of Jiangsu province in two steps. A total of 530 questionnaires were distributed and 499 effective questionnaires were received, and an effective response rate of 81.6% was calculated. Among the effective questionnaires, 71.3% of the respondents were male, 80.6% had a Bachelor's degree or higher, and 71% were ordinary employees; respondents' average age was 33, average working age was 10 years, average union membership duration was 6 years, and average monthly pay was 3, 500- 5, 000 RMB. In general, the respondents were representative and met the requirements of this study.

### 4.2. Measurements of Variables

The paper mainly measures four variables, namely union transformational leadership, union practice, union citizenship behavior and Chinese traditionalism.

*Union transformational leadership.* We selected 20 measuring items from scales compiled by Bass & Avolio and the paper divided union transformational leadership into five dimensions, namely leadership charisma influence, leadership idealized influence, leadership inspirational motivation, intellectual stimulation and individualized consideration. The original  $\alpha$  of the scale is 0.965, indicating that the scale has a good reliability.

*Union citizenship behavior.* We selected 9 measuring items from scales compiled by Fullagar & Barling (2011) and the paper divided union citizenship behavior into two dimensions. One is participating in organizational activities, the other is assisting colleagues and encouraging others. The original  $\alpha$  of the scale is 0.944, indicating that the scale has a good reliability.

*Union practice.* Since union practices between China and foreign countries are obviously different, the paper adopted scales of union practice from domestic scholars. According to "Unions Law", the paper divided union practice into four dimensions, namely safeguarding employees' rights, participating, educating and constructing. We selected 11 measuring items from scales compiled by Professor Xianguo Yao (2009)

and 5 measuring items from scales compiled by Professor Wansi Chen (2011). The original  $\alpha$  of the scale is 0.890, indicating that the scale has a good reliability.

*Chinese traditionalism.* We selected 5 measuring items from scales compiled by Farh, Earley & Lin (1997), which is widely used in Chinese mainland. The original  $\alpha$  of the scale is 0.900, indicating that the scale has a good reliability.

## 5. Analysis

### 5.1. Homologous variance test

To avoid effects of homological deviation caused by common method variance, all the items in the questionnaire were entered into a factor analysis to obtain an unrelated principal component; the component loading was 15.74%, which means the common method variance is insignificant.

### 5.2. Reliability Analysis and Validity Analysis

*Reliability analysis.* Cronbach's  $\alpha$  is used to measure the reliability of questionnaire. Generally, it is considered acceptable when  $\alpha$  factor greater than 0.6 degree of consistency of the factors. The result shows the  $\alpha$  in the paper greater than 0.8. The original  $\alpha$  of the union transformational leadership scale is 0.965, the union citizenship behavior scale is 0.944, the union practice scale is 0.890, and the Chinese traditionality scale is 0.900, which indicate that the scale has a good reliability.

*Validity analysis.* The preliminary questionnaire of union practices includes 16 items. The result of KMO spherical test is 0.790,  $p$  for Bartlett spherical test is 0.000, less than 0.01, indicating that the data shows a good linearity, suitable for factor analysis. We then extract common factors by methods of principal component analysis, orthogonal rotation method and selecting eigenvalues greater than one. Finally we find a total of four common factors whose eigenvalues are greater than one. However, the results show that the items US1 and UE3 are of poor quality in that factor loadings of US1 and UE3 are greater than 0.5 in both two factors at the same time, so we delete US1 and UE3. After deleting US1 and UE3, we use the same method to do factor analysis on the rest of the items. The result of KMO spherical test is 0.791,  $p$  for Bartlett spherical test is 0.000, less than 0.01, indicating that the data shows a good linearity, suitable for factor analysis. (The four common factors were tested by principal component analysis and orthogonal rotation respectively, and the results show factor loadings are all greater than 0.5 except union practice US1 and US3, it reflect that the aggregation effect of the questionnaire was better and the result of factor analysis in common factor extraction is quite satisfactory.)The result of union practice shows that there are four common factors whose eigenvalues are greater than one, accounting for 73.799% of total variance. Delete the items US1 and US3 whose factor loadings are less than 0.5. Factor loadings are all between 0.767-0.958. According the definition of the item and variable, we name these four factors "participating", "safeguarding", "constructing" and "educating".

The preliminary questionnaire of union transformational leadership includes 20 items. The result of KMO spherical test is 0.794,  $p$  for Bartlett spherical test is 0.000, less than 0.01, indicating that the data shows a good linearity, suitable for factor analysis. The result shows that there are four common factors whose eigenvalues are greater than one, accounting for 73.799% of total variance. According the definition of the item and variable, we name these five factors "leadership charisma influence", "leadership idealized influence", "leadership inspirational motivation", "intellectual stimulation" and "individualized consideration".

The preliminary questionnaire of union citizenship behavior includes 9 items. The result of KMO spherical test is 0.779,  $p$  for Bartlett spherical test is 0.000, less than 0.01, indicating that the data shows a good linearity, suitable for factor analysis. The result shows that there are only two common factors whose eigenvalues are greater than one, accounting for 69.395% of total variance. According the definition of the item and variable, we name these two factors "participating organizational activities" and "personal behavior". Therefore, the results of factor analysis are consistent with the idea of the development of the scale.

The preliminary questionnaire of union citizenship behavior includes 5 items. The result of KMO spherical test is 0.783, p for Bartlett spherical test is 0.000, less than 0.01, indicating that the data shows a good linearity, suitable for factor analysis. The result shows that there are four common factors whose eigenvalue is only one, accounting for 64.985% of total variance. Based on literature review, we name the factor “compliance with authority”.

### 5.3. Hypotheses Verification

Based on a good reliability and validity, we then verify the hypotheses of the model.

#### 5.3.1 Correlation Analysis

The first thing we do correlation analysis of variables, the results of which are shown in Table 1. Union transformational leadership style and union citizenship behavior are positively correlated ( $r=0.372$ ,  $p < 0.01$ ), so H1 has been rudimentarily verified. Union transformational leadership style and union practice are positively correlated ( $r=0.498$ ,  $p < 0.01$ ), so H2 has been rudimentarily verified. Union practice and union citizenship behavior are positively correlated ( $r=0.474$ ,  $p < 0.01$ ), so H3 has been rudimentarily verified.

Table 1 Correlation Analysis of Variables

	Mean	Standard deviation	Union transformational leadership	Union practice	Union citizenship behavior
Union transformational leadership	2.956	0.639	-		
Union practice	3.315	0.862	0.498**	-	
Union citizenship behavior	3.060	0.687	0.372**	0.474**	-

Note: \*\* indicates  $P < 0.01$ , \* indicates  $P < 0.05$

According to H4, we have to examine if union practice play a mediating role between union transformational leadership and union citizenship behavior. According to Baron & Kenny (1986), it must meet 4 conditions if union practice fully mediates between union transformational leadership and union citizenship behavior: (1) union transformational leadership is significantly related with union practice; (2) union transformational leadership is significantly related with union citizenship behavior; (3) union practice is significantly related with union citizenship behavior; (4) when adding union practice to the analysis of union transformational leadership and union citizenship behavior, the relationship between union transformational leadership and union citizenship behavior disappears, we say that union practice fully mediates between union transformational leadership and union citizenship behavior. And if adding union practice to the analysis of union transformational leadership and union citizenship behavior, the relationship between them is still significant but reduced, we say that union practice partially mediates between union transformational leadership and union citizenship behavior. What the paper explore is the relation between a single argument (union transformational leadership) and a single dependent variable (union citizenship behavior), and using the regression analysis method is more simple and clear. So paper use regressing analysis to test hypotheses 4.

#### 5.3.2 Mediating regression Analysis

We use hierarchical regression modeling (HRM) to test if union practice mediates the relationship between union transformational leadership and union citizenship behavior. The results are shown as Table 2. Model 1 shows the relationship between union transformational leadership and union citizenship behavior without union practice ( $\beta=0.716$ ,  $p < 0.01$ ). Model 2 adds participating to the relationship between union transformational leadership and union citizenship behavior, the relationship between them is still significant but reduced ( $\beta=0.395$ ,  $p < 0.05$ ), so participating partially mediates between union transformational leadership and union citizenship behavior. H4b is partly verified. Model 3 adds safeguarding to the relationship between union transformational leadership and union citizenship behavior, the relationship between them is still significant and not reduced ( $\beta=0.710$ ,  $p < 0.01$ ). So H4a is not verified. Model 4 adds educating to the relationship between union transformational leadership and union citizenship behavior, the relationship between them is still significant but reduced ( $\beta=0.483$ ,  $p < 0.05$ ), so educating partially mediates between union transformational leadership and union citizenship behavior. H4c is partly verified. Model 5 adds constructing to the relationship between union transformational leadership and union citizenship behavior, the relationship between them is still significant but reduced ( $\beta=0.436$ ,  $p < 0.05$ ), so constructing partially



mediates between union transformational leadership and union citizenship behavior. H4d is partly verified. Model 6 adds union practice to the relationship between union transformational leadership and union citizenship behavior, the relationship between them is still significant but reduced ( $\beta=0.528$ ,  $p<0.05$ ), so union practice partially mediates between union transformational leadership and union citizenship behavior. H4 is partly verified.

Table 2 Regression Analysis of Mediation

	UCB					
	M1	M2	M3	M4	M5	M6
IIA	0.106**	0.078*	0.090**	0.074*	0.057*	0.088*
IIB	0.165*	0.051	0.161*	0.151	0.020	0.072*
IM	<b>0.664**</b>	0.174*	0.588**	0.173*	0.204*	0.190*
IS	0.167*	0.107*	0.066**	0.091*	0.103	0.056*
IC	0.316**	0.129*	0.305**	0.321	0.201*	0.355*
UTL	0.716**	0.395*	0.710**	0.483*	0.436*	0.528*
UP		0.215**				
US			0.012			
UE				0.154**		
UC					0.165**	
TUP						0.145**
t	7.388	3.224	6.205	5.574	4.819	5.171

Note: \*\* indicates  $P < 0.01$ , \* indicates  $P < 0.05$

### 5.3.3 Moderating regression Analysis

We also use hierarchical regression modeling (HRM) to test if Chinese traditionalism moderates the relationship between union transformational leadership and union citizenship behavior. According to Aiken & West (1991), we have to add independent variable union transformational leadership, moderating variable Chinese traditionalism and the multiplied item between union transformational leadership and Chinese traditionalism into the models. The results are shown as Table 3. Model 1 shows the relationship between union transformational leadership and union citizenship behavior without the effect of Chinese traditionalism ( $\beta = 0.716$ ,  $p < 0.01$ ). Model 3 shows that the relationship between union transformational leadership and union citizenship behavior disappears when add Chinese traditionalism, and the effect of the multiplied item between union transformational leadership and Chinese traditionalism is negative ( $\beta = -0.23$ ,  $p < 0.01$ ,  $\Delta R^2 = 0.055$ \*\*). So H5 is verified.

Table 3 Regression Analysis of Moderation

	dependent variable UCB		
	M1	M2	M3
Control variables			
independent variable UTL	0.716**	0.645**	0.464
moderating variable CT		-0.071	-0.042
multiplied item UTL×CT			<b>-0.23**</b>
R <sup>2</sup>	0.155	0.178	0.233
F	1.582*	10.277*	10.035*
$\Delta R^2$	0.044**	0.023*	0.055**

Note: \*\* indicates  $P < 0.01$ , \* indicates  $P < 0.05$

## 6. Conclusions

The paper constructs a conceptual model about the impact of union transformational leadership on union citizenship behavior, mediated by union practice, moderated by Chinese traditionalism in Chinese context. The paper adopts 433 employees of the non-state-owned enterprises in Jiangsu Province as samples to test the model and find some meaningful conclusions.

(1) The paper confirms that union transformational leadership is positively related with union citizenship behavior, which is the same results of the study of Chacko & Greer (1982). The leadership charisma influence could provide the meaning of work. The intellectual stimulation could let the employees aware their abilities. The individualized consideration could train the staff self decision-making capacity. Thus, union transformational leadership is positively related with union citizenship behavior. In subsequent further study, scholars generally believe that there exist some other factors between union transformational leadership and union citizenship behavior (Skarlicki & Latham, 200; Cregan & Bartram, 2009).

(2) Current literatures focused on the mediating effect of organizational support and organizational justice between union transformational leadership and union citizenship behavior, ignoring the effect of union practice. Meierhans & Rietmann (2008) suggested that the effect of union practice between union transformational leadership and union citizenship behavior should not be ignored. We agree with their point. We add union practice into the study of the relationship between union transformational leadership and union citizenship behavior, providing a new perspective. Results show that union functions of participating, constructing and educating partially mediates between union transformational leadership and union citizenship behavior, while safeguarding has no effect. According to the characteristics of transformational leadership, union leaders pay more attention to the high-level needs and inspire the collective spirit of employees to promote higher union citizenship behavior. On one hand, union transformational leadership satisfies the employees' original motivation to join the union by providing education and chance to participating to the management to the company. Thus, employees have higher union citizenship behavior. On the other hand, union transformational leadership add the union citizenship behavior by promoting the union function of constructing. While the effect of safeguarding is not significant because of the unique characteristics of the Chinese trade unions. Firstly, when compared with the United States and Europe, Chinese trade unions have a dual identity, namely the functions of protecting workers' rights like safeguarding basic rights and educating and the functions of assisting company in developing like participating and constructing. Secondly, both trade unions in China and unions in America tend to be diversified, but in a different direction. The functions of American unions change from protecting workers' rights to the public administration. While the functions of Chinese unions change from the public administration to protecting workers' rights. Thirdly, the purposes of Chinese unions are different from unions in the United States and Europe. The main purpose of American labor unions is to protect workers' rights, while the purpose of Chinese labor unions is to promote a win-win between the companies and individuals.

(3) In Chinese context, researches on the relationship between union transformational leadership and union citizenship behavior should not ignore the effect of Chinese cultural characteristics. Scholars generally believe that Chinese traditionalism is an important moderating variable (Farh, Earley & Lin, 1997; Hui, Lee & Rousseau, 2004; Farh, Hackett, & Liang, 2007). Traditional Chinese culture emphasizes "no trouble". When not satisfying with the work environment, high traditional employees may do nothing. But with China's reform and opening up, Chinese culture and Western culture are merged. Modern Chinese employees gradually began to pursue the "equality" work environment. The paper's research findings also confirmed the above point. Chinese traditionalism significantly moderates the relationship between union transformational leadership and union citizenship behavior. For low traditional staffs, union transformational leadership and union citizenship behavior are positively correlated. While for high traditional staffs, union transformational leadership and union citizenship behavior are not related. It is phase fit with the characteristic of Chinese traditional culture. In union context, high traditional staffs think that the unequal relationship is acceptable. They may do nothing when being inspired by union leadership. While low traditional staffs think that the environment of workplace should be equalled. When encouraged by union leadership, they would behave more aggressively.

## **7. Limitations**

Due to all kinds of subjective and objective factors, the research has some limitations, requiring further improvements. First of all, affected by research costs, time and vigor, the samples only come from Jiangsu, so the selection of samples has region limitation. Thus, in the subsequent research, we need to expand sample sources and collect samples in wider scopes to do further research on relationships between union transformational leadership and union citizenship behavior.

Then paper uses cross-sectional data, which can not determine the causality of union transformational leadership, union practice and union citizenship behavior. Therefore, it is necessary to use longitudinal designs or experimental method in order to further explore the causal link between the variables.

Last, paper attempts to explore the mediating effect of union practice and the moderating effect of Chinese traditionalism on the relationship between union transformational leadership and union citizenship behavior. However, theoretical research in this area is still in a minority in China. In future studies, we hope for more comprehensive theoretical researches.

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